

File No. 180574

Committee Item No. 3

Board Item No. 15

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date June 25, 2018

Board of Supervisors Meeting

Date July 24, 2018

Cmte Board

<input type="checkbox"/>	<input type="checkbox"/>	Motion
<input type="checkbox"/>	<input type="checkbox"/>	Resolution
<input type="checkbox"/>	<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	<input type="checkbox"/>	Legislative Digest
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Budget and Legislative Analyst Report
<input type="checkbox"/>	<input type="checkbox"/>	Youth Commission Report
<input type="checkbox"/>	<input type="checkbox"/>	Introduction Form
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Department/Agency Cover Letter and/or Report
<input type="checkbox"/>	<input type="checkbox"/>	MOU
<input type="checkbox"/>	<input type="checkbox"/>	Grant Information Form
<input type="checkbox"/>	<input type="checkbox"/>	Grant Budget
<input type="checkbox"/>	<input type="checkbox"/>	Subcontract Budget
<input type="checkbox"/>	<input type="checkbox"/>	Contract/Agreement
<input type="checkbox"/>	<input type="checkbox"/>	Form 126 – Ethics Commission
<input type="checkbox"/>	<input type="checkbox"/>	Award Letter
<input type="checkbox"/>	<input type="checkbox"/>	Application
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Public Correspondence

OTHER (Use back side if additional space is needed)

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Budget and Appropriation Ordinance
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Administrative Provisions
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	PowerPoint Presentations
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Proposed Budget 2018-2019 & 2019-2020
<input type="checkbox"/>	<input type="checkbox"/>	
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<input type="checkbox"/>	<input type="checkbox"/>	

Completed by: Linda Wong

Date June 21, 2018

Completed by: Linda Wong

Date July 11, 2018

CITY AND COUNTY OF SAN FRANCISCO

BUDGET AND APPROPRIATION ORDINANCE

AS OF JULY 13, 2018



File No. 180574 Ordinance _____

**FISCAL YEAR ENDING JUNE 30, 2019 and
FISCAL YEAR ENDING JUNE 30, 2020**

CITY & COUNTY OF SAN FRANCISCO, CALIFORNIA

MAYOR'S 2018-2019 & 2019-2020

PROPOSED BUDGET

MAYOR MARK E. FARRELL



MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE

Melissa Whitehouse, Director of Mayor's Office of
Public Policy and Finance

Kelly Kirkpatrick, Acting Budget Director

Marisa Pereira Tully, Deputy Budget Director

Laura Busch, Senior Fiscal and Policy Analyst

Theodore Conrad, Senior Fiscal and Policy Analyst

Ashley Groffenberger, Senior Fiscal and Policy Analyst

Christopher Muyo, Fiscal and Policy Analyst

Jillian Johnson, Fiscal and Policy Analyst

Nereida Heller, Fiscal and Policy Analyst

Raven Anderson, Fiscal and Policy Analyst

Marie Valdez, Fiscal and Policy Assistant

Lani Kent, Strategy Analyst

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Num	Authority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+ Savings/(Cost)
1	GFS	DPH	251961	251912	251912	10020	10030928	1		11159	506070	5,200,000	-	2,300,000	2,900,000
2	GFS	DPH	240642	207982	207982	10020	10009105	2		11187	506070	400,000	-	2,900,000	(2,900,000)
3	Self Sup	TIS	207915	207917	207917	28100	10024777	1		10000	532310	15,510,315	1,000,000	15,510,315	-
4	Self Sup	TIS	207915	207917	207917	28100	10024777	1		10000	540000	1,000,000	(1,000,000)	-	-
5	Self Sup	TIS	232337	207922	207922	28070	10024777	1		17582	535960	188,200	220,000	191,450	(220,000)
6	Self Sup	TIS	232337	207922	207922	28070	10024777	1		17582	527610	239,000	(220,000)	239,000	220,000
7	GFS	HRD	232022		232022	10020	10024340	1		17369	506070	-	(175,000)	-	-
8	GFS	HRD	232022		232022	10020	10024341	1		10005	506070	-	300,000	-	-
9	GFS	HRD	232022		232022	10020	10033390	1		20357	506070	1,125,000	(125,000)	-	-
10	GFS	MYR	232065		232065	10020	10023900	131		17182	591270	1,245,094	-	3,000,875	(1,755,781)
11	Self Sup	GEN			230018	17380	10026734	1		10000	493001	1,245,094	-	3,000,875	1,755,781
12	Self Sup	GEN			230018	17380	10026734	1		10000	570000	1,245,094	-	3,000,875	(1,755,781)
13	Self Sup	SHF			232331	15680	10016951	4		15808	499998	-	1,260,000	-	-
14	Self Sup	SHF			232331	15680	10033416	1		15230	500010	-	1,260,000	-	-
15	Self Sup	SHF			232331	15680	10033416	1		15230	499998	1,260,000	(1,260,000)	-	-
16	Self Sup	SHF			232331	15680	10033416	1		15230	567000	1,260,000	(1,260,000)	-	-
17	GFS	ECN	229991		229991	10010	10022531	9		16652	538000	3,334,000	(25,000)	3,309,000	-
18	GFS	HOM	203646		203646	10000	10026740	1		10000	538010	83,083,797	3,207,791	84,168,364	3,207,791
19	GFS	HOM	203646		203646	10000	10026737	1	8	10000	538010	1,291,947	-	691,947	(691,947)
21	GFS	POL	232086		232086	10000	10001910	1		10000	560000	-	2,000,000	-	-
22	GFS	POL	232086		232086	10020	10032880	1		20034	506070	2,000,000	(2,000,000)	1,000,000	(1,000,000)
23	GFS	POL	232086		232086	10000	10001903	1		10000	560000	-	4,574,360	-	4,079,600
24	GFS	POL	232086		232086	10000	10001903	1		10000	560000	4,574,360	(4,574,360)	3,079,600	(3,079,600)
25	GFS	DPH	240642	207982	207982	10020	10033381	1		20455 (new)	567000	5,000,000	(5,000,000)	-	-
26	GFS	DPH	240642	207982	207982	10020	10033381	1		11193	567000	-	5,000,000	-	-
27	Self Sup	TIS	207915	232341	232341	28070	10024777	1		17582	487230	-	(1,487,134)	-	(1,487,134)
28	Self Sup	TIS	207915	232341	232341	28070	10024777	1		17582	520190	(1,276,737)	1,276,737	(1,267,597)	1,267,597
29	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486020	-	252,194	-	252,194
30	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486030	-	64,360	-	64,360
31	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486050	-	30,719	-	30,719
32	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486070	-	21,267	-	21,267
33	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486090	-	3,349	-	3,349
34	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486100	-	-	-	-
35	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486110	-	1,191,488	-	1,191,488
36	Self Sup	TIS	207915	207921	207921	28070	10024777	1		17582	486190	-	43,132	-	43,132

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Numb	Authority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+1 Savings/(Cost)
37	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486220	-	126,389	-	126,389
38	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486230	-	282,404	-	282,404
39	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486250	-	24,578	-	24,578
40	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486270	-	29,887	-	29,887
41	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486280	-	1,901	-	1,901
42	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486310	-	52,369	-	52,369
43	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486340	-	108,572	-	108,572
44	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486350	-	70,377	-	70,377
45	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486370	-	521,620	-	521,620
46	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486410	-	18,598	-	18,598
47	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486430	-	211,101	-	211,101
48	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486440	-	8,046	-	8,046
49	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486460	-	33,158	-	33,155
50	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486470	-	10,000	-	10,000
51	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486490	-	1,587	-	1,587
52	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486500	-	105,259	-	105,259
53	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486510	-	4,623	-	4,623
54	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486530	-	189,954	-	189,954
55	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486560	-	104,487	-	104,487
56	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486570	-	2,500	-	2,500
57	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486580	-	5,842	-	5,842
58	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486590	-	20,021	-	20,021
59	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486630	-	136,745	-	136,745
60	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486640	-	17,076	-	17,076
61	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486670	-	19,095	-	19,095
62	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486690	-	485,906	-	485,906
63	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486710	-	37,730	-	37,730
64	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486720	-	23,819	-	23,819
65	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486740	-	81,079	-	81,079
66	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486750	-	7,200	-	7,200
67	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486760	-	5,000	-	5,000
68	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486790	-	937	-	937
69	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	486800	-	3,600	-	3,600
70	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	527000	-	39,087	-	39,087
71	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	527610	-	797,645	-	797,645
72	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	529110	-	508,323	-	508,323

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Numb	Priority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+ Savings/(Cost)
73	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	530000	-	420	-	420
74	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	535000	-	1,791,966	-	1,791,966
75	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	535960	-	940,922	-	940,922
76	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	540000	-	277,505	-	277,505
77	Self Sup TIS		207915	207921	207921	28070	10024777	1		17582	549250	-	2,100	-	2,100
78	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486020	252,194	(252,194)	252,194	(252,194)
79	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486030	64,360	(64,360)	64,360	(64,360)
80	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486050	30,719	(30,719)	30,719	(30,719)
81	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486070	21,267	(21,267)	21,267	(21,267)
82	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486090	3,349	(3,349)	3,349	(3,349)
83	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486110	1,191,488	(1,191,488)	1,191,488	(1,191,488)
84	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486190	43,132	(43,132)	43,132	(43,132)
85	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486220	126,389	(126,389)	126,389	(126,389)
86	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486230	282,404	(282,404)	282,404	(282,404)
87	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486250	24,578	(24,578)	24,578	(24,578)
88	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486270	29,887	(29,887)	29,887	(29,887)
89	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486280	1,901	(1,901)	1,901	(1,901)
90	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486310	52,369	(52,369)	52,369	(52,369)
91	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486340	108,572	(108,572)	108,572	(108,572)
92	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486350	70,377	(70,377)	70,377	(70,377)
93	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486370	521,620	(521,620)	521,620	(521,620)
94	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486410	18,598	(18,598)	18,598	(18,598)
95	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486420	-	-	-	-
96	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486430	211,101	(211,101)	211,101	(211,101)
97	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486440	8,046	(8,046)	8,046	(8,046)
98	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486460	33,158	(33,158)	33,155	(33,155)
99	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486470	10,000	(10,000)	10,000	(10,000)
100	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486490	1,587	(1,587)	1,587	(1,587)
101	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486500	105,259	(105,259)	105,259	(105,259)
102	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486510	4,623	(4,623)	4,623	(4,623)
103	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486530	189,954	(189,954)	189,954	(189,954)
104	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486560	104,487	(104,487)	104,487	(104,487)
105	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486570	2,500	(2,500)	2,500	(2,500)
106	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486580	5,842	(5,842)	5,842	(5,842)
107	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486590	20,021	(20,021)	20,021	(20,021)
108	Self Sup TIS		207915	207921	207921	28070	10024810	1		17608	486630	136,745	(136,745)	136,745	(136,745)

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Num	Authority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+1 Savings/(Cost)
109	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486640	17,076	(17,076)	17,076	(17,076)
110	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486670	19,095	(19,095)	19,095	(19,095)
111	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486690	485,906	(485,906)	485,906	(485,906)
112	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486710	37,730	(37,730)	37,730	(37,730)
113	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486720	23,819	(23,819)	23,819	(23,819)
114	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486740	81,079	(81,079)	81,079	(81,079)
115	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486750	7,200	(7,200)	7,200	(7,200)
116	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486760	5,000	(5,000)	5,000	(5,000)
117	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486790	937	(937)	937	(937)
118	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	486800	3,600	(3,600)	3,600	(3,600)
119	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	527000	39,087	(39,087)	39,087	(39,087)
120	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	527610	797,645	(797,645)	797,645	(797,645)
	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	529110	508,323	(508,323)	508,323	(508,323)
	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	530000	420	(420)	420	(420)
	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	535000	1,791,966	(1,791,966)	1,791,966	(1,791,966)
	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	535960	940,922	(940,922)	940,922	(940,922)
	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	540000	277,505	(277,505)	277,505	(277,505)
	Self Sup	TIS	207915	207921	207921	28070	10024810	1		17608	549250	2,100	(2,100)	2,100	(2,100)
	GFS	JUV	232034		232034	10000	10001710	6		10000	460699	-	-	-	(34,000)
	GFS	FIR	130647		130647	10060	10033290	0001		10002	581063	3,643	(3,643)	3,643	(3,643)
	GFS	FIR	130647		130647	10060	10033290	0001		10002	581064	3,199	(3,199)	3,199	(3,199)
	Self Sup	PUC	229309	229271	229267	20160	10030000	1		10000	486340	135,331	3,643	143,653	3,643
	Self Sup	PUC	232429	232396	232396	25940	10029994	10		10000	486340	151,199	3,199	164,199	3,199
	Self Sup	PRT	232116		232116	23700	10033239	1		20276	581078	-	250,000	-	-
	Self Sup	PRT	232116		232116	23700	1	1		12735	567000	250,000	(250,000)	-	-
	Self Sup	PRT	232116		232116	23700	10033239	1		12677	581390	-	211,000	-	217,000
	Self Sup	PRT	232116		232116	23700	10030093	1		12677	581390	211,000	(211,000)	217,000	(217,000)
	GFS	CRT			229259	10000	10001770	1		10000	526510	218,943	-	200,962	20,000
	Self Sup	JUV	232034			13550	10033432	1		10001	448999	-	-	327,000	22,615
	Self Sup	JUV	232034			13550	10033432	1		10001	527990	-	-	327,000	(22,615)
	GFS	REC	262668	262676	262676	10020	10032174	6		19701	567000	-	1,712,000	-	-
	GFS	REC	262668	262676	262676	10020	10033490	2		19701	567000	50,000	(50,000)	-	-
	GFS	REC	262668	262676	262676	10020	10013441	6		19701	567000	1,000,000	(1,000,000)	-	-
	GFS	REC	262668	262676	262676	10020	10013423	6		19701	567000	412,000	(412,000)	-	-
	GFS	REC	262668	262676	262676	10020	10033554	2		19701	567000	250,000	(250,000)	-	-
	GFS	HOM	203646		203646	10000	10026740	1		10000	487110	-	(1,451,347)	-	(1,451,347)

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Num	Priority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+ Savings/(Cost)
	Self Sup	DPW	207988	229863	207954	10860	10032767	1		14514	475415	-	2,214,000	-	-
	Self Sup	DPW	207988	229863	207954	10860	10032767	1		14514	567000	-	2,214,000	-	-
	Self Sup	DPW	207988	229863	207954	10880	10032767	1		14517	475415	-	150,000	-	-
	Self Sup	DPW	207988	229863	207954	10880	10032767	1		14517	567000	-	150,000	-	-
	Self Sup	DPW	207988	229863	207954	10860	10032767	38		14514	475415	2,214,000	(2,214,000)	-	-
	Self Sup	DPW	207988	229863	207954	10860	10032767	38		14514	567000	2,214,000	(2,214,000)	-	-
	Self Sup	DPW	207988	229863	207954	10880	10032767	39		14517	475415	150,000	(150,000)	-	-
	Self Sup	DPW	207988	229863	207954	10880	10032767	39		14517	567000	150,000	(150,000)	-	-
	GFS	DPW	207988	229863	207954	10020	10031891	20		17341	506070	-	200,000	-	50,000
	GFS	DPW	207988	229863	207954	10020	10031891	20		20387	506070	200,000	(200,000)	50,000	(50,000)
	Self Sup	DPW	207988	229863	207954	17210	10031390	55		10008	444931	-	9,060,000	-	-
	Self Sup	DPW	207988	229863	207954	17210	10031390	66		10008	444931	9,060,000	(9,060,000)	-	-
	Self Sup	DPW	207988	229863	207954	17210	10031502	55		10008	444931	-	5,580,000	-	-
	Self Sup	DPW	207988	229863	207954	17210	10031502	60		10008	444931	5,580,000	(5,580,000)	-	-
	Self Sup	DPW	207988	229863	207954	10880	10031523	55		14517	475415	-	2,000,000	-	-
	Self Sup	DPW	207988	229863	207954	10880	10031523	58		14517	475415	2,000,000	(2,000,000)	-	-
	GFS	DPW	207988	229863	229840	10020	10032120	18		17333	506070	-	90,000	-	90,000
	GFS	DPW	207990	229897	207956	10020	10032120	18		20342	506070	90,000	(90,000)	90,000	(90,000)
	GFS	DPW	207988	229863	229840	10020	10032121	18		17333	506070	-	140,000	-	140,000
	GFS	DPW	207988	229863	229840	10020	10032122	18		17334	506070	-	200,000	-	200,000
	GFS	DPW	207988	229863	229840	10020	10032123	18		17415	506070	-	124,000	-	124,000
	GFS	DPW	207990	229897	207956	10020	10032121	18		20342	506070	140,000	(140,000)	140,000	(140,000)
	GFS	DPW	207990	229897	207956	10020	10032122	18		20343	506070	200,000	(200,000)	200,000	(200,000)
	GFS	DPW	207990	229897	207956	10020	10032123	18		20344	506070	124,000	(124,000)	124,000	(124,000)
	GFS	DPW	207988	229863	229840	10020	10032127	18		17341	506070	-	38,000	-	38,000
	GFS	DPW	207990	229897	207956	10020	10032127	18		20351	506070	38,000	(38,000)	38,000	(38,000)
	GFS	DPW	207990	229897	207956	10020	10032128	18		17334	506070	-	30,000	-	30,000
	GFS	DPW	207990	229897	207956	10020	10032128	18		20346	506070	30,000	(30,000)	30,000	(30,000)
	GFS	DPW	207988	229863	229840	10020	10032375	5		17344	506070	-	30,000	-	-
	GFS	DPW	207990	249642	207959	10020	10032375	5		20345	506070	30,000	(30,000)	-	-
	GFS	DPW	207990	229897	207956	10020	10032510	1		17333	506070	-	100,000	-	100,000
	GFS	DPW	207990	229897	207956	10020	10032510	1		20342	506070	100,000	(100,000)	100,000	(100,000)
	GFS	DPW	207990	229822	207951	10020	10032113	18		17343	506070	-	15,000	-	15,000
	GFS	DPW	207990	229822	207951	10020	10032113	18		17344	506070	15,000	(15,000)	15,000	(15,000)
	GFS	DPW	207988	229863	207954	10020	10032767	21		14522	584030	-	21,824,000	-	27,078,000
	GFS	DPW	207988	229863	207954	12760	10032767	22		14522	446213	-	5,800,807	-	3,135,110

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Numb	Authority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+1 Savings/(Cost)
	GFS	DPW	207988	229863	207954	12760	10032767	22		14522	584030	-	5,800,807	-	3,135,110
	GFS	DPW	207988	229863	207954	12780	10032767	22		14522	446214	-	3,183,193	-	1,718,546
	GFS	DPW	207988	229863	207954	12780	10032767	22		14522	584030	-	3,183,193	-	1,718,546
	Self Sup	DPW	207988	229863	207954	12775	10032767	22		14522	446213	-	14,883,000	-	15,210,426
	Self Sup	DPW	207988	229863	207954	12775	10032767	22		14522	584030	-	14,883,000	-	15,210,426
	Self Sup	DPW	207988	229863	207954	12785	10032767	22		14522	460198	-	8,139,000	-	8,318,058
	Self Sup	DPW	207988	229863	207954	12785	10032767	22		14522	584030	-	8,139,000	-	8,318,058
	GFS	DPW	207988	229863	207954	10020	10032767	21		20273	584030	21,824,000	(21,824,000)	27,078,000	(27,078,000)
	GFS	DPW	207988	229863	207954	12760	10032767	22		20273	446213	5,800,807	(5,800,807)	3,135,110	(3,135,110)
	GFS	DPW	207988	229863	207954	12760	10032767	22		20273	584030	5,800,807	(5,800,807)	3,135,110	(3,135,110)
	GFS	DPW	207988	229863	207954	12780	10032767	22		20273	446214	3,183,193	(3,183,193)	1,718,546	(1,718,546)
	GFS	DPW	207988	229863	207954	12780	10032767	22		20273	584030	3,183,193	(3,183,193)	1,718,546	(1,718,546)
	Self Sup	DPW	207988	229863	207954	12775	10032767	22		20273	446213	14,883,000	(14,883,000)	15,210,426	(15,210,426)
	Self Sup	DPW	207988	229863	207954	12775	10032767	22		20273	584030	14,883,000	(14,883,000)	15,210,426	(15,210,426)
	Self Sup	DPW	207988	229863	207954	12785	10032767	22		20273	460198	8,139,000	(8,139,000)	8,318,058	(8,318,058)
	Self Sup	DPW	207988	229863	207954	12785	10032767	22		20273	584030	8,139,000	(8,139,000)	8,318,058	(8,318,058)
	GFS	DPW	207988	229863	207954	10020	10032767	24		10006	567000	-	2,552,560	-	2,860,188
	GFS	DPW	207988	229863	207954	10020	10032767	24		20272	567000	2,552,560	(2,552,560)	2,860,188	(2,860,188)
	GFS	DPW	207988	229863	207954	10020	10032767	11		14485	567000	-	6,063,750	-	6,366,940
	GFS	DPW	207988	229863	207954	10020	10032767	11		20269	567000	6,063,750	(6,063,750)	6,366,940	(6,366,940)
	GFS	DPW	207988	229863	207954	10020	10032767	23		17027	567000	-	294,760	-	309,498
	GFS	DPW	207988	229863	207954	10020	10032767	23		20270	567000	294,760	(294,760)	309,498	(309,498)
	GFS	DPW	207988	229863	207954	10020	10032767	10		17348	567000	-	877,176	-	921,035
	GFS	DPW	207988	229863	207954	10020	10032767	10		20271	567000	877,176	(877,176)	921,035	(921,035)
	Self Sup	PUC	232429	232426	232425	25940	10029996	4		10000	581077	175,000	-	66,000	109,000
	Self Sup	PUC	232429	232396	232396	25940	10029994	2		10000	499999	4,634,985	-	11,841,061	(109,000)
	Self Sup	Multiple	Multiple			Multiple	Multiple				515610	(3,560,360)	3,560,360	(7,328,530)	7,328,530
	Self Sup	Multiple	Multiple			Multiple	Multiple					3,560,360	(3,560,360)	7,328,530	(7,328,530)
	Self Sup	REC	262668	262676	262676	16930	10027635	21		10001	567000	-	1,200,000	-	-
	Self Sup	REC	262668	262676	262676	16930	10027635	21		20407	567000	1,200,000	(1,200,000)	-	-
	Self Sup	REC	262668	262676	262676	16930	10027635	20		10001	567000	-	200,000	-	-
	Self Sup	REC	262668	262676	262676	16930	10027635	20		20409	567000	200,000	(200,000)	-	-
	Self Sup	REC	262668	262676	262676	16930	10027635	19		10001	567000	-	148,204	-	-
	Self Sup	REC	262668	262676	262676	16930	10027635	19		20410	567000	148,204	(148,204)	-	-
	Self Sup	REC	262668	262676	262676	16940	10027635	22		10001	567000	-	4,988,600	-	-
	Self Sup	REC	262668	262676	262676	16940	10027635	22		20408	567000	4,988,600	(4,988,600)	-	-

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Numb	Priority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+1 Savings/(Cost)
	Self Sup	REC	262668	262676	262676	16950	10013222	20		10001	567000	-	250,000	-	-
	Self Sup	REC	262668	262676	262676	16950	10013222	20		20405	567000	250,000	(250,000)	-	-
	Self Sup	REC	262668	262676	262676	16950	10013410	14		10001	567000	-	375,255	-	-
	Self Sup	REC	262668	262676	262676	16950	10013410	14		20406	567000	375,255	(375,255)	-	-
	Self Sup	REC	262668	262676	262676	16950	10032997	4		10001	567000	-	250,000	-	-
	Self Sup	REC	262668	262676	262676	16950	10032997	4		20411	567000	250,000	(250,000)	-	-
	GFS	DPH	207705	162643	162643	10020	10032899	1		20031	585020	-	23,980,000	-	23,980,000
	GFS	DPH	207705	162643	162643	10020	10032899	1		20031	506070	23,980,000	(23,980,000)	23,980,000	(23,980,000)
	GFS	WOM			232395	10000	10026801	001		10000	538000	6,198,197	(237,688)	6,198,197	(237,688)
	Self Sup	CON	207672		207672	10801	10001644	1		20285	411221	-	(10,000)	-	(10,000)
	Self Sup	CON	207672		207672	10801	10001644	1		20285	506070	-	10,000	-	10,000
	Self Sup	GEN			230018	10801	10026733	1		20285	411221	-	(1,500,000)	-	(3,000,000)
	Self Sup	GEN			230018	10801	10026733	1		20285	591060	-	1,500,000	-	3,000,000
	Self Sup	HOM	203646		203646	10801	10033286	1		20281	411221	-	(13,437,000)	-	(27,162,000)
	Self Sup	HOM	203646		203646	10801	10033286	1		20281	506070	-	13,437,000	-	26,218,938
	Self Sup	HOM	203646		203646	10801	10033286	1		20281	581670	-	-	-	943,062
	Self Sup	MYR	232065		232065	10801	10033286	1		20282	411221	-	(2,986,000)	-	(6,036,000)
	Self Sup	MYR	232065		232065	10801	10033286	1		20282	506070	-	2,986,000	-	6,036,000
	Self Sup	MYR	232065		232065	10801	10033286	1		20283	411221	-	(10,451,000)	-	(21,126,000)
	Self Sup	MYR	232065		232065	10801	10033286	1		20283	506070	-	10,451,000	-	21,126,000
	Self Sup	MYR	232065		232065	10801	10033286	1		20284	411221	-	(2,986,000)	-	(6,036,000)
	Self Sup	MYR	232065		232065	10801	10033286	1		20284	506070	-	2,986,000	-	6,036,000
	Self Sup	TTX	232360	232352	232352	10801	10001751	1		20285	411221	-	(630,000)	-	(630,000)
	Self Sup	TTX	232360	232352	232352	10801	10001751	1		20285	506070	-	630,000	-	630,000
	GFS	GEN			230018	10000	10026733	1		10000	493066	-	(1,500,000)	-	(1,500,000)
	GFS	GEN			230018	10020	10026734	1		10000	506070	-	1,500,000	-	1,500,000
	Self Sup	HOM	203646		203646	12920	10033635	1		10001	506070	27,671,628	(27,671,628)	-	-
	Self Sup	HOM	203646		203646	12920	10033635	1		10001	448999	27,671,628	27,671,628	-	-
	Self Sup	HOM	203646		203646	12920	10033635	1		10001	506070	2,000,000	(2,000,000)	3,000,000	(3,000,000)
	Self Sup	HOM	203646		203646	12920	10033635	1		10001	448999	2,000,000	2,000,000	3,000,000	3,000,000
	GFS	HOM	203646		203646	10000	10033287	1		10000	538010	7,760,000	860,000	9,256,938	(9,256,938)
	GFS	HOM	203646		203646	10000	10033396	1		10000	538010	250,000	-	500,000	(500,000)
	GFS	HOM	203646		203646	10000	10026740	1		10000	581670	8,057,825	-	9,403,664	(943,062)
	GFS	HOM	203646		203646	10000	10026737	1	8	10000	538010	-	-	600,000	(600,000)
	GFS	MYR	232065		232065	10010	10023915	1		17198	538010	22,964,575	(1,400,000)	24,814,575	(3,400,000)
	GFS	GEN			230018	10000	10026733	1		10000	499999	186,600,702	(4,302,958)	217,332,842	4,302,958

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Num	Authority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+1 Savings/(Cost)
	GFS	Multiple	Multiple		Multiple	Multiple	Multiple			Multiple	515610		5,702,958	(10,397,042)	10,397,042
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	412210	-	(8,170,000)	-	(16,610,000)
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	486100	-	(50,000)	-	(50,000)
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	486190	-	(75,000)	-	(75,000)
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	522010	-	1,000	-	1,000
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	524010	-	3,800	-	3,800
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	527990	-	10,500	-	10,500
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	535000	-	2,400	-	2,400
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	535510	-	3,500	-	3,500
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	535710	-	1,000	-	1,000
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	538000	-	-	-	-
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	538010	-	13,430,527	-	14,767,808
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	549510	-	4,000	-	4,000
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	549990	-	2,000	-	2,000
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581050	-	496,229	-	496,229
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581062	-	18,954	-	18,954
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581170	-	41,723	-	43,484
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581270	-	7,500	-	7,500
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581330	-	400,000	-	400,000
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581790	-	5,298	-	5,298
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581820	-	9,619	-	9,619
	Self Sup ADM		296645	267664	267664	11840	10003078	1		10000	581880	-	80,000	-	80,000
	Self Sup ADM		296645	267664	267664	11840	10026661	1		10000	493001	-	(7,090,000)	-	-
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	412210	8,170,000	8,170,000	16,610,000	16,610,000
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	486100	50,000	50,000	50,000	50,000
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	486190	75,000	75,000	75,000	75,000
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	522010	1,000	(1,000)	1,000	(1,000)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	524010	3,800	(3,800)	3,800	(3,800)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	527990	10,500	(10,500)	10,500	(10,500)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	535000	2,400	(2,400)	2,400	(2,400)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	535510	3,500	(3,500)	3,500	(3,500)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	535710	1,000	(1,000)	1,000	(1,000)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	538000	-	-	-	-
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	538010	13,430,527	(13,430,527)	14,767,808	(14,767,808)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	549510	4,000	(4,000)	4,000	(4,000)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	549990	2,000	(2,000)	2,000	(2,000)

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Number	Priority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+ Savings/(Cost)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581050	496,229	(496,229)	496,229	(496,229)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581062	18,954	(18,954)	18,954	(18,954)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581170	41,723	(41,723)	43,484	(43,484)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581270	7,500	(7,500)	7,500	(7,500)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581330	400,000	(400,000)	400,000	(400,000)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581790	5,298	(5,298)	5,298	(5,298)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581820	9,619	(9,619)	9,619	(9,619)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	581880	80,000	(80,000)	80,000	(80,000)
	Self Sup ADM		296645	267664	267664	11802	10003078	1		20451	493001	7,090,000	7,090,000	-	-
	Self Sup MYR		232065		232065	11801	10033289	1		20290	412210	-	(1,500,000)	-	(3,100,000)
	Self Sup MYR		232065		232065	11801	10033289	1		20290	506070	-	1,500,000	-	3,100,000
	Self Sup MYR		232065		232065	11802	10033289	1		20290	412210	1,500,000	1,500,000	3,100,000	3,100,000
	Self Sup MYR		232065		232065	11802	10033289	1		20290	506070	1,500,000	(1,500,000)	3,100,000	(3,100,000)
	Self Sup ART		187644		187644	11800	10022451	35		16612	412210	-	(3,200,000)	-	(6,900,000)
	Self Sup ART		187644		187644	11800	10022451	35		16612	493001	-	(4,230,000)	-	-
	Self Sup ART		187644		187644	11800	10022451	35		16612	506070	-	-	-	-
	Self Sup ART		187644		187644	11800	10022451	35		16612	538010	-	-	-	-
	Self Sup ART		187644		187644	11800	10031167	45		16612	486150	-	(441,229)	-	(441,229)
	Self Sup ART		187644		187644	11800	10031167	45		16612	506070	-	-	-	-
	Self Sup ART		187644		187644	11800	10031167	45		16612	538010	-	2,395,669	-	2,395,669
	Self Sup ART		187644		187644	11800	10031167	46		16612	486150	-	(30,000)	-	(30,000)
	Self Sup ART		187644		187644	11800	10031167	46		16612	506070	-	1,640,553	-	2,698,535
	Self Sup ART		187644		187644	11800	10031167	46		16612	527990	-	35,391	-	35,391
	Self Sup ART		187644		187644	11800	10031167	46		16612	535990	-	3,000	-	3,000
	Self Sup ART		187644		187644	11800	10031167	46		16612	538010	-	3,671,816	-	3,671,816
	Self Sup ART		229000		229000	11800	10016794	1		15761	500010	-	134,921	-	141,667
	Self Sup ART		229000		229000	11800	10031168	1		16613	412210	-	(1,900,000)	-	(3,930,000)
	Self Sup ART		229000		229000	11800	10031168	1		16613	506070	-	656,911	-	1,078,274
	Self Sup ART		229000		229000	11800	10031168	1		16613	535990	-	162,917	-	162,917
	Self Sup ART		229000		229000	11800	10031168	1		16613	581065	-	78,878	-	82,432
	Self Sup ART		229000		229000	11800	10031168	1		16613	581410	-	70,704	-	69,041
	Self Sup ART		229000		229000	11800	10033364	1		20331	412210	-	(1,300,000)	-	(2,690,000)
	Self Sup ART		229000		229000	11800	10033364	1		20331	506070	-	1,300,000	-	2,690,000
	Self Sup ART		187644		187644	11802	10031167	44		20450	412210	3,200,000	3,200,000	6,900,000	6,900,000
	Self Sup ART		187644		187644	11802	10031167	44		20450	493001	2,630,000	2,630,000	-	-
	Self Sup ART		187644		187644	11802	10031167	44		20449	493001	1,600,000	1,600,000	-	-

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Numb	Authority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+1 Savings/(Cost)
	Self Sup	ART	187644		187644	11802	10031167	44		20450	506070	-	-	-	-
	Self Sup	ART	187644		187644	11802	10031167	44		20450	538010	-	-	-	-
	Self Sup	ART	187644		187644	11802	10031167	44		20449	486150	441,229	441,229	441,229	441,229
	Self Sup	ART	187644		187644	11802	10031167	44		20449	506070	-	-	-	-
	Self Sup	ART	187644		187644	11802	10031167	44		20449	538010	2,395,669	(2,395,669)	2,395,669	(2,395,669)
	Self Sup	ART	187644		187644	11802	10031167	44		20450	486150	30,000	30,000	30,000	30,000
	Self Sup	ART	187644		187644	11802	10031167	44		20450	506070	1,640,553	(1,640,553)	2,698,535	(2,698,535)
	Self Sup	ART	187644		187644	11802	10031167	44		20450	527990	35,391	(35,391)	35,391	(35,391)
	Self Sup	ART	187644		187644	11802	10031167	44		20450	535990	3,000	(3,000)	3,000	(3,000)
	Self Sup	ART	187644		187644	11802	10031167	44		20450	538010	3,671,816	(3,671,816)	3,671,816	(3,671,816)
	Self Sup	ART	187644		187644	11802	10031167	44		20449	500010	134,921	(134,921)	141,667	(141,667)
	Self Sup	ART	187644		187644	11802	10031167	44		20449	412210	1,900,000	1,900,000	3,930,000	3,930,000
	Self Sup	ART	187644		187644	11802	10031167	44		20449	506070	656,911	(656,911)	1,078,274	(1,078,274)
	Self Sup	ART	187644		187644	11802	10031167	44		20449	535990	162,917	(162,917)	162,917	(162,917)
	Self Sup	ART	187644		187644	11802	10031167	44		20449	581065	78,878	(78,878)	82,432	(82,432)
	Self Sup	ART	187644		187644	11802	10031167	44		20449	581410	70,704	(70,704)	69,041	(69,041)
	Self Sup	ART	187644		187644	11802	10031167	44		20331	412210	1,300,000	1,300,000	2,690,000	2,690,000
	Self Sup	ART	187644		187644	11802	10031167	44		20331	506070	1,300,000	(1,300,000)	2,690,000	(2,690,000)
	GFS	REC	262668	262676	262676	10020	10031044	1		15160	591100	-	1,599,795	-	1,417,395
	Self Sup	REC	207912	207914	150727	11900	10013710	5		15164	495005	1,514,407	1,412,921	1,417,682	1,417,395
	Self Sup	REC	207912	207914	150727	11902	10001737	1		10000	499999	-	(186,874)	-	-
	Self Sup	REC	207912	207914	150727	11902	10001737	1		10000	595050	1,514,407	(1,412,921)	1,417,682	(1,417,395)
	Self Sup	REC	262668	262676	262676	11900	10001737	1		10000	598040	-	186,874	-	-
	Self Sup	REC	262668	262676	262676	11900	10031044	1		15160	493001	-	(1,599,795)	-	(1,417,395)
	GFS	REC	232199	232197	232197	10020	10013710	51		15164	591100	1,599,795	(1,599,795)	1,417,395	(1,417,395)
	Self Sup	REC	207912	207914	150727	11902	10013710	51		10000	493001	1,599,795	1,599,795	1,417,395	1,417,395
	GFS	GEN			230018	10000	10026734	1		10000	597110	-	2,500,000	-	2,500,000
	GFS	GEN			230018	10000	10026733	1		10000	499999	-	-	-	-
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	492001	-	19,770,000	-	20,100,000
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	520190	-	1,412,950	-	1,422,889
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	520290	-	977,507	-	937,777
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	522000	-	26,701	-	26,701
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	527000	-	6,705,813	-	7,051,817
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	527610	-	230,000	-	230,000
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	540000	-	382,920	-	382,920
	Self Sup	DPW	207990	249642	249641	13985	10031233	1		10000	549210	-	-	-	-

Item #	GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Activity Type Numb	Priority ID	Account ID	BY Should Be Amount	BY Savings/(Cost)	BY+1 Should Be Amount	BY+ Savings/(Cost)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			10000	560000	-	-	-	-
	Self Sup DPW	207990	249642	249641	13985	10031233	1			10000	560000	-	2,318,651	-	2,320,510
	Self Sup DPW	207990	249642	249641	13985	10031233	1			10000	581069	-	2,164,839	-	2,164,839
	Self Sup DPW	207990	249642	249641	13985	10031233	1			10000	581370	-	36,060	-	37,142
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	492001	19,770,000	(19,770,000)	20,100,000	(20,100,000)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	520190	1,412,950	(1,412,950)	1,422,889	(1,422,889)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	520290	977,507	(977,507)	937,777	(937,777)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	522000	26,701	(26,701)	26,701	(26,701)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	527000	6,705,813	(6,705,813)	7,051,817	(7,051,817)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	527610	230,000	(230,000)	230,000	(230,000)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	540000	382,920	(382,920)	382,920	(382,920)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	549210	-	-	-	-
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	560000	-	-	-	-
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	560000	2,318,651	(2,318,651)	2,320,510	(2,320,510)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	581069	2,164,839	(2,164,839)	2,164,839	(2,164,839)
	Self Sup DPW	207990	249642	249641	13985	10031233	1			20448	581370	36,060	(36,060)	37,142	(37,142)

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GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Tech Amt	BY TECH SHOULD BE	BY BPMS Change	BY+1 Tech Amt	BY+1 TECH SHOULD BE	BY+1 BPMS Change
GFS	ART	229000		229000	10000	10026673	1	10000	515610	21,274	24,392	3,118	23,200	25,551	2,351
GFS	BOA			232076	10000	10026677	1	10000	515610	49,821	49,489	(332)	54,305	51,840	(2,465)
GFS	CAT			229042	10000	10001638	4	10000	515610	1,793,573	1,763,073	(30,500)	1,954,994	1,846,819	(108,175)
GFS	CON	275641	275642	275642	10060	10022950	1	10002	515610	872,235	541,423	(330,812)	950,408	567,141	(383,267)
GFS	CPC	229235		229235	10000	10001648	1	10000	515610	1,376,318	1,274,362	(101,956)	1,500,187	1,334,894	(165,293)
GFS	DPH	240649	251982	251865	21490	10001948	2	10000	515610	8,401,144	8,246,234	(154,910)	9,157,247	8,637,930	(519,317)
GFS	DPH	242641	251960	210654	21080	10001839	22	10000	515610	18,315,616	17,779,202	(536,414)	19,964,021	18,623,714	(1,340,307)
GFS	DPH	242641	251960	251667	21080	10001839	22	10000	515610	-	-	-	-	-	-
GFS	FIR	130647		130647	10060	10033290	1	10002	515610	135,180	135,180	-	135,180	135,180	-
GFS	GEN			230018	10000	10026734	1	10000	515610	66,320,491	62,174,053	(4,146,438)	72,282,952	65,127,320	(7,155,632)
GFS	HSA	149655	149657	149657	10000	10001700	1	10000	515610	13,595,032	13,219,956	(375,076)	14,818,585	13,847,904	(970,681)
GFS	HSS			291644	10000	10001707	1	10000	515610	317,612	315,497	(2,115)	346,197	330,483	(15,714)
GFS	WAR			232392	14670	10026798	1	10000	515610	417,255	389,732	(27,523)	454,808	408,244	(46,564)
Self Suppr AAM				228855	11940	10022239	1	16472	515610	24,382	22,543	(1,839)	26,567	23,614	(2,953)
Self Suppr ADM	296644	228875	228875	14300	10001302	2	17378	515610	-	1,044,433	1,044,433	-	1,094,044	1,094,044	-
Self Suppr ADM	296644	228875	228875	14300	10001302	4	17378	515610	330,424	-	(330,424)	359,799	-	(359,799)	-
Self Suppr ADM	296644	228875	228875	14300	10001302	23	17378	515610	338,669	310,443	(28,226)	368,777	325,189	(43,588)	-
Self Suppr ADM	296644	228875	228875	14300	10001302	43	17378	515610	808,970	-	(808,970)	880,888	-	(880,888)	-
Self Suppr ADM	296644	228875	228875	14390	10024344	1	17371	515610	-	-	-	-	-	-	-
Self Suppr ADM	296644	228880	228880	28310	10003088	1	10000	515610	151,708	139,064	(12,644)	165,195	145,669	(19,526)	-
Self Suppr ADM	296644	232178	232178	27500	10001625	1	10000	515610	908,155	832,466	(75,689)	988,890	872,008	(116,882)	-
Self Suppr AIR	228937	228932	228932	17960	10026669	1	10000	515610	9,852,195	9,390,685	(461,510)	10,738,893	9,836,742	(902,151)	-
Self Suppr ASR	229015			229015	12610	10024397	1	17403	515610	73,435	50,476	(22,959)	79,508	52,873	(26,635)
Self Suppr CFC				229047	11000	10022906	1	16921	515610	93,415	80,421	(12,994)	101,822	84,241	(17,581)
Self Suppr CFC				229047	11000	10022906	8	16921	515610	-	-	-	-	-	-
Self Suppr CFC				229047	11000	10022906	11	16921	515610	-	-	-	-	-	-
Self Suppr CFC				229047	11000	10022906	10	16921	515610	-	-	-	-	-	-
Self Suppr CFC				229047	11020	10022906	9	16921	515610	-	-	-	-	-	-
Self Suppr CFC				229047	11020	10022907	1	16922	515610	-	-	-	-	-	-
Self Suppr CFC				229047	11020	99999999	9999	10004	515610	-	-	-	-	-	-
Self Suppr CHF				229218	11190	10001640	4	10000	515610	-	259,821	259,821	24,662	272,163	247,501
Self Suppr CHF				229218	11190	10001640	7000	10000	515610	274,018	-	(274,018)	274,018	-	(274,018)
Self Suppr CSS				229264	11300	10001654	1	10000	515610	-	-	-	-	-	-
Self Suppr CSS				229264	11300	10001654	2	10000	515610	-	-	-	-	-	-
Self Suppr CSS				229264	11300	10001654	3	10000	515610	-	-	-	-	-	-
Self Suppr DBI	229318	229314	229314	10190	10001655	1	10000	515610	1,700,157	1,633,163	(66,994)	1,853,172	1,710,738	(142,434)	-
Self Suppr DPW	229889	207955	207955	13920	10029981	1	10002	515610	8,095,988	7,417,280	(678,708)	8,824,627	7,769,601	(1,055,026)	-
Self Suppr ENV				229994	12200	10026725	1	10000	515610	227,268	228,411	1,143	247,722	239,260	(8,462)
Self Suppr ENV				229994	13990	10026725	1	10000	515610	302,085	303,604	1,519	329,273	318,025	(11,248)
Self Suppr FAM				230001	11940	10023196	1	17041	515610	79,606	81,842	2,236	86,185	85,730	(455)
Self Suppr FIR	130645			130645	17960	10001967	1	10000	515610	976,850	770,955	(205,895)	1,064,593	807,575	(257,018)
Self Suppr FIR	130647			130647	23680	10001954	1	10000	515610	-	106,688	106,688	-	111,756	111,756
Self Suppr HRD	232027			232027	12460	10026742	1	10000	515610	332,241	310,515	(21,726)	368,504	325,265	(43,239)
Self Suppr HSA	186644			186644	11140	10022908	1	16923	515610	-	-	-	-	-	-
Self Suppr LIB				232048	13140	10026751	1	10000	515610	5,393,173	5,054,143	(339,030)	5,878,559	5,294,215	(584,344)

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Tech Amt	BY TECH SHOULD BE	BY BPMS Change	BY+1 Tech Amt	BY+1 TECH SHOULD BE	BY+1 BPMS Change
Self Supp	MTA	139648	208656	208656	22870	10001723	1	10000	515610	4,539,413	4,358,669	(180,744)	4,947,961	4,565,706	(382,255)
Self Supp	MTA	139648	208657	208657	22265	10001719	23	10000	515610	29,910,917	-	(29,910,917)	32,602,900	-	(32,602,900)
Self Supp	MTA	139648	208657	208657	22770	10001719	23	10002	515610	-	28,719,961	28,719,961	-	30,084,159	30,084,159
Self Supp	MTA	175658	175656	175656	22870	10001728	1	10000	515610	63,488	60,961	(2,527)	69,202	63,856	(5,346)
Self Supp	POL	232104		232104	17960	10001907	1	10000	515610	2,133,529	2,111,299	(22,230)	2,325,562	2,211,585	(113,977)
Self Supp	PRT	232112	109754	109754	23680	10026768	1	10000	515610	1,482,189	1,398,086	(84,103)	1,615,586	1,464,495	(151,091)
Self Supp	PUC	198644		198644	24750	10026777	1	10000	515610	24,911	-	(24,911)	27,153	-	(27,153)
Self Supp	PUC	229309	229271	229267	20160	10030000	1	10000	515610	2,652,993	2,783,800	130,807	2,891,762	2,916,030	24,268
Self Supp	PUC	231637	298651	298647	24970	10029992	4	10000	515610	1,762,434	1,843,494	81,060	1,921,053	1,931,060	10,007
Self Supp	PUC	232176	232130	232127	27180	10026772	1	10000	515610	3,967,034	3,909,693	(57,341)	4,324,067	4,095,403	(228,664)
Self Supp	PUC	232429	232396	232396	25940	10029994	10	10000	515610	4,041,766	3,922,064	(119,702)	4,405,525	4,108,362	(297,163)
Self Supp	REC	207912	150705	150705	13370	10001737	1	10000	515610	1,546,451	1,435,516	(110,935)	1,689,830	1,503,703	(186,127)
Self Supp	REC	207912	207914	150727	11902	10001737	1	10000	515610	89,622	83,193	(6,429)	97,931	87,144	(10,787)
Self Supp	RET	232318		232318	31330	10026788	1	10000	515610	610,313	612,436	2,123	665,241	641,527	(23,714)
Self Supp	RNT			232325	10850	10026789	1	10000	515610	211,741	210,331	(1,410)	230,798	220,322	(10,476)
Self Supp	TIS	207915	232341	232341	28070	10024777	1	17582	515610	1,525,782	1,478,507	(47,275)	1,663,103	1,548,736	(114,367)
											186,877,555	(9,263,318)		195,754,239	(18,033,594)
											GFS	(5,702,958)			(10,705,064)
											NGFS	(3,560,360)			(7,328,530)
Balancing Entries															
GFS	CON	275641	275642	275642	10060	10022950	1	10002	486990	19143342	18,812,530	(330,812)	19,032,760	18,649,493	(52,455)
GFS	GEN			230018	10000	10026734	1	10000	581130	5,136,142	4,805,330	(330,812)	5,213,534	4,830,267	(52,455)

Item #	GFS Type	Dept	Dept Division	Dept Section	Section Description	Department ID	Fund ID	Project ID	Activity ID	Authority ID	Activity Type Number	Account ID	Class	Job Class Title	Stability	Effective Year	End Year	End Pay Period	BY FTE Should Be	BY AMT Should Be	BY Savings/(Cost)	BY+1 FTE Should Be	BY+1 Should Be Amt	BY+1 Savings/(Cost)	
1	GFS	DPH	242641	251985	HGH Mental Hcz	251674	21080	10001862	1	10000		501010	2328_C	Nurse Practitioner	A	BY					407,242			533,251	
2	GFS	DPH	242641	251985	HGH Mental Hcz	251674	21080	10001835	1	10000		501010	2328_C	Nurse Practitioner	A	BY				1.38	407,242	(407,242)	1.8	533,251	(533,251)
3	GFS	TIS	210657			210857	10020	10022312	1	10000	10000	501010	0941_C	Manager VI	A	BY					191,316			191,316	
4	GFS	TIS	210657			210857	10020	10022312	1	10000	10000	501010	1043_C	IS Engineer-Senior	A	BY					149,593			149,593	
5	GFS	TIS	210657			210857	10020	10022312	1	10000	10000	501010	1053_C	IS Business Analyst-Senior	A	BY					126,107			126,107	
6	GFS	TIS	210657			210857	10020	10022312	1	10000	10000	501010	1054_C	IS Business Analyst-Principal	A	BY					438,014			438,014	
7	GFS	TIS	210657			210857	10020	10022312	1	10000	10000	501010	1064_C	IS Programmer Analyst-Principal	A	BY					133,097			133,097	
8	GFS	TIS	210657			210857	10020	10022312	1	10000	10000	501010	1070_C	IS Project Director	A	BY					160,948			160,948	
9	GFS	TIS	210657			210857	10020	10022312	1	16524	10000	501010	0941_C	Manager VI	A	BY			1.00	191,316	(191,316)	1.00	191,316	(191,316)	
10	GFS	TIS	210657			210857	10020	10022312	1	16524	10000	501010	1043_C	IS Engineer-Senior	A	BY			1.00	149,593	(149,593)	1.00	149,593	(149,593)	
11	GFS	TIS	210657			210857	10020	10022312	1	16524	10000	501010	1053_C	IS Business Analyst-Senior	A	BY			1.00	126,107	(126,107)	1.00	126,107	(126,107)	
12	GFS	TIS	210657			210857	10020	10022312	1	16524	10000	501010	1054_C	IS Business Analyst-Principal	A	BY			3.00	438,014	(438,014)	3.00	438,014	(438,014)	
13	GFS	TIS	210657			210857	10020	10022312	1	16524	10000	501010	1064_C	IS Programmer Analyst-Principal	A	BY			1.00	133,097	(133,097)	1.00	133,097	(133,097)	
14	GFS	TIS	210657			210857	10020	10022312	1	16524	10000	43195	1070_C	IS Project Director	A	BY			1.00	160,948	(160,948)	1.00	160,948	(160,948)	
15	GFS	POL	232086			232086	10000	10001909	1	10000			8253_C	Forensic Latent Examiner II	A	BY					669,618			669,618	
16	GFS	POL	232091			232086	10000	10001909	1	10000			8253_C	Forensic Latent Examiner II	A	BY			4.62	669,618	(669,618)	6.0	880,414	(880,414)	
17	GFS	FIR	130651			130651	10000	10001963	0001	10000			5215_C	Fire Protection Engineer	A	BY			1.00	155,913	(155,913)	1.00	155,913	(155,913)	
18	GFS	FIR	130651			130651	10000	10001963	0001	10000			5215_C	Fire Protection Engineer	A	BY					55,298			56,390	
19	GFS	FIR	130651			130651	10000	10001963	0001	10000			1004_F	Inspector, Bur Of Fire Prevention	A	BY			1.00	145,549	(145,549)	1.00	149,915	(149,915)	
20	GFS	FIR	130651			130651	10000	10001963	0001	10000			1004_F	Inspector, Bur Of Fire Prevention	A	BY					46,685			46,465	
21	GFS	PDR	232082			232082	10000	10001889	1	10000			8177_C	Attorney (Civil/Criminal)	L	BY	BY+1	Payperiod 1	2.00	548,894	(274,447)				
22	GFS	PDR	232082			232082	10000	10001889	1	10000			8142_C	Public Defender's Investigator	L	BY	BY+1	Payperiod 1	1.00	148,126	(148,126)				
23	GFS	PDR	232082			232082	10000	10001889	1	10000			STEPM_Z	Step Adjustments, Miscellaneous	A					#####	126,321				
24	Self Sup	TIS	130680	207942	DT Client Svcs	207942	28070	10024777	1	17592		501010	1452_C	Executive Secretary II	A						91,588			91,588	
25	Self Sup	TIS	207915	232341	DT Adm Admin	232341	28070	10024777	1	17582		501010	1452_C	Executive Secretary II	A				1.00	91,588	(91,588)	1.00	91,588	(91,588)	
26	GFS	JUV	232034			232034	10000	10001710	4	10000			STEPM_Z	Step Adjustments, Miscellaneous	A					(661,756)			(637,644)	34,000	
27	GFS	JUV	232040			232040	10010	10001710	3	10000			0953_C	Deputy Director III	A	BY		1.00	258,614	(258,614)	1.00	260,021	(260,021)		
28	GFS	JUV	232040			232040	10010	10001710	3	10000			8582_P	ACPD, JuvP, Juv Prob (SPERS)	A	BY					250,096			251,150	
29	GFS	JUV	232040			232040	10010	10001710	3	10000			0963_S	Department Head III	A	BY		1.00	309,418	(309,418)	1.00	319,815	(319,815)		
30	GFS	JUV	232040			232040	10010	10001710	3	10000			8418_S	Chief Probation Officer, Juvenile	CA	BY					309,418			319,815	
31	GFS	JUV	232040			232040	10010	10001710	3	10000			1024_C	IS Administrator-Supervisor	A	BY		1.00	178,362	(178,362)	1.00	179,130	(179,130)		
32	GFS	JUV	232040			232040	10010	10001710	3	10000			1052_C	IS Business Analyst	A	BY					153,569			154,358	
33	GFS	JUV	232040			232040	10010	10001710	3	10000			8444_S	Deputy Probation Officer	A	BY		2.00	327,376	(327,376)	2.00	338,596	(338,596)		
34	GFS	JUV	232040			232040	10010	10001710	3	10000			1244_C	Senior Personnel Analyst	A	BY					166,114			167,426	
35	GFS	JUV	232040			232040	10010	10001710	3	10000			1623_C	Senior Administrative Analyst	A	BY					160,834			161,618	
36	GFS	JUV	232035			232035	10000	10001710	1	10000			0923_S	Manager II	A	BY		1.00	209,769	(209,769)	1.00	217,018	(217,018)		
37	GFS	JUV	232035			232035	10000	10001710	1	10000			8344_S	Director, Juvenile Hall	A	BY					208,769			217,018	
38	Self Sup	ASR	229015			229015	12610	10022469	1	10000			1822_C	Administrative Analyst	A	BY					69,832			74,110	
39	Self Sup	ASR	229015			229015	12610	10022469	1	16627			1822_C	Administrative Analyst	A	BY		0.50	69,832	(69,832)		0.5	74,110	(74,110)	
40	Self Sup	ASR	229015			229015	12610	10024404	1	10000			4215_C	Assessor-Recorder Senior Office SA	A	BY					121,409			122,195	
41	Self Sup	ASR	229015			229015	12610	10024404	1	17409			4215_C	Assessor-Recorder Senior Office SA	A	BY		1.00	121,409	(121,409)	1.00	122,195	(122,195)		
42	Self Sup	ASR	229015			229015	12610	10032513	1	10000			4215_C	Assessor-Recorder Senior Office SA	A	BY					121,409			122,195	
43	Self Sup	ASR	229015			229015	12610	10032513	1	19830			4215_C	Assessor-Recorder Senior Office SA	A	BY		1.00	121,409	(121,409)	1.00	122,195	(122,195)		
44	GFS	JUV	232035			232035	10000	10001710	1	10000			9993M_Z	Attrition Savings - Miscellaneous	A				#####	33,739			(1,279,571)	43,195	
45	Self Sup	DPW	207990	249642	DPW Urban Fore	249641	13985	10031233	1	10000	Multiple	Multiple	Multiple	Multiple	Multiple						5,514,559			5,525,405	
46	Self Sup	DPW	207990	249642	DPW Urban Fore	249641	13985	10031233	1	20448	Multiple	Multiple	Multiple	Multiple	Multiple				40.83	5,514,559	(5,514,559)	40.33	5,525,405	(5,525,405)	
47	Self Sup	ADM	267664	267664	ADM Grants For	267664	11840	10003078	1	10000			0922_C	Manager I	A	BY		Payperiod 27			55,431			56,601	
48	Self Sup	ADM	267664	267664	ADM Grants For	267664	11840	10003078	1	10000			0922_C	Manager I	A	BY		Payperiod 27			132,989			132,989	
49	Self Sup	ADM	267664	267664	ADM Grants For	267664	11840	10003078	1	10000			0932_C	Manager IV	A	BY		Payperiod 27			61,996			63,433	
50	Self Sup	ADM	267664	267664	ADM Grants For	267664	11840	10003078	1	10000			0932_C	Manager IV	A	BY		Payperiod 27			165,259			165,259	
51	Self Sup	ADM	267664	267664	ADM Grants For	267664	11840	10003078	1	10000			1623_C	Senior Administrative Analyst	A	BY		Payperiod 27			46,216			47,000	

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52	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			1823_C	Senior Administrative Analyst	A	BY		Payperiod 27	-	-	114,618	-	-	114,618
53	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			3549_C	Arts Program Assistant	A	BY		Payperiod 27	-	-	36,190	-	-	36,982
54	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			3549_C	Arts Program Assistant	A	BY		Payperiod 27	-	-	79,724	-	-	79,724
55	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9774_C	Senior Community Dev Specialist A	A	BY		Payperiod 27	-	-	43,900	-	-	44,662
56	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9774_C	Senior Community Dev Specialist A	A	BY		Payperiod 27	-	-	107,843	-	-	107,843
57	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9991M_Z	One Day Adjustment - Misc	A	BY		Payperiod 27	-	-	-	-	-	1,226
58	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9991M_Z	One Day Adjustment - Misc	A				-	-	-	-	-	36
59	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9991M_Z	One Day Adjustment - Misc	A	BY		Payperiod 27	-	-	-	-	-	4,619
60	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9991M_Z	One Day Adjustment - Misc	A				-	-	-	-	-	138
61	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9994M_Z	MCCP Offset - Misc	A				-	-	4,791	-	-	4,785
62	Self Sup ADM		296645	267664	ADM Grants For	267664	11840	10003078	1	10000			9994M_Z	MCCP Offset - Misc	A				-	-	17,993	-	-	17,993
63	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			0922_C	Manager I	A				-	55,431	(55,431)	-	56,601	(56,601)
64	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			0922_C	Manager I	A				1.00	132,989	(132,989)	1	132,989	(132,989)
65	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			0932_C	Manager IV	A				-	61,996	(61,996)	-	63,433	(63,433)
66	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			0932_C	Manager IV	A				1.00	165,259	(165,259)	1	165,259	(165,259)
67	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			1823_C	Senior Administrative Analyst	A				-	46,216	(46,216)	-	47,000	(47,000)
68	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			1823_C	Senior Administrative Analyst	A				1.00	114,618	(114,618)	1	114,618	(114,618)
69	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			3549_C	Arts Program Assistant	A				-	36,190	(36,190)	-	36,982	(36,982)
70	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			3549_C	Arts Program Assistant	A				1.00	79,724	(79,724)	1	79,724	(79,724)
71	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9774_C	Senior Community Dev Specialist A	A				-	43,900	(43,900)	-	44,662	(44,662)
72	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9774_C	Senior Community Dev Specialist A	A				1.00	107,843	(107,843)	1	107,843	(107,843)
73	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9991M_Z	One Day Adjustment - Misc	A				-	-	-	-	-	1,226
74	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9991M_Z	One Day Adjustment - Misc	A				-	-	-	-	-	36
75	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9991M_Z	One Day Adjustment - Misc	A				-	-	-	-	-	4,619
76	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9991M_Z	One Day Adjustment - Misc	A				-	-	-	-	-	138
77	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9994M_Z	MCCP Offset - Misc	A				-	4,791	(4,791)	-	4,785	(4,785)
78	Self Sup ADM		296645	267664	ADM Grants For	267664	11802	10003078	1	20451			9994M_Z	MCCP Offset - Misc	A				-	17,993	(17,993)	-	17,993	(17,993)
79	Self Sup ART		187644			187644	11800	10031167	44	16612			1824_C	Principal Administrative Analyst	A	BY			-	-	50,486	-	-	51,283
80	Self Sup ART		187644			187644	11800	10031167	44	16612			1842_C	Management Assistant	A	BY			-	-	117,448	-	-	119,788
81	Self Sup ART		187644			187644	11800	10031167	44	16612			1844_C	Senior Management Assistant	A	BY			-	-	42,770	-	-	43,535
82	Self Sup ART		187644			187644	11800	10031167	44	16612			3549_C	Arts Program Assistant	A	BY			-	-	72,381	-	-	73,964
83	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	274
84	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	571
85	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	218
86	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	335
87	Self Sup ART		187644			187644	11800	10031167	44	16612			1824_C	Principal Administrative Analyst	A	BY			-	-	132,658	-	-	132,658
88	Self Sup ART		187644			187644	11800	10031167	44	16612			1842_C	Management Assistant	A	BY			-	-	271,549	-	-	271,549
89	Self Sup ART		187644			187644	11800	10031167	44	16612			1844_C	Senior Management Assistant	A	BY			-	-	103,719	-	-	103,719
90	Self Sup ART		187644			187644	11800	10031167	44	16612			3549_C	Arts Program Assistant	A	BY			-	-	159,448	-	-	159,448
91	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	1,021
92	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	2,089
93	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	798
94	Self Sup ART		187644			187644	11800	10031167	44	16612			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	1,227
95	Self Sup ART		187644			187644	11802	10031167	44	20450			1824_C	Principal Administrative Analyst	A	BY			-	50,486	(50,486)	-	51,283	(51,283)
96	Self Sup ART		187644			187644	11802	10031167	44	20450			1842_C	Management Assistant	A	BY			-	117,448	(117,448)	-	119,788	(119,788)
97	Self Sup ART		187644			187644	11802	10031167	44	20450			1844_C	Senior Management Assistant	A	BY			-	42,770	(42,770)	-	43,535	(43,535)
98	Self Sup ART		187644			187644	11802	10031167	44	20450			3549_C	Arts Program Assistant	A	BY			-	72,381	(72,381)	-	73,964	(73,964)
99	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	274
100	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	571
101	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	218
102	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	-	335

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103	Self Sup ART		187644			187644	11802	10031167	44	20450			1824_C	Principal Administrative Analyst	A	BY			1.00	132,668	(132,668)	1	132,668	(132,668)
104	Self Sup ART		187644			187644	11802	10031167	44	20450			1842_C	Management Assistant	A	BY			3.00	271,549	(271,549)	3	271,549	(271,549)
105	Self Sup ART		187644			187644	11802	10031167	44	20450			1844_C	Senior Management Assistant	A	BY			1.00	103,719	(103,719)	1	103,719	(103,719)
106	Self Sup ART		187644			187644	11802	10031167	44	20450			3549_C	Arts Program Assistant	A	BY			2.00	159,448	(159,448)	2	159,448	(159,448)
107	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	1,021	(1,021)
108	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	2,089	(2,089)
109	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	798	(798)
110	Self Sup ART		187644			187644	11802	10031167	44	20450			9991M_Z	One Day Adjustment - Misc	A	BY			-	-	-	-	1,227	(1,227)

Board of Supervisors Budget Amendments - Sources

	2018-2019			2019-2020			All Years		
	GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
Departmental Reductions									
General Fund*	\$ 22,861,751		\$ 22,861,751	\$ 7,665,020		\$ 7,665,020	\$ 30,526,771		\$ 30,526,771
Water Enterprise		\$ 1,955,000	\$ 1,955,000		\$ 1,040,000	\$ 1,040,000		\$ 2,995,000	\$ 2,995,000
Hetch Hetchy Water & Power		\$ 1,100,000	\$ 1,100,000		\$ 690,115	\$ 690,115		\$ 1,790,115	\$ 1,790,115
Clean Power		\$ 100,000	\$ 100,000		\$ 270,000	\$ 270,000		\$ 370,000	\$ 370,000
Wastewater		\$ 1,505,000	\$ 1,505,000		\$ 805,000	\$ 805,000		\$ 2,310,000	\$ 2,310,000
Mayor's Office Technical Adjustment									
Budget Analyst - Encumbrance Close-Outs	\$ 1,672,091		\$ 1,672,091				\$ 1,672,091		\$ 1,672,091
Budget Analyst - General Fund Project Close-Outs	\$ 390,225		\$ 390,225				\$ 390,225		\$ 390,225
Committee - General Fund Project Close-Outs	\$ 500,000		\$ 500,000				\$ 500,000		\$ 500,000
Controller Revenue Update	\$ 3,592,970		\$ 3,592,970				\$ 3,592,970		\$ 3,592,970
Technical Adjustment Reserve	\$ 2,500,000		\$ 2,500,000	\$ 2,256,972		\$ 2,256,972	\$ 4,756,972		\$ 4,756,972
Fund Balance Adjustment	\$ (4,425,622)		\$ (4,425,622)	\$ 4,618,622		\$ 4,618,622	\$ 193,000		\$ 193,000
TOTAL SOURCES	\$ 27,091,415	\$ 4,660,000	\$ 31,751,415	\$ 14,540,614	\$ 2,805,115	\$ 17,345,729	\$ 41,632,029	\$ 7,465,115	\$ 49,097,144

* This reflects Police Department's reduction of \$500,000 in Furniture, Fixtures & other Equipment in lieu of reduction in professional services.

Board of Supervisors Budget Spending Plan

#	Policy Area	Sub-Category	Program	DEPT	Description	2018-19			2019-20			TOTAL		
						GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
1	Education	Education Access	City college expansion	DCYF	Summertime expansion	\$ 1,200,000	\$ -	\$1,200,000	\$ 1,200,000	\$ -	\$1,200,000	\$ 2,400,000	\$ -	\$ 2,400,000
2			City College Reserve			\$ 1,000,000		\$1,000,000	\$ -	\$ -	\$0	\$ 1,000,000		\$ 1,000,000
3	Youth Services	Out of school time	After school and summer school programming, with focus on API and homeless youth	DCYF		\$ 600,000	\$ -	\$600,000	\$ 600,000	\$ -	\$600,000	\$ 1,200,000	\$ -	\$ 1,200,000
4		Foster Youth	Court Appointed Advocate / Mentor	DCYF		\$ 75,000	\$ -	\$75,000	\$ 75,000	\$ -	\$75,000	\$ 150,000		\$ 150,000
5		Early Care and Education	Supporting early childhood education programming	OECE		\$ 2,000,000	\$ -	\$2,000,000	\$ -	\$ -	\$0	\$ 2,000,000	\$ -	\$ 2,000,000
6		Parent Engagement	Public School Advocacy	OEWD		\$ 115,000		\$115,000	\$ 115,000		\$115,000	\$ 230,000		\$ 230,000
7		Pedestrian Safety	Ed's Neighborhood	SFUSD		\$ 50,000	\$ -	\$50,000	\$ 50,000	\$ -	\$50,000	\$ 100,000		\$ 100,000
8		Youth Organizing	Youth Advocacy and Organizing	DCYF		\$ 225,000		\$225,000	\$ 225,000		\$225,000	\$ 450,000		\$ 450,000
209	Economic Development	Workforce Development	Skill and capacity building	OEWD	Vulnerable Populations	\$ 1,000,000	\$ -	\$1,000,000	\$ 1,000,000	\$ -	\$1,000,000	\$ 2,000,000	\$ -	\$ 2,000,000
				MOHCD	At Risk populations, with a focus on African Americans	\$ 150,000	\$ -	\$150,000	\$ 150,000		\$150,000	\$ 300,000		\$ 300,000
						\$ 600,000	\$ -	\$600,000	\$ 600,000		\$600,000	\$ 1,200,000		\$ 1,200,000
				DAAS	Seniors and People with Disabilities									
			Workforce Development for Youth		Job training for Pregnant Teens	\$ 100,000		\$100,000	\$ 100,000		\$100,000	\$ 200,000		\$ 200,000
13				OEWD	Computer training for TAY	\$ 150,000		\$150,000	\$ 150,000		\$150,000	\$ 300,000		\$ 300,000
14	Neighborhood Services	Cultural Districts	Cultural District Staffing central coordinator	MOHCD		\$ 175,000	\$ -	\$175,000	\$ 175,000		\$175,000	\$ 350,000	\$ -	\$ 350,000
15	Homelessness	Prevention and Diversion	Flexible Housing Subsidy Pool	HSH	Family Subsidies	\$ 450,105		\$450,105	\$ 450,105		\$450,105	\$ 900,210		\$ 900,210
16				MOHCD	Seniors and People with Disabilities (Primarily)	\$ 1,000,000	\$ -	\$1,000,000	\$ 1,000,000		\$1,000,000	\$ 2,000,000	\$ -	\$ 2,000,000
17				MOHCD	Eviction prevention -Legal Defense	\$ 500,000	\$ -	\$500,000	\$ 500,000		\$500,000	\$ 1,000,000	\$ -	\$ 1,000,000
18			Veterans Housing Services	MOHCD		\$ 250,000	\$ -	\$250,000	\$ -		\$0	\$ 250,000		\$ 250,000

#	Policy Area	Sub-Category	Program	DEPT	Description	2018-19			2019-20			TOTAL		
						GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
19	Housing	Affordable Housing Access	Barrier Removal	MOHCD	Potentially including: Navigation, Language access, application support	\$ 300,000	\$ -	\$300,000	\$ 300,000		\$300,000	\$ 600,000	\$ -	\$ 600,000
20	Public Safety	Restorative Justice	Pre-Trial Diversion	SHF		\$ 515,000	\$ -	\$515,000	\$ 515,000		\$515,000	\$ 1,030,000	\$ -	\$ 1,030,000
21			Detention Diversion Advocacy	CHF		\$ -		\$0	\$ 100,000		\$100,000	\$ 100,000		\$ 100,000
22-a	Clean Streets	Community Services	Neighborhood Clean and Green	DPW		\$ 255,578	\$ -	\$255,578	\$ 255,578		\$255,578	\$ 511,156		\$ 511,156
22-b				DPW		(Remaining \$ after the position entries)								
23			Pit stop expansion	DPW		\$ 100,000	\$ -	\$100,000	\$ 100,000		\$100,000	\$ 200,000	\$ -	\$ 200,000
24	Rec & Park	Open Space	Activation of McLaren Park	RPD		\$ 50,000		\$50,000	\$ 50,000		\$50,000	\$ 100,000		\$ 100,000
25	Public Health	Sexual Violence	Sexual Assault response and prevention	HRC	Policy and mediation manager	\$ 168,000	\$ -	\$168,000	\$ 168,000		\$168,000	\$ 336,000	\$ -	\$ 336,000
26		Domestic Violence	Child Abuse Prevention	WOM		\$ 250,000	\$ -	\$250,000	\$ 250,000		\$250,000	\$ 500,000	\$ -	\$ 500,000
27			Violence Against Women and Families	DOSW		\$ 980,246	\$ -	\$980,246	\$ 980,246		\$980,246	\$ 1,960,492		\$ 1,960,492
28		Mental Health services	State cut backfill	DPH		\$ 83,500	\$ -	\$83,500	\$ 167,000		\$167,000	\$ 250,500		\$ 250,500
29			Mental Health Services for homeless families	DPH		\$ 335,000	\$ -	\$335,000	\$ 335,000		\$335,000	\$ 670,000		\$ 670,000
30		AIDS/ HIV Services	Integrated behavioral health Services	DPH		\$ 500,000	\$ -	\$500,000				\$ 500,000		\$ 500,000
31			Ryan White CARE Act Grant	DPH		\$ 333,000	\$ -	\$333,000	\$ 333,000		\$333,000	\$ 666,000	\$ -	\$ 666,000
32		Outpatient Services	Outpatient Services and Support network for Cancer survivors	DPH		\$ 300,000	\$ -	\$300,000	\$ 300,000		\$300,000	\$ 600,000		\$ 600,000
33	Arts	Cultural Services	Arts Programming	GEN		\$ 200,000	\$ -	\$200,000	\$ 200,000	\$ -	\$200,000	\$ 400,000	\$ -	\$ 400,000
34	Seniors and People with Disabilities	Food Security	In-Home Grocery delivery	DAAS		\$ 683,000	\$ -	\$683,000	\$ 683,000	\$ -	\$683,000	\$ 1,366,000	\$ -	\$ 1,366,000
35			Congregate Meals	DAAS		\$ 100,000	\$ -	\$100,000	\$ 100,000		\$100,000	\$ 200,000		\$ 200,000
36			In Home Meal Delivery	DAAS		\$ 400,000	\$ -	\$400,000	\$ 400,000		\$400,000	\$ 800,000		\$ 800,000
37		Housing	Residential Care Facilities	DAAS		\$ 300,000	\$ -	\$300,000	\$ 300,000	\$ -	\$300,000	\$ 600,000	\$ -	\$ 600,000
38		Aging in Place	Health and Care and Activity Programming	HSA		\$ 200,000		\$200,000				\$ 200,000		\$ 200,000
39		Immigrant Protection Educaton	Voting Registry education outreach	OCEIA		\$ 375,000	\$ -	\$375,000	\$ -	\$ -	\$0	\$ 375,000	\$ -	\$ 375,000
40			LBGTQ Service programming	MOHCD		\$ 175,000	\$ -	\$175,000	\$ 175,000	\$ -	\$175,000	\$ 350,000	\$ -	\$ 350,000

Board of Supervisors Budget Spending Plan

#	Policy Area	Sub-Category	Program	DEPT	Description	2018-19			2019-20			TOTAL		
						GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
41	Community Services	LGBTQ Services	Transgender Violence Prevention	ADM / HRC		\$ 200,000	\$ -	\$200,000	\$ 200,000	\$ -	\$200,000	\$ 400,000		\$ 400,000
42		Family Services	Family Resource Centers, with a focus on the Latino Community	OECE		\$ 200,000		\$200,000	\$ 200,000		\$200,000	\$ 400,000		\$ 400,000
43	Elections	Open Source Voting Pilot	Eligible for State matching funds	REG		\$ 660,000	\$ -	\$660,000	\$ 595,000	\$ -	\$595,000	\$ 1,255,000	\$ -	\$ 1,255,000
44	Public Health	Mental Health services	Assisted Outpatient Treatment Program	PDR		\$ 103,486		\$103,486	\$ 135,185		\$135,185	\$ 238,671		\$ 238,671
45	District Specific	District Specific Priorities	\$1M per district over two years	GEN		\$ 9,684,500	\$ -	\$9,684,500	\$ 1,308,500	\$ -	\$1,308,500	\$ 10,993,000	\$ -	\$ 10,993,000
46	Public Utility	Neighborhood Sewardship Program	Community Engagement	PUC		\$ -	\$ 1,115,000	\$1,115,000	\$ -	\$ 805,000	\$805,000	\$ -	\$ 1,920,000	\$ 1,920,000
47			Workforce Development	PUC		\$ -	\$ 1,570,000	\$1,570,000	\$ -	\$ 1,260,115	\$1,260,115	\$ -	\$ 2,830,115	\$ 2,830,115
48			Water Investments	PUC		\$ -	\$ 1,025,000	\$1,025,000	\$ -	\$ 250,000	\$250,000	\$ -	\$ 1,275,000	\$ 1,275,000
49			Wastewater Investments	PUC		\$ -	\$ 625,000	\$625,000	\$ -	\$ 325,000	\$325,000	\$ -	\$ 950,000	\$ 950,000
50			Drinking Water Enhancements	PUC		\$ -	\$ 325,000	\$325,000	\$ -	\$ 165,000	\$165,000	\$ -	\$ 490,000	\$ 490,000
						\$ 27,091,415		\$ 31,751,415	\$ 14,540,614	\$ 2,805,115		General Fund Total \$ 41,632,029		
											\$ 17,345,729	Total \$ 49,097,144		

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
1	1	Youth & family services	OECE	Early Head Start conversion and expectant family education	75,000		75,000				75,000	-	75,000
2	1	Youth & family services	DCYF	Youth development services at Washington High School Beacon Center	100,000		100,000				100,000	-	100,000
3	1	Youth & family services	OECE	Expansion of Richmond District family resource center	50,000		50,000				50,000	-	50,000
4	1	Youth & family services	Academy of Sciences	Youth science education programs	75,000		75,000				75,000	-	75,000
5	1	Youth & family services	DCYF	Public school support in district	35,000		35,000				35,000	-	35,000
6	1	Youth & family services	DCYF	Youth wellness academy	50,000		50,000				50,000	-	50,000
7	1	Senior services	MOHCD	Senior tablet class	50,000		50,000				50,000	-	50,000
8	1	Senior services	DAAS	Expansion of senior programming and activities	50,000		50,000				50,000	-	50,000
9	1	Senior services	DAAS	Expand capacity of physical therapy and support services for seniors	120,000		120,000				120,000	-	120,000
10	1	Senior services	HSA	Senior services collaborative for community engagement	40,000		40,000				40,000	-	40,000
11	1	Senior services	DAAS	Expansion of Russian speaking outreach to seniors	10,000		10,000				10,000		10,000
12	1	Senior services	DAAS	Richmond District Village Model	20,000		20,000				20,000		20,000
13	1	Senior services	DAAS	Senior Friendship line	20,000		20,000				20,000		20,000
14	1	Parks	RPD	Heron Watch and Nature Walks	10,000		10,000				10,000	-	10,000
15	1	Parks	RPD	New water fountain for Angler's Lodge	8,000		8,000				8,000	-	8,000
16	1	Housing & Homelessness	HSH	Mobile homeless services for District 1	50,000		50,000				50,000	-	50,000
17	1	Housing & Homelessness	MOHCD	Capacity building for westside tenant counseling services	20,000		20,000				20,000	-	20,000
18	1	Public safety	SFPD	Support for National Night out	5,000		5,000				5,000	-	5,000
19	1	Small business support	OEWD	Richmond District Cultural & Historical Projects	25,000		25,000				25,000	-	25,000
20	1	Small business support	OEWD	One Richmond Initiative	110,000		110,000				110,000	-	110,000
21	1	Small business support	OEWD	Capacity building for Richmond District Small Business	30,000		30,000				30,000	-	30,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
22	1	Environment	PW	Tree-planting in District 1	47,000		47,000				47,000	-	47,000
23	2	Clean Streets	ECN	Lombard Gardener - Gardener services for Crooked Lombard	45,000		45,000			-	45,000	-	45,000
24	2	Public Safety	ECN	Lombard Ambassadors - Ambassador program on Lombard St	100,000		100,000			-	100,000	-	100,000
25	2	Merchant Outreach	ECN	Merchant Outreach/Planning	80,000		80,000			-	80,000	-	80,000
26	2	Public Safety	SFFD	Marine Rescue Unit/Safety	250,000		250,000			-	250,000	-	250,000
27	2	Community	RPD	Capital projects and family services/events	175,000		175,000			-	175,000	-	175,000
28	2	Utilities	RPD	Francisco Park - Utility connections	200,000		200,000			-	200,000	-	200,000
29	2	Senior Services	DAAS	Senior services programing	50,000		50,000			-	50,000	-	50,000
30	2	Utilities	DPW	Utility Undergrounding Master	100,000		100,000			-	100,000	-	100,000
31	3	Small Business Support	OEWD	Chinatown Construction Mitigation Fund for Stockton Merchants	45,000		45,000			-	45,000	-	45,000
32	3	Senior Services	DAAS	Village model support services for low-income independent seniors in District 3	50,000		50,000	50,000		50,000	100,000	-	100,000
33	3	Behavioral Health Services	DCYF	API behavioral health services in Visitacion Valley and Chinatown serving newcomer, school-age children and adults. Funding for licensed eligible staff to build capacity & provide behavioral health direct services to API SFUSD families/kids impacted by trauma and enrolled in counseling	100,000		100,000			-	100,000	-	100,000
34	3	Workforce Development	OEWD	Japanese cooking Class w/ 20 guaranteed placements after training	100,000		100,000			-	100,000	-	100,000
35	3	Youth Education & Career Training	DCYF	Family in Transition (FIT) program, youth-led program that directs low-income, limited English proficient API youth to educational, life skills & career opportunities	56,000		56,000	56,000		56,000	112,000	-	112,000
36	3	Tenants Rights	MOHCD	API Tenants Rights counseling, particularly monolingual Chinese seniors at risk of unlawful evictions. Capacity to serve 215 residents.	97,500		97,500	97,500		97,500	195,000	-	195,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
37	3	Workforce Development	MQHCD	Neighborhood Access Point for low-income immigrant families w/ young children	150,000		150,000			-	150,000	-	150,000
38	3	Historic Preservation	OEWD	Deposit to Historic Preservation Fund	198,000		198,000			-	198,000	-	198,000
39	4	Schools	SFUSD - CHF	STEAM grants to all 9 public schools in District 4 - \$40,000 per school each year	360,000		360,000	360,000		360,000	720,000	-	720,000
40	4	Neighborhood Services	CPC	Playland programming & re-location	25,000		25,000	25,000		25,000	50,000	-	50,000
41	4	Neighborhood Services	OEWD	Movies in McCoppin - continue for next 4 years (\$10,000 per year)	20,000		20,000	20,000		20,000	40,000	-	40,000
42	4	Neighborhood Services	DCYF	Staffing for after-school and summer programming at Robert Louis Stevenson Elementary, Francis Scott Key Elementary, Ulloa Elementary, Sunset Elementary	20,000		20,000	20,000		20,000	40,000	-	40,000
43	4	Neighborhood Services	OEWD	Community Festivals in District 4 (Sunset Community Festival \$15,000, Autumn Moon Festival \$5,000, Irving Fish Fest \$5,000, Noriega Festival \$5,000, Taraval \$5,000) (funds listed are annual division of funding per year)	35,000		35,000	35,000		35,000	70,000	-	70,000
44	4	Small Business	OEWD	Façade grants for District 4 small businesses	40,000		40,000	40,000		40,000	80,000	-	80,000
45	4												
46	5	Senior Services	DAAS	Exercise program for Seniors in Cole Valley, Inner Sunset, and Sunset Heights.	23,000		23,000			-	23,000	-	23,000
47	5	Neighborhood Services	DCYF	Mental health/ substance abuse support	93,000		93,000			-	93,000	-	93,000
48	5	Arts	ART	Administrative support	80,000		80,000			-	80,000	-	80,000
49	5	Economic Development	DPW	Asking for \$19,000 to fund additional outreach, the remainder to be released if deemed appropriate to move forward with project.	19,000		19,000	-		-	19,000	-	19,000
50	5	Economic Development	SFMTA	ISCOTT Funds -- continuation of last year	60,000		60,000			-	60,000	-	60,000
51	5	Arts	ARTS	Operating expenses for HVAW	25,000		25,000			-	25,000	-	25,000
52	5	Economic Development	OEWD	API Council	12,000		12,000			-	12,000	-	12,000
53	5	Economic Development	SFMTA	City Fees and Permits, non-ISCOTT	22,000		22,000			-	22,000	-	22,000
54	5	Economic Development	GFTA - ADM	API Council	10,000		10,000			-	10,000	-	10,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
55	5	Community Services	OEWD	Activation of underutilized space	40,000		40,000			-	40,000	-	40,000
56	5	Community Services	DCYF	TAY workforce and Mental health services	91,000		91,000			-	91,000	-	91,000
57	5	Youth Services	DCYF	Community programming	100,000		100,000			-	100,000	-	100,000
58	5	Economic Development	ECN	Community programming	50,000		50,000			-	50,000	-	50,000
59	5	Community Services	DCYF	TAY youth service	75,000		75,000			-	75,000	-	75,000
60	5	Workforce Development	ECN	Workforce development/ barrier removal	40,000		40,000			-	40,000	-	40,000
61	5	Economic Development	ECN	Neighborhood activation	200,000		200,000			-	200,000	-	200,000
62	5	Economic Development	GFTA - ADM	Grant writer / technical assistance	60,000		60,000			-	60,000	-	60,000
63	6	Senior Services	DAAS	Program Advocate/Navigator for Seniors and Adults with Disabilities	15,000		15,000				15,000		15,000
64	6	Street Cleanliness, Public Health	DPW	SMART receptacles for Yerba Buena/Mission Bay/Rincon Hill neighborhoods	30,000		30,000				30,000		30,000
65	6		MOHCD	Violence against women	50,000		50,000				50,000		50,000
66	6	Housing	MOHCD	Eviction Prevention	70,000		70,000				70,000		70,000
67	6	Street Cleanliness	OEWD	Micro-neighborhood cleaning: create 6 clean teams	100,000		100,000				100,000		100,000
68	6	Community Development	MOHCD	Community Support to Filipinos in SOMA	150,000		150,000				150,000		150,000
69	6	Public Safety	OEWD	Nighttime Security Support	165,000		165,000				165,000		165,000
70	6	Public Safety/street Cleanliness	RPD	Sergeant Macauley Playground Bathroom Renovation	213,000		213,000				213,000		213,000
71	6	Trans Community	MOHCD	TLGB Cultural District	100,000		100,000				100,000		100,000
72	6	Small Business	MOHCD	101 Hyde Street Project	100,000		100,000	-		-	100,000	-	100,000
73	7	Youth Services	DCYF	Youth arts education programming and job training in District 7	50,000		50,000	50,000		50,000	100,000	-	100,000
74	7	Pedestrian Safety	MTA	Grants for Vision Zero participatory budgeting program in District 7 to support democratically elected projects to benefit the community.	250,000		250,000			-	250,000	-	250,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
75	7	Youth Services	DCYF	Community-based, leadership development programming for District 7 Youth Council	25,000		25,000	25,000		25,000	50,000	-	50,000
76	7	Neighborhood Services	REC	Support to organize outdoor movie nights in District 7.	20,000		20,000	20,000		20,000	40,000	-	40,000
77	7	Neighborhood Services	REC	Renovation of the West Portal Playground	100,000		100,000			-	100,000	-	100,000
78	7	Community Services/Senior Services	REC	Recreational programming for the Sunnyside Clubhouse	50,000		50,000			-	50,000	-	50,000
79	7	Neighborhood Services	GEN	Disaster preparedness grants for participatory budgeting program in District 7 to support democratically elected projects to benefit the community.	100,000		100,000	50,000		50,000	150,000	-	150,000
80	7	Youth Services	DCYF	Support youth after-school programming on Ocean Avenue serving Ocean-Merced-Ingleside families	75,000		75,000	75,000		75,000	150,000	-	150,000
81	7	Economic Development/Community Development	OEWD	Ocean Avenue Corridor Neighborhood Planning	50,000		50,000			-	50,000	-	50,000
82	7	Senior Services	MOHCD	Capital Improvements to a service provider that primarily serves youth and adults with disabilities.	60,000		60,000			-	60,000	-	60,000
83	8	Arts	HSA	Senior Choir support - 45 seniors participating in the Castro and Noe Valley	20,000		20,000			-	20,000	-	20,000
84	8	Workforce Development	OEWD	Program offering Job Training and Skill Building with goals of 20 clients in recovery in the Castro	65,000		65,000			-	65,000	-	65,000
85	8	LGBTQ Services	DPH	Services, provider training, and community education for long-term HIV survivors	500,000		500,000			-	500,000	-	500,000
86	8	Youth Services	DCYF	Program engaging vulnerable middle school Q groups and fostering safe learning environments	175,000		175,000				175,000	-	175,000
87	8	Youth HIV Health Education Theater	ART	Support of theatre education tours to serve up to 15,000 SFUSD youths addressing HIV/AIDS.	50,000		50,000			-	50,000	-	50,000
88	8	LGBT Senior Services	DAAS	Housing Assistance program for LGBT Seniors	75,000		75,000			-	75,000		75,000
89	8	LGBT Senior Services	DAAS	Program ending social isolation for LGBT Seniors	115,000		115,000			-	115,000	-	115,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
90	9	Senior Services	HSA	Seniors programming in Bernal Heights	50,000		50,000			-	50,000	-	50,000
91	9	Arts + Culture	Arts Commission	Street and Park arts programming in the Mission and Bernal Heights	50,000		50,000			-	50,000	-	50,000
92	9	Community Open Space	RPD	Farm operations and management in Bernal Heights	20,000		20,000			-	20,000	-	20,000
93	9	Low-income immigrant workers	OCEIA - ADM	Services for day laborers in the Mission	20,000		20,000			-	20,000	-	20,000
94	9	Low-income immigrant workers	SFMTA	Public transit support for immigrant day laborers and domestic workers in the Mission	30,000		30,000			-	30,000	-	30,000
95	9	Immigrant Youth Services	DCYF	Social-emotional mentorship and support for newcomer, English language learner students in 6-12th grade from the Mission	25,000		25,000			-	25,000	-	25,000
96	9	Youth Programs	DCYF	Support services to families and youth in transition at K-8 Mission district school	60,000		60,000			-	60,000	-	60,000
97	9		OEWD	Funding to increase capacity of Mission District workforce agency providing sector academy services	50,000		50,000			-	50,000	-	50,000
98	9	Youth Programs	DCYF	College access and success programming at Mission district school	60,000		60,000			-	60,000	-	60,000
99	9	Small Business	OEWD	Mission/24th Street commercial tenant pipeline broker	50,000		50,000			-	50,000	-	50,000
100	9	Arts & Culture	Arts Commission	Predevelopment tasks for nonprofit arts space acquisition	30,000		30,000			-	30,000	-	30,000
101	9	Community Stabilization	Arts Commission	Predevelopment tasks for nonprofit office building acquisition	20,000		20,000			-	20,000	-	20,000
102	9	Arts & Culture	OEWD	Funding for Carnaval festival	25,000		25,000			-	25,000	-	25,000
103	9	Arts & Culture	Arts Commission	Seed funding for restoring the mural at 24th St. Bart station	5,000		5,000			-	5,000	-	5,000
104	9	Youth Services	MOHCD	Support for systems-involved Latino youth to do community building and space-making in the Mission	100,000		100,000			-	100,000	-	100,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
105	9	Arts & Culture	Arts Commission	Transgender arts programming in the Mission	25,000		25,000			-	25,000	-	25,000
106	9	Arts & Culture	DPW	Murals, street pole banners, and signs in the Portola	30,000		30,000			-	30,000	-	30,000
107	9	Youth Literacy	DCYF	Early Literacy Education to low-income and immigrant children in Portola	75,000		75,000			-	75,000	-	75,000
108	9	Arts & Culture	OEWD	Staffing for Calle 24 cultural district	100,000		100,000			-	100,000	-	100,000
109	9	Homeless workforce development	OEWD	Workforce development street cleaning program in the mission for homeless people	80,000		80,000			-	80,000	-	80,000
110	9	Street beautification	DPW	Beautification of Mission Street between 14th and 16th Streets	50,000		50,000			-	50,000	-	50,000
111	9	Street beautification	DPW	Greening of problematic areas of the Cesar Chavez corridor in D9	5,000		5,000			-	5,000	-	5,000
112	9	Arts & Culture	Arts Commission	Facilities maintenance for historic theatre space in the Mission	40,000		40,000			-	40,000	-	40,000
113	10	Arts	ARTS	Capital Improvements @ BVOH	100,000		100,000			-	100,000	-	100,000
114	10	Youth Arts	SFUSD	Arts enrichment program for Bayview elementary students	75,000		75,000	75,000		75,000	150,000	-	150,000
115	10	Parks and Open Space	DPW	Mini Park Improvements capital improvements	25,000		25,000			-	25,000	-	25,000
116	10	Parks and Open Space	RPD	McLaren Park Activation	50,000		50,000	50,000		50,000	100,000	-	100,000
117	10	Community Gardens	DPW	Lighting in Carolina Green Space	80,000		80,000			-	80,000	-	80,000
118	10	Youth Services	DCYF	Program mentoring for high risk pacific islander TAY	75,000		75,000	75,000		75,000	150,000	-	150,000
119	10.2692	Arts & Culture	DPW	Murals, street pole banners, and signs in the Portola	25,000		25,000			-	25,000	-	25,000
120	10	Family Services	OCEIA	Child Resource and Referral Services for SF immigrant families	100,000		100,000	100,000		100,000	200,000	-	200,000
121	10	Legal Services	MOHCD	Pro bono legal support serving the Bayview community	85,000		85,000	85,000		85,000	170,000	-	170,000

Item #	District	Policy Area	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
122	11	Senior Services	DAAS	Monday through Friday meal site in OMI	75,000		75,000			-	75,000	-	75,000
123	11	Senior Services	DAAS	Wellness program and services on Saturdays	50,000		50,000			-	50,000	-	50,000
124	11	Education	DCYF	Enrichment in multiple sites	50,000		50,000			-	50,000	-	50,000
125	11	Workforce Development	DCYF	Culinary and Green Job training for youth ages 13-26	10,000		10,000			-	10,000	-	10,000
126	11	Education	DCYF	DCYF Supplemental funding for summer to serve low-income, under achieving students during summer months.	56,000		56,000			-	56,000	-	56,000
127	11	Education	DCYF	After school support for Balboa High School	100,000		100,000			-	100,000	-	100,000
128	11	Education	DCYF	Afterschool enrichment teachers = 3 classrooms	70,000		70,000			-	70,000	-	70,000
129	11	Education	DCYF	35 field trips = \$17,500 7 Drop in Programs \$5,700	24,000		24,000			-	24,000	-	24,000
130	11	Workforce Development	DCYF	Internship for 30 youth and after school 60 youth	50,000		50,000			-	50,000	-	50,000
131	11	Public Health	DPH	family planning and women's health services	10,000		10,000			-	10,000	-	10,000

											FTE	FY 2018-19 Amount		FTE	FY 2019-20 Amount										
Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	From	To	From	To	FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF	IT	
AIR	109699	207658	207658	17960	10026671	1	10000		549990	Materials and Supplies			28,500	2,500	26,000		X			31,750	31,750	-			
AIR	109699	207658	207658	17960	10026671	1	10000		529990	Other Equipment Maintenance			555,000	500,000	55,000		X			\$555,000	\$555,000	-			
AIR	228937	228930	228930	17960	10026671	1	10000		1822	Administrative Analyst	0.77	0.00	75,739	-	75,739			1.00	0.00	\$98,363	\$0	98,363			
AIR				17960						Mandatory Fringe Benefits			31,986	-	31,986					\$42,552	\$0	42,552			
AIR	228937	228930	228930	17960	10026671	1	10000		527990	Other Professional Services			2,200,000	1,800,000	400,000					\$1,450,000	\$1,050,000	400,000			
AIR	109699	109707	109707	17960	10026671	1	10000	AC65	0923	Manager II	1.00	0.00	142,764	-	142,764			1.00	0.00	\$142,764	\$0	142,764			
AIR				17960						Mandatory Fringe Benefits			57,747	-	57,747					\$59,533	\$0	59,533			
AIR				17960				b	9204	Airport Communications Su	0.00	1.00	-	112,181	(112,181)			0.00	1.00	\$0	\$112,181	(112,181)			
AIR				17960						Mandatory Fringe Benefits			45,332	-	(45,332)					\$0	\$46,326	(46,326)			
AIR	109662	109664	109664	17960	10026669	1	10000		527990	Other Professional Services			100,000	75,000	25,000					\$100,000	\$75,000	25,000			
AIR	109672	109686	109686	17960	10026671	1	10000		9993M	Attrition Savings			(1,076,083)	(1,276,083)	200,000		X			(\$1,418,776)	(\$1,418,776)	-			
AIR				17960						Mandatory Fringe Benefits			(541,399)	(642,023)	100,624		X			(\$736,969)	(\$736,969)	-			
AIR	109672	109686	109686	17960	10026671	1	10000		2716	Custodial Assistant Superv	1.00	0.00	69,869	-	69,869			2.00	0.00	\$69,869	\$0	69,869			
AIR				17960						Mandatory Fringe Benefits			33,731	-	33,731					\$34,771	\$0	34,771			
AIR	109699	109701	109701	17960	10026671	1	10000		9993M	Attrition Savings			(431,203)	(631,203)	200,000		X			(\$179,229)	(\$179,229)	-			
AIR				17960						Mandatory Fringe Benefits			(160,167)	(235,167)	65,447		X			(\$68,370)	(\$68,370)	-			
AIR	109699	109701	109701	17960	10026671	1	10000		535990	Other Current Expenses			100,000	80,000	20,000		X			\$50,000	\$50,000	-			
AIR	109699	109701	109701	17960	10026671	1	10000	AC03	1823	Senior Administrative Anal	1.00	0.00	114,618	-	114,618			1.00	0.00	\$114,618	\$0	114,618			
AIR				17960						Mandatory Fringe Benefits			46,467	-	46,467					\$47,499	\$0	47,499			
AIR				17960				AC03	1844	Senior Management Assist	0.00	1.00	-	103,719	(103,719)			0.00	1.00	\$0	\$103,719	(103,719)			
AIR				17960						Mandatory Fringe Benefits			43,012	-	(43,012)					\$0	\$44,015	(44,015)			
AIR	109672	109685	109685	17960	10026671	1	10000	AC1945 & AC	560290	Ford Contour Sedan	4.00	2.00	139,380	69,690	69,690		X								
AIR	109672	109685	109685	17960	10026671	1	10000	AC1928	560290	Ford E350 Van	1.00	0.00	34,000	-	34,000		X								
AIR	109672	109685	109685	17960	10026671	1	10000	AC1933	560290	Ford 150 Truck	1.00	0.00	70,000	-	70,000		X								
AIR	109672	109685	109685	17960	10026671	1	10000	AC2015	560290	Ford Fusion Mid-Size Sedan								1.00	0.00	\$26,210	\$0	26,210		X	
AIR	109672	109685	109685	17960	10026671	1	10000	AC1930	560290	Ford Ranger Truck	1.00	0.00	27,798	-	27,798		X								
AIR	109672	109685	109685	17960	10026671	1	10000	AC1944	560290	Sedan Hybrid	2.00	1.00	51,478	25,739	25,739		X								
AIR	109672	109685	109685	17960	10026671	1	10000	AC1904	560290	Ford 150	1.00	0.00	27,798	-	27,798		X								
AIR	109672	109685	109685	17960	10026671	1	10000	AC1909	560290	F250 Lift Truck	1.00	0.00	26,930	-	26,930		X								
AIR	109672	109681	109681	17960	10026671	1	10000		7345	Electrician	22.00	21.00	2,516,115	2,406,719	109,396			22.00	21.00	\$2,516,115	\$2,406,719	109,396			
AIR				17960						Mandatory Fringe Benefits			1,094,495	1,046,908	47,587					\$1,122,644	\$1,073,833	48,811			
AIR	109711	207663	207663	17960	10026671	1	10000		527990	Other Professional Services			1,285,000	1,010,000	275,000					\$2,360,000	\$2,085,000	275,000			
AIR	109699	207660	207660	17960	10026671	1	10000		529990	Other Equip Maint			500,000	336,642	163,358		X			\$500,000	\$500,000	-			
AIR	109662	183647	183647	17960	10026669	1	10000		1053	IS Business Analyst- Senio	1.00	0.00	126,107	-	126,107			1.00	0.00	\$126,107	\$0	126,107			
AIR				17960						Mandatory Fringe Benefits			49,005	-	49,005					\$50,025	\$0	50,025			
AIR	109662	183647	183647	17960	10026669	1	10000		532410	Telephone Charges- Non Work Order			1,815,000	1,632,000	183,000					\$1,815,000	\$1,632,000	183,000			
AIR	109662	183647	183647	17960	10026671	1	10000		1406	Senior Clerk	1.54	0.77	97,164	48,582	48,582			2.00	1.77	\$126,187	\$111,675	14,512			
AIR				17960						Mandatory Fringe Benefits			49,084	24,542	24,542					\$65,840	\$58,268	7,572			
AIR	109662	183647	183647	17960	10026671	1	10000	AC2054	560610	Network Equipment								1.00	0.00	\$120,000	\$0	120,000		X	
AIR	109662	183647	183647	17960	10026671	1	10000	AC1914	560610	NetOptic Expansion	2.00	1.00	90,000	45,000	45,000		X	1.00	1.00	\$45,000	\$45,000	-			
AIR	109662	183647	183647	17960	10026671	1	10000	AC1990	560610	Video Monitor	6.00	5.00	90,000	75,000	15,000		X			\$0	\$0	-			
AIR	109662	109665	109665	17960	10026671	1	10000		3542	Curator II	0.77	0.00	67,945	-	67,945			1.00	0.00	\$88,240	\$0	88,240			
AIR				17960						Mandatory Fringe Benefits			29,796	-	29,796					\$39,711	\$0	39,711			
AIR	109717	109718	109718	17960	10026671	1	10000		527990	Other Professional Services			3,837,500	3,737,500	100,000					\$3,650,000	\$3,375,000	275,000			
AIR	109732			17960	10026671	1	10000	AC72	0931	Manager III	1.00	0.00	153,931	-	153,931			1.00	0.00	\$153,931	\$0	153,931			
AIR				17960						Mandatory Fringe Benefits			60,019	-	60,019					\$61,793	\$0	61,793			
AIR				17960				AC72	9255	Airport Economic Planner	0.00	1.00	-	140,702	(140,702)			0.00	1.00	\$0	\$140,702	(140,702)			
AIR				17960						Mandatory Fringe Benefits			-	52,400	(52,400)					\$0	\$53,757	(53,757)			
AIR	109732		109732	17960	10026671	1	10000	AC2044	560290	GO-4								1.00	0.00	\$34,000	\$0	34,000		X	
AIR	109732		109732	17960	10026671	1	10000	AC2045	560290	GO-4									1.00	0.00	\$34,000	\$0	34,000		X
AIR	109711	207661	207661	17960	10001631	2	10000		5508	Protect Manager IV	1.00	0.00	220,935	-	220,935			1.00	0.00	\$220,935	\$0	220,935			
AIR				17960						Mandatory Fringe Benefits			69,006	-	69,006					\$70,276	\$0	70,276			
AIR	228993	183645	183645	17960	10026671	1	10000	AC35	5320	Illustrator And Art Designe	1.00	0.00	93,435	-	93,435			1.00	0.00	\$93,435	\$0	93,435			
AIR				17960						Mandatory Fringe Benefits			40,668	-	40,668					\$41,721	\$0	41,721			
AIR	228993	183645	183645	17960	10026669	1	10000	AC35	5322	Graphic Artist	0.00	1.00	-	71,904	(71,904)			0.00	1.00	\$0	\$71,904	(71,904)			
AIR				17960						Mandatory Fringe Benefits			34,288	-	34,288					\$0	\$35,327	(35,327)			
AIR	109699	109710	109710	17960	10026671	1	10000		527990	Other Current Expenses			412,500	412,500	-					\$586,000	\$566,000	20,000		X	
AIR	109672	109678	109678	17960	10026671	1	10000		7372	Stationary Engineer, Sewa	1.00	0.00	105,353	-	105,353			1.00	0.00	\$105,353	\$0	105,353			
AIR				17960						Mandatory Fringe Benefits			45,110	-	45,110					\$46,234	\$0	46,234			
DBI	229318	229346	229346	10190	10001655	1	10000		560610	Data Processing Equipment			430,000	421,811	8,189		X			\$0	\$0	-			
DBI	229318	229330	229330	10190	10001655	1	10000		1822	1822 Administrative Analyst	1.00	0.00	98,363	-	98,363			1.00	0.00	\$98,363	\$0	98,363			
DBI	229318	229330	229330	10190	10001655	1	10000			Mandatory Fringe Benefits			41,544	-	41,544					\$42,552	\$0	42,552			
DBI	229344	229333	229333	10190	10001658	1	10000		99																

Am #	Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Accou nt ID	Account Title	FTE		FY 2018-19 Amount		FTE		FY 2019-20 Amount		FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF	IT
												From	To	From	To	From	To	From	To										
8	DBI	109736	229322	229322	10190	10001656	1	10000	BT1909	560290	Automotive & Other Vehcles			35,000	-					35,000		X							
9	ENV				229994	12200	10026725	1	10000		527990	Other Professional Services			25,800	18,300			7,500										
0	ENV				229994	13990	10026725	1	10000		527990	Other Professional Services			94,940	38,140			56,800										
1	ENV				229994	12200	10026725	1	10000		535990	Other Current Expenses			38,700	25,801			12,899										
2	ENV				229994	13990	10026725	1	10000		535990	Other Current Expenses			51,300	34,199			17,101										
3	ENV				229994	13990	10026725	1	10000		9993M	Attrition Savings	(8.00)	(8.73)	(770,773)	(841,106)			70,333			X							
4	ENV				229994*	14000	10016233	1	15740		9993M	Mandatory Fringe Benefits			(330,097)	(360,218)			30,121			X							
5	LTB				232048	13140	10026752	1	10000		9993M	Attrition Savings			(1,374,486)	(1,443,486)			69,000										
6	LTB				232048	13140	10026752	1	10000		9993M	Mandatory Fringe Benefits			(624,756)	(655,756)			31,000										
7	LTB				232048	13140	10026755	1	10000		535210	Freight Delivery			50,000	20,000			30,000										
8	LTB				232048	13140	10026753	1	10000		530110	Property Rent			1,025,745	925,745			100,000										
9	LTB				232048	13140	10026753	1	10000	LB1909	560000	Equipment Purchase-Budget			246,500	235,250			11,250			X							
0	LTB				232048	13140	10026751	1	10000		524010	Membership Fees			66,350	55,000			11,350										
1	LTB				232048	13140	10026754	1	10000		535960	Software Licensing Fees			1,207,737	1,107,737			100,000										
2	LTB				232048	13080	10009363	4	11451		567000	Bldgs.Struct&Imprv Pro-Budget																	
3	PRT	232112	109751	109751	23680	10026768	1	10000	PO1901	560000	Equipment Purchase-Budget			99,496	65,408			34,088			X								
4	PRT	232112	109751	109751	23680	10026768	1	10000	PO2001, PO2	560000	Equipment Purchase-Budget																		
5	PRT	232113	109762	109762	23680	10026768	1	10000	PO2014, PO2	560000	Equipment Purchase-Budget																		
6	PRT	232112	109753	109753	23680	10026768	1	10000	PO2005	560000	Equipment Purchase-Budget																		
7	PRT	232112	109753	109753	23680	10026768	1	10000		529110	Dp-Wp Equipment Maint																		
8	PRT	232112	109753	109753	23680	10026768	1	10000		9993	9993 Attrition			(33,870)	(37,655)			3,785			X								
9	PRT	232112	109753	109753	23680	10026768	1	10000			Mandatory Fringe Benefits			(12,832)	(13,615)			783			X								
0	PRT	210648	210649	210649	23680	10026768	1	10000		528000	Maint Svcs-Bldgs & Impvts-Bdgt			865,000	860,000			5,000											
1	PRT	210648	210651	210651	23680	10026768	1	10000		9993	9993 Attrition			-	(47,588)			47,588			X								
2	PRT	210648	210651	210651	23680	10026768	1	10000			Mandatory Fringe Benefits			-	(19,249)			19,249			X								
3	PRT	290644	109792	109792	23680	10026771	1	10000		5216	5216 Chief Surveyor	-1.00	0.00	142,095			142,095						1.00	0.00					
4	PRT	290644	109792	109792	23680	10026771	1	10000			Mandatory Fringe Benefits				52,688			52,688											
5	PRT	290644	109792	109792	23680	10026771	1	10000		5314	5314 Survey Associate	1.00	2.00	109,718	219,436		(109,718)						1.00	2.00					
6	PRT	290644	109792	109792	23680	10026771	1	10000			Mandatory Fringe Benefits				45,125	90,250		(45,125)											
7	PRT	290644	109792	109792	23680	10026771	1	10000		9993	9993 Attrition			(70,571)	(83,667)			13,096			X								
8	PRT	290644	109792	109792	23680	10026771	1	10000			Mandatory Fringe Benefits			(25,737)	(28,662)			2,925			X								
9	PRT	232111	109748	109748	23680	10026771	1	10000		1825	1825 Principal Administrat	-1.00	0.00	145,335			145,335						1.00	0.00					
0	PRT	232111	109748	109748	23680	10026771	1	10000			Mandatory Fringe Benefits				53,358			53,358											
1	PRT	232111	109748	109748	23680	10026771	1	10000		1824	1824 Principal Administrat	0.00	1.00	-	132,668		(132,668)						0.00	1.00					
2	PRT	232111	109748	109748	23680	10026771	1	10000			Mandatory Fringe Benefits			-	50,737		(50,737)												
3	PRT	232111	109748	109748	23680	10026771	1	10000		525000	Entertainment & Promotion Bdgt			95,400	70,400		25,000												
4	PRT	290644	109792	109792	23680	10026771	1	10000		535000	Other Current Expenses - Bdgt				-														
5	PRT	232113	109762	109762	23680	10026769	1	10000		9993	9993 Attrition			(1,265,298)	(1,303,504)			38,206			X								
6	PRT	232113	109762	109762	23680	10026769	1	10000			Mandatory Fringe Benefits			(504,935)	(520,424)			15,489			X								
7	PRT	232113	109767	109767	23680	10026769	1	10000		9993	9993 Attrition			-	(24,406)			24,406			X								
8	PRT	232113	109767	109767	23680	10026769	1	10000			Mandatory Fringe Benefits			-	(11,493)			11,493			X								
9	PRT	232113	109762	109762	23680	10026769	1	10000			Overtime		0.00	0.00	500,385	470,385		30,000											
0	PRT	232113	109762	109762	23680	10026769	1	10000		535000	Other Current Expenses - Bdgt			118,000	113,000		5,000												
1	PRT	232113	109773	109773	23680	10026769	1	10000		540000	Materials & Supplies			90,000	40,000		50,000												
2	PRT	232116		232116	23700	10032906	1	20088		506070	Programmatic Projects-Budget			1,740,000	1,640,000		100,000												
3	PRT	232116		232116	23700	10011407	1	12740		506070	Programmatic Projects-Budget			8,000,000	7,900,000		100,000												
4	RET	232320		232320	31330	1																							

												FTE		FY 2018-19 Amount		FTE				FY 2019-20 Amount					
Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	From	To	From	To	FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF	IT	
PUC	198644		198644	24750	10026777	1	10000		530110	Property Rent			1,000,000	825,000	175,000					\$1,500,000	\$575,000	925,000			
PUC	198644		198644	24750	10026777	1	10000		501010	0923 Manager II	0.77	0.00	109,929		109,929			1.00	0.00	\$142,764		142,764			
PUC	198644		198644	24750	10026777	1	10000			Mandatory Fringe Benefits			44,466							\$59,533		59,533			
PUC	198644		198644	24750	10026777	1	10000		501010	1825 Principal Administrator	0.00	0.77		111,908	(111,908)			0.00	1.00		\$145,337	(145,337)			
PUC	198644		198644	24750	10026777	1	10000			Mandatory Fringe Benefits				41,086	(41,086)						\$54,429	(54,429)			
PUC	198644		198644	24750	10026777	1	10000		501010	Attrition Savings				(180,627)	180,627					\$0	(\$180,627)	180,627			
PUC	198644		198644	24750	10026777	1	10000			Mandatory Fringe Benefits				(72,251)	72,251					\$0	(\$72,251)	72,251			
PUC	198644		198644	24750	10026777	1	10000		501010	Step Adjustments				(150,000)	150,000					\$0	(\$150,000)	150,000			
PUC	198644		198644	24750	10026777	1	10000			Mandatory Fringe Benefits				(60,000)	60,000					\$0	(\$60,000)	60,000			
PUC	231637	298651	298648	24970	10029992	4	10000		501010	Attrition Savings	(3.11)	(4.22)	(393,571)	(533,863)	140,292		X								
PUC	231637	298651	298648	24970	10029992	4	10000			Mandatory Fringe Benefits			(155,044)	(210,311)	55,267		X								
PUC	231637	298651	298648	24970	10029992	4	10000		527000	Professional & Specialized Services			4,582,082	4,582,082	100,000				\$2,932,082	\$2,832,082	100,000				
PUC	231637	298651	298648	24970	10029992	4	10000		501010	Step Adjustments				(29,470)	29,470					\$0	(\$29,470)	29,470			
PUC	231637	298651	298648	24970	10029992	4	10000			Mandatory Fringe Benefits				(7,826)	7,826					\$0	(\$7,826)	7,826			
PUC	231637	298651	298649	24970	10029986	12	10000		501010	Step Adjustments				(143,775)	143,775					\$0	(\$143,775)	143,775			
PUC	231637	298651	298649	24970	10029986	12	10000			Mandatory Fringe Benefits				(38,393)	38,393					\$0	(\$38,393)	38,393			
PUC	231637	298651	298647	24970	10029992	4	10000		501010	Step Adjustments				(29,541)	29,541					\$0	(\$29,541)	29,541			
PUC	231637	298651	298647	24970	10029992	4	10000			Mandatory Fringe Benefits				(7,823)	7,823					\$0	(\$7,823)	7,823			
PUC	231637	298646	298646	24970	10029992	22	10000		501010	Attrition Savings	(17.32)	(18.40)	(1,887,757)	(2,005,873)	118,116		X								
PUC	231637	298646	298646	24970	10029992	22	10000			Mandatory Fringe Benefits			(791,898)	(841,446)	49,548		X								
PUC	231637	298646	298646	24970	10029992	22	10000		501010	Step Adjustments				(278,972)	278,972					\$0	(\$278,972)	278,972			
PUC	231637	298646	298646	24970	10029992	22	10000			Mandatory Fringe Benefits				(75,550)	75,550					\$0	(\$75,550)	75,550			
PUC	231637	231621	231621	24980	10025208	1	17682		500010	Facilities Maintenance			971,200	921,200	50,000		X								
PUC	232429	232396	232396	25950	10025208	1	17682		500010	Facilities Maintenance			5,277,000	4,627,000	650,000		X								
PUC	232429	232396	232396	25940	10029994	10	10000		501010	Step Adjustments				(10,266)	10,266					\$0	(\$10,266)	10,266			
PUC	232429	232396	232396	25940	10029994	10	10000			Mandatory Fringe Benefits				(2,672)	2,672					\$0	(\$2,672)	2,672			
PUC	232429	232413	232403	25940	10029997	20	10000	UW1918	560290	Automotive & Other Vehicles			133,492	75,600	57,892		X								
PUC	232429	232413	232403	25940	10029997	20	10000		501010	7345 Electrician	3.00	2.00	328,189	218,793	109,396			3.00	2.00	\$328,189	\$218,793	109,396			
PUC	232429	232413	232403	25940	10029997	20	10000			Mandatory Fringe Benefits			142,760	95,173	47,587					\$146,430	\$97,620	48,810			
PUC	232429	232413	232403	25940	10029997	20	10000		501010	9993 Attrition			(361,089)	(251,693)	(109,396)					(\$373,113)	(\$263,717)	(109,396)			
PUC	232429	232413	232403	25940	10029997	20	10000			Mandatory Fringe Benefits			(156,832)	(109,245)	(47,587)					(\$166,470)	(\$117,660)	(48,810)			
PUC	232429	232413	232403	25940	10029997	20	10000		501010	Step Adjustments				(46,046)	46,046					\$0	(\$46,046)	46,046			
PUC	232429	232413	232403	25940	10029997	20	10000			Mandatory Fringe Benefits				(12,574)	12,574					\$0	(\$12,574)	12,574			
PUC	232429	232413	232404	25940	10029998	6	10000		501010	0941 Manager VI	1.00	0.00	191,316	-	191,316					\$191,316	\$0	191,316			
PUC	232429	232413	232404	25940	10029998	6	10000			Mandatory Fringe Benefits			67,625	-	67,625					\$69,359	\$0	69,359			
PUC	232429	232413	232404	25940	10029998	6	10000		501010	0933 Manager V	0.00	1.00	-	178,221	(178,221)					\$0	\$178,221	(178,221)			
PUC	232429	232413	232404	25940	10029998	6	10000			Mandatory Fringe Benefits			-	64,960	(64,960)					\$0	\$66,708	(66,708)			
PUC	232429	232413	232404	25940	10029998	6	10000	UW1984	560290	Automotive & Other Vehicles			61,375	28,992	32,383		X								
PUC	232429	232413	232405	25940	10029997	32	10000		501010	Step Adjustments			-	(2,184)	2,184					\$0	(\$2,184)	2,184			
PUC	232429	232413	232405	25940	10029997	32	10000			Mandatory Fringe Benefits			-	(596)	596					\$0	(\$596)	596			
PUC	232429	232413	232406	25940	10029998	6	10000	UW1962	560290	Automotive & Other Vehicles			32,383	-	32,383		X								
PUC	232429	232413	232406	25940	10029998	6	10000		501010	Step Adjustments			-	(203,138)	203,138					\$0	(\$203,138)	203,138			
PUC	232429	232413	232406	25940	10029998	6	10000			Mandatory Fringe Benefits			-	(55,472)	55,472					\$0	(\$55,472)	55,472			
PUC	232429	232413	232411	25940	10029998	6	10000	UW1931, UW	560290	Automotive & Other Vehicles			3,007,030	2,971,647	35,383		X								
PUC	232429	232413	232411	25940	10029998	6	10000		501010	7514 General Laborer	21.00	20.00	1,507,178	1,435,408	71,770			21.00	20.00	\$1,507,178	\$1,435,408	71,770			
PUC	232429	232413	232411	25940	10029998	6	10000			Mandatory Fringe Benefits			715,714	681,632	34,082					\$737,216	\$702,110	35,106			
PUC	232429	232413	232411	25940	10029998	6	10000		501010	9993 Attrition			(2,484,703)	(2,412,933)	(71,770)			21.00	20.00	(\$2,567,444)	(\$2,495,674)	(71,770)			
PUC	232429	232413	232411	25940	10029998	6	10000			Mandatory Fringe Benefits			(1,0												

Item #	Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	FTE		FY 2018-19 Amount		FTE		FY 2019-20 Amount		FY 2020 Amount					
												From	To	From	To	FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF	IT
232	PUC	229309	229281	229302	20160	10030002	1	10000		501010	5207 Associate Engineer (8.00	7.00	1,051,704	920,241	131,463		8.00	7.00	1,051,704	920,241	131,463			
233	PUC	229309	229281	229302	20160	10030002	1	10000		501010	5207 Associate Engineer (0.00	1.00					0.00	1.00						
234	PUC	229309	229281	229302	20160	10030002	1	10000			Mandatory Fringe Benefits			403,565	353,119	50,446				411,672	360,213	51,459			
235	PUC	229309	229281	229281	20160	10030002	1	10000		501010	Step Adjustments			-	(162,059)	162,059				\$0	(\$162,059)	162,059			
236	PUC	229309	229281	229281	20160	10030002	1	10000			Mandatory Fringe Benefits			-	(44,323)	44,323				\$0	(\$44,323)	44,323			
237	PUC	229309	292647	292649	20160	10030002	8	10000		501010	Attrition Savings	(3.16)	(4.08)	(346,286)	(446,653)	100,367			x						
238	PUC	229309	292647	292649	20160	10030002	8	10000			Mandatory Fringe Benefits			(145,352)	(187,480)	42,128			x						
239	PUC	229309	292647	292649	20160	10030002	8	10000		501010	Step Adjustments			-	(63,292)	63,292				\$0	(\$63,292)	63,292			
240	PUC	229309	292647	292649	20160	10030002	8	10000			Mandatory Fringe Benefits			-	(17,249)	17,249				\$0	(\$17,249)	17,249			
241	PUC	229309	292647	292657	20160	10030001	5	10000		501010	Step Adjustments			-	(5,678)	5,678				\$0	(\$5,678)	5,678			
242	PUC	229309	292647	292657	20160	10030001	5	10000			Mandatory Fringe Benefits			-	(1,546)	1,546				\$0	(\$1,546)	1,546			
243	PUC	229309	229292	229292	20160	10030002	4	10000		501010	Attrition Savings	(17.62)	(19.72)	(1,986,094)	(2,222,926)	236,832			x						
244	PUC	229309	229292	229292	20160	10030002	4	10000			Mandatory Fringe Benefits			(824,877)	(923,239)	98,362			x						
245	PUC	229309	229292	229292	20160	10030002	4	10000	WP1922	560290	Ford Fusion Hybrid			72,230	45,803	26,427			x						
246	PUC	229309	229292	229292	20160	10030002	4	10000		501010	Step Adjustments			-	(121,279)	121,279				\$0	(\$121,279)	121,279			
247	PUC	229309	229292	229292	20160	10030002	4	10000			Mandatory Fringe Benefits			-	(33,103)	33,103				\$0	(\$33,103)	33,103			
248	PUC	229309	229271	229269	20160	10030000	1	10000		501010	Attrition Savings	(0.85)	(2.13)	(91,519)	(229,695)	138,176			x						
249	PUC	229309	229271	229269	20160	10030000	1	10000			Mandatory Fringe Benefits			(38,007)	(95,390)	57,383			x						
250	PUC	229309	229271	229267	20170	10025208	1	17682		500010	Facilities Maintenance			1,634,000	1,534,000	100,000			x						
251	PUC	229309	229271	229267	20160	10030000	1	10000		501010	Step Adjustments			-	(40,646)	40,646				\$0	(\$40,646)	40,646			
252	PUC	229309	229271	229267	20160	10030000	1	10000			Mandatory Fringe Benefits			-	(10,864)	10,864				\$0	(\$10,864)	10,864			
253	HSS			291644	10000	10001707	1	10000	9993M_Z	501010	9993 Attrition Savings	(1.61)	(2.19)	(171,144)	(232,798)	61,654			x	(1.61)	(2.19)	(\$171,113)	(\$232,756)	61,643	x
254	HSS			291644	10000	10001707	1	10000	9993M_Z		Mandatory Fringe Benefits			(70,452)	(95,832)	25,380			x			(\$71,937)	(\$97,852)	25,915	x
255	ASR	229014		229014	10000	10001634	1	10000	0922_C	501010	0922 Manager I	0.77	0.00	78,850	-	78,850			x	1.00	0.00	\$132,989	\$0	132,989	x
256	ASR	229014		229014	10000	10001634	1	10000	0922_C	501010	Mandatory Fringe Benefits			32,866	-	32,866			x			\$56,601	\$0	56,601	x
257	ASR	229014		229014	10000	10001634	1	10000	0931_C	501010	0931 Manager III	1.00	0.00	153,931	-	153,931			x	1.00	0.00	\$153,931	\$0	153,931	x
258	ASR	229014		229014	10000	10001634	1	10000	0931_C	501010	Mandatory Fringe Benefits			59,692	-	59,692			x			\$61,139	\$0	61,139	x
259	ASR	229014		229014	10000	10001634	1	10000	0922_C	501010	0923 Manager II	0.00	1.00	-	142,764	(142,764)			x	0.00	1.00	\$0	\$142,764	(142,764)	x
260	ASR	229014		229014	10000	10001634	1	10000	0922_C	501010	Mandatory Fringe Benefits			-	57,420	(57,420)			x			\$0	\$58,879	(58,879)	x
261	ASR	229014		229014	10000	10001634	1	10000		526610	Interpreters			12,500	7,500	5,000			x						
262	ASR	229014		229014	10000	10001634	1	10000		535000	Other Current Expenses - Budget			59,000	49,000	10,000			x						
263	ASR	229014		229014	10000	10001634	1	10000		540000	Materials & Supplies - Budget			58,850	48,850	10,000			x						
264	ASR	229011		229011	10020	10022472	3	16629		506070	Programmatic Projects-Budget			12,099,218	11,867,218	232,000			x						
265	ASR				10020						4224 O Principal Personal	3.00	2.00												
266	ASR				10020						4222 O Senior Personal P	1.00	2.00												
267	ASR				10020						1824 O Principal Administ	1.00	0.00												
268	ASR	229011		229011	10000	10001635	1	10000	4267_c	501010	4267 Principal Real Proper	0.50	0.00	65,357	-	65,357			x	1.00	0.00	\$130,713	\$0	130,713	x
269	ASR	229011		229011	10000	10001635	1	10000		501010	Mandatory Fringe Benefits			24,996	-	24,996			x			\$51,258	\$0	51,258	x
270	ASR	196644		196644	10000	10032517	1	10000	9993M_Z		Attrition Savings					181,773			x						
271	ASR	196646		196646	10000	10026674	1	10000	9993M_Z		Attrition Savings					181,774			x						
272	ASR	229012		229012	10000	10032516	1	10000	9993M_Z		Attrition Savings					181,774			x						
273	CON	229222		229222	10000	10001643	1	10000		549210	Data Processing Supplies			85,000	65,000	20,000			x						
274	CON	229227		229227	10000	10001644	1	10000	9993M_Z		Attrition Savings	(4.71)	(5.02)	(769,367)	(819,367)	50,000			x	(4.71)	(5.01)	(\$773,423)	(\$823,423)	50,000	x
275	CON	229231		229231	10000	10001644	1	10000	9993M_Z		Attrition Savings	(1.03)	(1.40)	(139,477)	(189,477)	50,000			x	(1.03)	(1.40)	(\$140,443)	(\$190,443)	50,000	x
276	GEN				10000	10026734	1	10000		5210PSV	Judgements- Claims			3,100,000	3,000,000	100,000			x			\$3,100,000	\$3,100,000		x
277	GEN				10000	10026734	1	10000		597090	Reserve for Litigation			11,000,000	10,900,000	100,000			x			\$11,000,000	\$11,000,000		x
278	MYR	232055		232055	10000	10001887	1	10000	9993		Attrition Savings	(0.69)	(1.14)	(81,553)	(134,242)	52,689			x						
279	MYR	232055		232055	10000	1000188																			

											FTE		FY 2018-19 Amount		FTE		FY 2019-20 Amount							
Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	From	To	From	To	FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF	IT
TIS	130681		130681	28070	10024777	1	17582	9993		9993 Attrition			(12,186)	(21,710)	9,523		X							
TIS	130681		130681	28070	10024777	1	17582	9993		Mandatory Fringe Benefits			(4,185)	(8,028)	3,843		X							
TIS	130679	207937	207937	10020	10014029	1	15345		567000	Bldgs,Struct&Imprv Prot-Budget			3,350,000	250,000	3,100,000	X	X							
DPW	207989	229802	207950	13920	10029981	1	10002	PW1992	560000	Hybrid Vehicle			75,156	-	75,156		X							
DPW	207989	229802	207950	13920	10029981	2	10002	9993M_Z		Attrition Savings	(7.81)		(958,628)	(1,024,962)	66,334			(7.81)		(958,628)	(1,024,962)	66,334		
DPW	207989	229802	207950	13920	10029981	2	10002	9993M_Z		Mandatory Fringe Benefits	0.00		(369,617)	(395,193)	25,576			0.00		(379,216)	(405,457)	26,241		
DPW	207990	229822	207958	13920	10029981	2	10002	PW1904	560000	1 Ton Cargo Van			43,630	-	43,630		X							
DPW	207990	229822	207958	13920	10029981	2	10002	PW1904	560000	1 Ton Cargo Van			5,316	-	5,316	X	X							
DPW	207990	229822	207958	13920	10029981	2	10002	PW2040	560000	1 Ton Cargo Van with Electricians Package										\$43,640	\$0	43,640		X
DPW	207990	229822	207958	13920	10029981	2	10002	PW2040	560000	1 Ton Cargo Van with Electricians Package										\$5,306	\$0	5,306	X	X
DPW	207988	229863	207954	13920	10029981	2	10002	PW1994	560000	1/2 Ton Truck			45,528	-	45,528		X							
DPW	207988	229863	207954	13920	10029981	2	10002	9993M_Z		Attrition Savings	(4.11)		(535,272)	(591,606)	56,334			(4.11)		(535,272)	(591,606)	56,334		
DPW	207988	229863	207954	13920	10029981	2	10002	9993M_Z		Mandatory Fringe Benefits	0.00		(201,471)	(222,675)	21,204			0.00		(206,167)	(227,865)	21,698		
DPW	207988	229906	207957	10000	10029978	1	10000	9993M_Z		Attrition Savings	(2.05)		(198,824)	(333,074)	134,250	X		(2.05)		(198,824)	(333,074)	134,250	X	
DPW	207988	229906	207957	10000	10029978	1	10000	9993M_Z		Mandatory Fringe Benefits	0.00		(84,611)	(141,742)	57,131	X				(86,285)	(141,742)	55,457	X	
DPW	207990	229897	207956	10000	10029977	1	10000	9993M_Z		Attrition Savings	(2.84)		(218,443)	(272,910)	54,467	X		(2.85)		(218,499)	(246,303)	27,804	X	
DPW	207990	229897	207956	10000	10029977	1	10000	9993M_Z		Mandatory Fringe Benefits			(100,874)	(137,709)	36,835	X				(103,294)	(126,723)	23,429	X	
DPW	229889	207955	207955	13920	10029981	1	10002	5408		5408 Coordinator Of Citize	1.00	0.00	37,148	-	37,148	X				\$37,135	\$0	37,135	X	
DPW	229889	207955	207955	13920	10029981	1	10002	5408		Mandatory Fringe Benefits			14,363	-	14,363	X				\$14,586	\$0	14,586	X	
DPW	229889	207955	207955	13920	10029981	1	10002	5408		5408 Coordinator Of Citizen Involvement			88,905	-	88,905			1.00	0.00	\$88,918	\$0	88,918		
DPW	229889	207955	207955	13920	10029981	1	10002	5408		Mandatory Fringe Benefits			34,376	-	34,376					\$34,924	\$0	34,924		
DPW	229889	207955	207955	13920	10029981	1	10002	1314		1314 Public Relations Officer	0.00	1.00	-	31,876	(31,876)	X					\$31,865	(31,865)	X	
DPW	229889	207955	207955	13920	10029981	1	10002	1314		Mandatory Fringe Benefits			-	13,099	(13,099)	X					\$13,328	(13,328)	X	
DPW	229889	207955	207955	13920	10029981	1	10002	1314		1314 Public Relations Officer			-	76,288	(76,288)			0.00	1.00		\$76,299	(76,299)		
DPW	229889	207955	207955	13920	10029981	1	10002	1314		Mandatory Fringe Benefits			-	31,350	(31,350)						\$31,912	(31,912)		
DPW	207990	229897	207956	10000	10029977	1	10000	0932		0932 Manager IV	1.54	0.77	254,498	127,249	127,249	X		2.00	1.00	\$330,518	\$165,259	165,259	X	
DPW	207990	229897	207956	10000	10029977	1	10000			Mandatory Fringe Benefits			95,476	47,738	47,738	X				\$126,866	\$63,433	63,433	X	
DPW	229889	207955	207955	13920	10029981	2	10002	PW1998	560610	Cisco Catalyst Switch			11,811	-	11,811	X	X							
DPW	229889	207955	207955	13920	10029981	2	10002	PW1998	560610	Cisco Catalyst Switch			28,267	-	28,267		X							
DPW	229889	207955	207955	13920	10029981	1	10002	9993M_Z		Attrition Savings	(7.22)		(253,942)	(312,476)	58,534	X		(7.22)		(253,856)	(312,370)	58,514	X	
DPW	229889	207955	207955	13920	10029981	1	10002	9993M_Z		Mandatory Fringe Benefits	0.00		(100,535)	(123,709)	23,174	X		0.00		(\$102,645)	(\$126,304)	23,660	X	
DPW	229889	207955	207955	13920	10029981	1	10002	9993M_Z		Attrition Savings			(607,755)	(747,844)	140,089					(\$607,841)	(\$747,950)	140,109		
DPW	229889	207955	207955	13920	10029981	1	10002	9993M_Z		Mandatory Fringe Benefits			(240,609)	(296,070)	55,461					(\$245,775)	(\$302,427)	56,552		
DPW	229889	207955	207955	13920	10029981	1	10002		527610	Systems Consulting Services			347,746	274,071	73,675	X	X							
DPW	229889	207955	207955	13920	10029981	1	10002		527610	Systems Consulting Services			832,254	655,929	176,325		X							
DPW	207912	150707	150707	10000	10001737	1	10000	9993M_Z		9993 Attrition Savings	(4.84)		(420,650)	(442,944)	22,294	X	X							
REC	207912	150722	150723	10000	10001737	1	10000	9993M_Z		Mandatory Fringe Benefits			(183,881)	(195,028)	11,147	X	X							
REC	207912	232264	262672	10020	10001742	1	20361	RP1973R	560000	9993 Attrition Savings	(23.46)		(1,782,330)	(1,849,072)	66,742	X	X							
REC	207912	207914	150680	10000	10001737	1	10000	9993M_Z		Mandatory Fringe Benefits			(826,042)	(859,413)	33,371	X	X							
REC	207912	207914	150680	10000	10001737	1	10000	9993M_Z		Skid Steer Stump Grinder			12,718	-	12,718	X	X							
REC	207912	207914	150680	10000	10001737	1	10000	9993M_Z		9993 Attrition Savings	(5.89)		(435,677)	(494,109)	58,432	X	X							
REC	207912	207914	150680	10000	10001737	1	10000	9993M_Z		Mandatory Fringe Benefits			(204,626)	(233,842)	29,216	X	X							
REC	207912	207914	150680	10000	10001737	1	10000	9993M_Z		Chevrolet Colorado			46,235	-	46,235	X	X							
REC	207912	207914	150680	10000	10001737	1	10000	9993M_Z		9993 Attrition Savings	(4.33)		(318,653)	(507,132)	188,479	X	X							
REC	207912	232264	262672	10010	10001742	1	20156		540000	Mandatory Fringe Benefits			(149,827)	(244,067)	94,240	X	X							
REC	207912	232264	262672	10010	10001742	1	20156		540000	Materials and Supplies			1,000,000	966,576	33,424	X	X			\$1,293,570	\$1,268,570	25,000	X	X
REC	207912	207913	150670	10010	10001740	238	20158		535000	Non Professional Services			16											

Item #	Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	FTE		FY 2018-19 Amount		FTE			FY 2019-20 Amount		FY 2019-20 Amount			
												From	To	From	To	FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF
386	POL	232086		232086	10000	10001909		1	10000	8253	5010Sal Forensic Latent Examiner I	4.62	1.65	471,882	153,208	318,674	X	X						
387	POL	232086		232086	10000	10001909		1	10000	8253	5130Frin Mandatory Fringe Benefits	0.00	0.00	197,736	64,200	133,536	X	X						
388	DPA			209644	10000	10001908		1	10000	9993M_Z	5010Sal Attrition Savings - Miscellaneous			(90,319)	(265,319)	175,000	X	X						
389	DPA			209644	10000	10001908		1	10000	9993M_Z	5130Frin Attrition Savings - Miscellaneous			(35,863)	(85,863)	50,000	X	X						
390	CRT			229259	10000	10001770		1	10000		526990 Other Fees			7,381,949	7,360,949	21,000	x				\$7,381,949	\$7,360,949	21,000	x
391	JUV			232034	10000	10001710		3	10000	9993M_Z	Attrition Savings	0.00	0.35	(1,135,534)	(1,217,500)	81,966	X	X						
392	JUV			232034	10000	10001710		3	10000		Mandatory Fringe Benefits	10.60	10.25	(451,229)	(480,879)	29,650	X	X						
393	JUV			232035	10000	10001710			10000	9993M_Z	Attrition Savings	18.60	18.25	(1,499,026)	(1,466,549)	32,477	X	X						
394	JUV			232035	10000	10001710			10000		Mandatory Fringe Benefits			(734,281)	(750,018)	15,737	X	X						
395	DAT			229313	10010	10024184		1	17300		506070 Programmatic Projects-Budget			2,708,666	2,696,358	12,308	X	X						
396	DAT			229313	10020	10023081		1	16973	9993M_Z	501010 Attrition Savings			1,281,120	981,120	300,000	X	X						
397	DAT			229313	10000	10001775		1	10000	9993M_Z	501010 Attrition Savings			(575,041)	(633,119)	58,078	X	X						
398	DAT			229313	10000	10001775		1	10000	9993M_Z	Mandatory Fringe Benefits			(198,260)	(218,338)	20,078	X	X						
399	DAT			229313	10000	10001774		1	10000	9993M_Z	501010 Attrition Savings			(1,947,713)	(1,969,107)	21,394	X	X						
400	DAT				10000				9993M_Z		Mandatory Fringe Benefits			(671,316)	(678,692)	7,376	X	X						
401	ECN	229991		229991	10010	10022531		9	16652	9993	9993 Attrition			(97,238)	(133,058)	35,820	X	X						
402	ECN	229991		229991	10010	10022531		9	16652	9993	Mandatory Fringe Benefits			(39,025)	(52,656)	13,631	X	X						
403	ECN	229991		229991	10010	10022546		1	16663	9993	9993 Attrition			(87,718)	(183,376)	95,658	X	X						
404	ECN	229991		229991	10010	10022546		1	16663	9993	Mandatory Fringe Benefits			(35,209)	(68,858)	33,649	X	X						
405	ECN	229991		229991	10000	10001692		2	10000	9993	9993 Attrition			(62,708)	(91,363)	28,655	X	X						
406	ECN	229991		229991	10000	10001692		2	10000	9993	Mandatory Fringe Benefits			(25,125)	(36,679)	11,554	X	X						
407	ECN	229991		229991	10000	10026724		1	10000	9993	9993 Attrition			(74,732)	(119,990)	45,258	X	X						
408	ECN	229991		229991	10000	10026724		1	10000	9993	Mandatory Fringe Benefits			(29,913)	(49,488)	19,575	X	X						
409	ECN	229991		229991	10020	10022527		1	16648		527000 Prof & Specialized Svcs-Bdgt			50,000	30,000	20,000	X				\$50,000	\$30,000	20,000	X
410	ART			229000	10000	10026673		1	10000	9993M	Attrition Savings			(99,179)	(122,679)	23,500	X				\$0			
411	ART			229000	10000	10026673		1	10000	9993M	Mandatory Fringe Benefits			(41,461)	(51,285)	9,824	X							
412	WAR			232392	14670	10026798		1	10000		9993M Attrition Savings	3.43	3.68	(309,138)	(331,670)	22,532		x	3.43	3.43	(\$309,138)	(\$309,138)		
413	WAR			232392	14670	10026798		1	10000		9993M Mandatory Fringe Benefits			(136,126)	(146,048)	9,922		x			(\$139,194)	(\$139,194)		
414	WAR			232392	14670	10026798		1	10000		535000 Other Current Expenses			30,260	26,540	3,720					\$19,260	\$15,540	3,720	
415	WAR			232392	14670	10026798		1	10000		535960 Software Licensing Fees										\$15,000	\$13,750	1,250	x
416	CHF			229218	10200	100022896		1	16919	9993	501010 Attrition Savings			-	50,000	50,000	X	X		\$0				
417	CHF			229218	10020	10022899		1	16919	0923_C	501010 Manager II	1.00	0.91	142,764	(129,915)	12,849	X	X				\$0		
418	CHF				10020						Mandatory Fringe Benefits			57,420	(52,252)	5,168	X	X						
419	CHF			229218	10200	10022899		8000	16919		527000 Prof & Specialized Svcs-Bdgt			432,667	412,667	20,000	X	X			\$0			
420	ADP	228886		228886	10000	10003101		1	10000		5210 Professional & Specialized Services			2,836,475	2,700,475	136,000	X				\$2,836,475	\$2,700,475	136,000	X
421	ADP	228886		228886	10000	10003101		1	10000		5010 Attrition Savings			-	(196,227)	196,227	X				\$0	(\$196,227)	196,227	X
422	ADP	228886		228886	10000	10003101		1	10000		5130 Mandatory Fringe Benefits			-	(145,037)	145,037	X				\$0	(\$145,037)	145,037	X
423	ADP	228886		228886	10000	10003101		1	10000		5010 Step Adjustment			-	(164,864)	164,864	X				\$0	(\$164,864)	164,864	X
424	ADP	228886		228886	10000	10003101		1	10000		5130 Mandatory Fringe Benefits			-	(47,811)	47,811	X				\$0	(\$47,811)	47,811	X
425	ADP	228886		228886	10000	10003101		1	10000		5010 Step Adjustment			-	(47,333)	47,333	X				\$0	(\$47,333)	47,333	X
426	ADP	228886		228886	10000	10003101		1	10000		5130 Mandatory Fringe Benefits			-	(13,727)	13,727	X				\$0	(\$13,727)	13,727	X
427	ADP	228886		228886	10000	10003100		1	10000		5400 Materials and Supplies			235,000	200,000	35,000	X	X						
428	ADP	228886		228886	10000	10024559		1	10000		5380 City Grants			1,435,715	1,392,809	42,906	X	X						
429	DPH	251961	251912	251912	10020	10030928		1	11159		506070 Programmatic Projects-Budget			5,200,000	4,800,000	400,000	X	X						
430	DPH	251961	251912	251912	10000	10029668		2	10000		501010 0933 Manager V	1.00	0.00	178,221	-	178,221	X		1.00	0.00	\$178,221	\$0	178,221	x
431	DPH	251961	251912	251912	10000	10029668		2	10000		Mandatory Fringe Benefits			64,633	-	64,633	X				\$66,054	\$0	66,054	x
432	DPH	251961	251912	251912	10000	10029668		2	10000		501010 0932 Manager IV	0.00	1.00	-	165,259	(165,259)	X		0.00	1.00	\$0	\$165,259	(165,259)	x
433	DPH	251961	251912	251912	10000	10029668		2	10000		Mandatory Fringe Benefits			-	61,996	(61,996)	X				\$0	\$63,433	(63,433)	x
434	DPH	251961	251912	251912	10000	10029668		2	10000		527000 Prof & Specialized Svcs-Bdgt			1,181,167	981,167	200,000	X							

													FTE	FY 2018-19 Amount		FTE	FY 2019-20 Amount									
Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	From	To	From	To	FY1819 Savings	GF	IT	From	To	From	To	FY1920 Savings	GF	IT		
HOM	203646	HOM Prog	203646	10000	10026740	1	10000	STEP M	540000	Step Adjustments, Miscellaneous			(86,899)	(133,768)	45,869	X					(\$86,899)	(\$133,768)	45,869	X		
HOM	203646	HOM Prog	203646	10000	10026740	1	10000		540000	Materials & Supplies			168,165	153,165	15,000	X					168,165	153,165	15,000	X		
HOM	203646	HOM Prog	203646	10000	10026740	1	10000		530000	Rents-Leases-Bldgs&Struct-Bdgt											\$4,708,136	\$4,478,308	229,828	X	X	
HOM	203645	HOM Administration	10000	10000	10026736	1	10000	9993M Z		Salaries	(1.45)	(2.42)	(171,242)	(571,242)	60,000	X	X									
HOM	203645	HOM Administration	10000	10000	10026736	1	10000	9993M Z		Mandatory Fringe Benefits			(68,112)	(91,992)	23,880	X	X									
BOS	229020		229020	10000	10003456	1	10000	9993M Z		Attrition Savings			-	(26,850)	26,850	X					\$0	(\$9,174)	9,174	X		
BOS	229020		229020	10000	10003456	1	10000	9993M Z		Mandatory Fringe Benefits			-	(10,740)	10,740	X					\$0	(\$3,670)	3,670	X		
BOS	229020		229020	10000	10003456	1	10000	PREMM E		Premium Pay			69,369	54,369	15,000	X					\$69,369	\$59,369	10,000	X		
BOS	229020		229020	10000	10003456	1	10000	PREMM E		Mandatory Fringe Benefits			5,494	4,306	1,188	X					\$5,494	\$4,702	792	X		
TTX	232360	232351	232351	10020	10025092	1	17621	9993		9993 Attrition			(657,758)	(770,689)	112,931	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	9993		Mandatory Fringe Benefits			(274,558)	(320,313)	45,755	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	9993		9993 Attrition			(657,758)	(687,822)	30,064	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	9993		Mandatory Fringe Benefits			(274,558)	(286,056)	11,498	X	X									
TTX	232360	232352	232352	10000	10001751	1	10000	9993		9993 Attrition			(1,317,374)	(1,333,679)	16,305	X	X									
TTX	232360	232352	232352	10000	10001751	1	10000	9993		Mandatory Fringe Benefits			(562,386)	(570,156)	7,770	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	9993		9993 Attrition			(657,758)	(691,608)	33,850	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	9993		Mandatory Fringe Benefits			(274,558)	(291,005)	16,447	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	TEMPM E		Temporary-Miscellaneous	1.09	0.84	109,873	86,708	23,165	X		1.06	0.81		\$109,873	\$86,708	23,165	X		
TTX	232360	232351	232351	10020	10025092	1	17621	TEMPM E		Mandatory Fringe Benefits			8,702	6,867	1,835	X					\$8,702	\$6,867	1,835	X		
TTX	232360	232351	232351	10020	10025092	1	17621	9993		9993 Attrition			(657,758)	(695,590)	37,832	X	X									
TTX	232360	232351	232351	10020	10025092	1	17621	9993		Mandatory Fringe Benefits			(274,558)	(289,184)	14,626	X	X									
TTX	232360	232351	232351	10000	10001751	1	10000	9993		9993 Attrition			-	(9,437)	9,437	X	X									
TTX	232360	232351	232351	10000	10001751	1	10000	9993		Mandatory Fringe Benefits			-	(4,379)	4,379	X	X									
TTX	232360	232356	232356	10000	10001751	1	10000	9993		9993 Attrition			-	(16,305)	16,305	X	X									
TTX	232360	232356	232356	10000	10001751	1	10000	9993		Mandatory Fringe Benefits			-	(7,770)	7,770	X	X									
CAT			229042	10000	10001638	4	10000	9993		Attrition Savings	(18.86)	(20.08)	(3,103,699)	(3,303,699)	200,000	X	X									
CAT			229042	10000	10001638	4	10000	9993		Mandatory Fringe Benefits			(1,079,742)	(1,149,320)	69,578	X	X									
HSA	149644	207764	149649	10000	10001701	2	10000		527110	Social Service Contracts			261,880	161,880	100,000	X					\$261,880	\$161,880	100,000	X		
HSA	149644	207764	149649	10020	10024551	8	17554		5010	Salaries			216,141	116,141	100,000	X	X									
HSA	149644	207764	149649	10000	10001701	1	10000		527110	Social Service Contracts			456,765	406,765	50,000	X					\$456,765	\$406,765	50,000	X		
HSA	149655	149656	149656	10000	10001700	1	10000		527210	Auditing & Accounting			120,844	105,844	15,000	X					\$120,844	\$105,844	15,000	X		
HSA	149655	149657	149657	10000	10001700	1	10000		535000	Other Current Expenses - Bdgt			1,189,146	789,146	400,000	X					\$1,189,146	\$889,146	300,000	X		
HSA	149655	149657	149657	10000	10001700	1	10000		531310	Office Machine Rental			220,000	120,000	100,000	X					\$220,000	\$120,000	100,000	X		
HSA	149665	207765	149667	10000	10001705	1	10000		522000	Training			140,856	120,856	20,000	X					\$140,856	\$120,856	20,000	X		
HSA	149665	207765	186645	10000	10001705	1	10000	9993M-Z		Salaries	(53.65)	(57.86)	(4,775,469)	(5,075,469)	375,000	X		(53.65)	(57.86)		(\$4,775,469)	(\$4,975,469)	200,000	X		
HSA	149665	207765	186645	10000	10001705	1	10000	9993M-Z		Mandatory Fringe Benefits			(2,101,846)	(2,233,886)	132,040	X					(\$2,152,246)	(\$2,242,384)	90,138	X		
HSA	149665	207765	149667	10000	10001705	1	10000	1031		Mandatory Fringe Benefits	1.00	0.00	81,090	-	81,090	X		1.00	0.00		\$81,090	\$0	81,090	X		
HSA	149665	207765	149667	10000	10001705	1	10000			Mandatory Fringe Benefits			37,037	-	37,037	X					\$37,856	\$0	37,856	X		
HSA	149665	207765	149667	10000	10001705	1	10000	1404		Salaries	(1.00)	1.00	(60,791)	60,791	(60,791)	X		(1.00)	1.00		(\$60,791)	\$60,791	(60,791)	X		
HSA	149665	207765	149667	10000	10001705	1	10000			Salaries			(30,999)	30,999	(30,999)	X					(\$33,862)	\$33,862	(33,862)	X		
HSA	149665	207765	149667	10000	10001705	1	10000			Mandatory Fringe Benefits			(30,999)	30,999		X					\$123,697	\$0	123,697	X		
HSA	149665	149668	149668	10000	10001703	1	10000	2944		Salaries	1.00	0.00	123,697	-	123,697	X		1.00	0.00		\$48,939	\$0	48,939	X		
HSA	149665	149668	149668	10000	10001703	1	10000			Mandatory Fringe Benefits			48,164	-	48,164	X					\$110,039	\$0	110,039	X		
HSA	149665	149668	149668	10000	10001703	1	10000	2940		Salaries	(1.00)	1.00	(110,039)	110,039	(110,039)	X		(1.00)	1.00		(\$110,039)	\$110,039	(110,039)	X		
HSA	149665	149668	149668	10000	10001703	1	10000			Mandatory Fringe Benefits			(45,015)	45,015	(45,015)	X					(\$45,808)	\$45,808	(45,808)	X		
HSA	149665	207765	149673	10020	10024559	2	17561	TEMPM E		Salaries	12.29	9.31	1,238,359	938,359	300,000	X		43.94	38.62		\$1,238,359	\$1,088,359	150,000	X		
HSA	149665	207765	149673	10020	10024559	2	17561	TEMPM E		Mandatory Fringe Benefits			66,398	34,718	31,680	X					\$98,078	\$66,398	31,680	X		
HSA	149665	207765	149672	10000	10001705	1	10000	2913		Salaries	1.00	0.00	95,953	-	95,953	X		1.00	0.00		\$95,953	\$0	95,953	X		
HSA	149665	207765	149672	10000	10001705	1	10000	2913		Mandatory Fringe Benefits			41,152	-	41,152	X					\$41,959	\$0	41,959	X		
HSA	149665	207765	149672	10000	10001705	1	10000	1426		Salaries	(1.00)	1.00	(69,333)	69,333	(69,333)	X		(1.00)	1.00		(\$69,333)	\$69,333	(69,333)	X		
HSA	149665	207765	149672	10000	10001705	1	10000	1426		Mandatory Fringe Benefits			(33,341)	33,341	(33,341)	X					(\$34,145)	\$34,145	(34,145)	X		
PDR			232082	10000	10001889	1	10000	8173 C		501010	8173 Legal Assistant	0.77	0.00	72,275	-	72,275	X		1.00	0.00		\$93,846	\$0	93,846	X	
PDR			232082	10000	10001889	1	10000	8173 C			Attrition Savings			31,211	-	31,211	X					\$41,339	\$0	41,339	X	
PDR			232082	10000	10001889	1	10000	9993M Z			Mandatory Fringe Benefits	7.25	7.50	(1,141,097)	(1,180,445)	39,348	X		7.25	7.50		(\$1,141,097)	(\$1,180,445)	39,348	X	
PDR			232082	10000	10001889	1	10000	9993M Z			Mandatory Fringe Benefits			(402,044)	(415,908)	13,864	X					(\$409,217)	(\$423,328)	14,111	X	
PDR			232082	10000	10001889	1	10000		535420	Crt Reporter Transcripts Svcs			126,000	106,000	20,000	X					\$126,000	\$106,000	20,000	X		
PDR			232082	10000	10001889	1	10000	1426 C		501010	1426 Sr. Clerk Typist	1.00	0.25	69,334	17,334	52,000	X	X								
PDR			232082	10000	10001889	1	10000	1426 C			Mandatory Fringe Benefits			33,342	8,336	25,006	X	X								
GEN			230018	10020	10023227	39	17058																			

Item #	Dept	Dept Division ID	Dept Section ID	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Equipment Code or Reference Code	Account ID	Account Title	FTE		FY 2018-19 Amount		FTE			FY 2019-20 Amount		FY1920 Savings	GF	1T		
												From	To	From	To	FY1819 Savings	GF	1T	From	To				From	To
540	ADM	296645	208671	208671	10020	10022322	1	16537	1054		1054 IS Business Analyst-It	1.00	0.00	146,005		146,005	X				\$146,005		146,005	X	
541	ADM				10020						Mandatory Fringe Benefits			53,246		53,246	X				\$54,349		54,349	X	
542	ADM				10020				1053		1053 IS Business Analyst-S	0.00	1.00		126,107	(126,107)	X					\$126,107	(126,107)	X	
543	ADM				10020						Mandatory Fringe Benefits				48,754	(48,754)	X					\$49,525	(49,525)	X	
544	ADM	296645	208671	208671	10020	10022322	1	16537	1053		1053 IS Business Analyst-S	1.00	0.00	126,107		126,107	X				\$126,107		126,107	X	
545	ADM				10020						Mandatory Fringe Benefits			48,754		48,754	X					\$49,525	(49,525)	X	
546	ADM				10020				1052		1052 IS Business Analyst	0.00	1.00		108,914	(108,914)	X					\$108,914	(108,914)	X	
547	ADM				10020						Mandatory Fringe Benefits			44,655		(44,655)	X					\$45,444	(45,444)	X	
548	ADM	296645	208671	208671	10020	10022322	1	16537	1043		1043 IS Engineer-Senior	1.00	0.86	149,593	128,650	20,943	X	X							
549	ADM				10020						Mandatory Fringe Benefits			53,990	46,431	7,559	X	X							
550	CPC				229236	10000	10022329	1	16544	9993M-Z	Salaries					31,170	X						31,172	X	
551	CPC				229235	10000	10001648	1	10000	9993M_Z	501010	9993 Attrition Savings	(2.19)	(2.46)	(243,430)	(273,442)	30,012	X	X						
552	CPC				10000							Mandatory Fringe Benefits			(98,243)	(110,355)	12,112	X	X						
553	CPC				229236	10000	10001645	1	10000		549410	Minor Furnishings			72,230	62,230	10,000	X	X						
554	CPC				229236	10000	10001645	1	10000		546990	Food			29,500	26,500	3,000	X	X						
555	CPC				229236	10000	10001645	1	10000		522000	Training - Budget			153,500	144,500	9,000	X	X						
556	CPC				229236	10000	10001645	1	10000		535810	Advertising			103,500	99,500	4,000	X	X						
557	CPC				109733	10000	10001649	1	10000		52700	Prof & Specialized Svcs-Bdgt			1,099,000	1,049,000	50,000	X	X						
558	CPC				109733	10000	10001649	1	10000	9993M_Z	501010	9993 Attrition Savings	(0.95)	(1.18)	(113,885)	(141,457)	27,572	X	X						
559	CPC				10000							Mandatory Fringe Benefits			(44,812)	(55,661)	10,849	X	X						
560	CPC				154644	10000	10001650	1	10000	9993M_Z	501010	9993 Attrition Savings	0.00	(0.23)	-	(32,522)	32,522	X	X						
561	CPC				10000							Mandatory Fringe Benefits			-	(12,028)	12,028	X	X						
562	CPC				229234	10000	10001647	1	10000	9993M_Z	501010	9993 Attrition Savings	(5.14)	(5.84)	(615,533)	(699,839)	84,306	X	X						
563	CPC				10000							Mandatory Fringe Benefits			(242,167)	(275,335)	33,168	X	X						
564	ADM	228856			228856	10000	10003082	1	10000	9993		Attrition				44,920	X						45,255	X	
565	ADM	296644	228860		228860	12620	10003075	1	10000	1822		1822 Administrative Analyst	1.00	0.00	98,363	-	98,363				\$98,363		98,363		
566	ADM											Mandatory Fringe Benefits			41,302	-	41,302				\$42,072		42,072		
567	ADM	296644	228875	228875	14300	10001302	23	17378	0933_C		Manager V	1.00	0.77	178,221	137,230	40,991			X						
568	ADM											Mandatory Fringe Benefits			64,633	49,769	14,864			X					
569	DPH	251961	179659	179659	10000	10001786	1	10000	2593_C		2593 Health Program Coord	0.77	0.00	87,864	-	87,864	X		1.00	0.00	\$114,988	\$0	114,988	X	
570	DPH	251961	179659	179659	10000	10001786	1	10000	2593_C		Mandatory Fringe Benefits			35,480	-	35,480	X				\$47,100	\$0	47,100	X	
571	DPH	251961	251912	251912	10000	10001786	1	10000	1824_C		1824 Principal Administrative	0.77	0.00	102,154	-	102,154	X		1.00	0.00	\$133,689	\$0	133,689	X	
572	DPH	251961	251912	251912	10000	10001786	1	10000	1824_C		Mandatory Fringe Benefits			38,875	-	38,875	X				\$51,557	\$0	51,557	X	
573	HRC				232021	10000	10026741	1	10000	1823_C	Senior Administrative Analyst	0.00	0.77	-	88,257	(88,257)	X		0.00	1.00	\$0	\$115,500	(115,500)	X	
574	HRC				232021	10000	10026741	1	10000	1823_C	Mandatory Fringe Benefits			-	35,588	(35,588)	X				\$0	\$47,241	(47,241)	X	
575	HRC				232021	10000	10026741	1	10000	1406_C	Senior Clerk	0.00	0.77	-	48,582	(48,582)	X		0.00	1.00	\$0	\$63,579	(63,579)	X	
576	HRC				232021	10000	10026741	1	10000	1406_C	Mandatory Fringe Benefits			-	24,354	(24,354)	X				\$0	\$32,573	(32,573)	X	
577																									
578	POL	232086			232086	10000	10001910	1	10000	GFPOL1901	560000	Tasers			2,000,000	-	2,000,000	X	X						
579	AIR																								
580	DBI																								
581	PRT																								
582	PUC																								
583	RET																								
584	POL	232086			232086	10020	10024176	1	17296		506070	Programmatic Projects-Budget									\$7,000,000	\$6,500,000	500,000	X	
585	POL	232086			232086	10000	10001903	1	10000	GFPOL1902	560000	Equipment Purchase			2,842,700	2,542,700	300,000	X	X						
586	POL	232086			232086	10000	10001903	1	10000	GFPOL1903	560000	Equipment Purchase			1,731,660	1,531,660	200,000	X	X						



CATHERINE STEFANI

Dear Chair of the Budget and Finance Committee,

Thank you for all the work you and your staff have done on this year's budget. Your efforts to create an open and transparent process have allowed our communities to become part of the budget discussions, and I commend you for your leadership.

After review of the spending plan, I am happy to see priority policy areas such as homelessness and public health addressed in the draft. There are many more areas I would like to support, but I understand that there are limited available funds. As we discuss these matters in Committee, I would like to address policies I believe should receive more support.

- San Francisco is fortunate to have accessible open space in each supervisorial district. A number of these spaces enjoy support from their communities, but many more are underutilized and unkempt. These free public spaces can create stronger and safer communities – but only by working in partnership with City departments and organizations to reactivate and reengage the neighborhoods around them.
- We have historically taken care of our veterans and provided them with proper support to make sure that they are cared for in San Francisco. Unfortunately, many of our honored veterans are homeless and lack access to appropriate care. In funding veterans' services, we can provide care to those who have served our country.
- The recent difficulty of securing grants from the DCYF's Five-Year Cycle has led to a number of organizations' being underfunded. Many of these community organizations rely on the DCYF grants. I hope the Committee considers funding organizations that provide needed support to early childhood education in underserved communities.
- The Board of Supervisors has recently taken action to support those who have been victims of sexual assault and domestic violence, but City government can't take the lead on these issues alone. We are blessed to have community-based organizations who have been working on these issues for years, and we need the additional support so that one day these hateful crimes never happen again.
- Since 1976 we have funded the Pretrial Diversion Program under the San Francisco Sheriff's Department. The Program is critical to our criminal justice system and needs additional funds to expand in light of recent court decisions that have placed a more substantial burden on the current staff load.

Again, Chair Cohen, I want to thank you for your leadership during this process and I look forward to a robust discussion with my colleagues on the Budget and Finance Committee, as well as the full Board of Supervisors.

Sincerely,

A handwritten signature in black ink, appearing to read "Catherine Stefani", with a stylized, flowing script.

Supervisor Catherine Stefani
San Francisco Board of Supervisors
District 2

Member, Board of Supervisors
District 8



City and County of San Francisco

JEFF SHEEHY
史義

June 20, 2018

Dear Chair of the Budget and Finance Committee,

After reviewing the initial spending plan I am advocating to allocate funding for the following program areas at the following levels:

- 1.) Transgender Resources and Programs: \$800,000
- 2.) Support for Cancer Patients: \$400,000
- 3.) Public School Family Partnership Programs: \$200,000
- 4.) Capital improvements for Behavioral Health Service Center: \$500,000

My office appreciates all of the work you have been doing on this budget process and look forward to discussing further in committee.

Sincerely,

A handwritten signature in black ink that reads "Jeff Sheehy". The signature is stylized with a large "J" and a long, sweeping underline.

JEFF SHEEHY
Supervisor for District 8

	Policy Area	Sub Category	June 15 Funded?	Suggested Action?
1	Community Services	Other	No (New)	Add New
2	Education	Parent Engagement and Education	Yes (Funded)	Expand
3	Public Health	Other	No (New)	Add New
4	Economic Development	Other	No (New)	Add New
5				
6				
7				
8				

Justification
Transgender Resources and Programming at \$800,000
by \$200,000 for parental support during the school application process
Women's Cancer Support at \$400,000
Capital improvements for Behavioral Health Service Center at \$500,000



NORMAN YEE

DATE: 6/21/2018

TO: Supervisor Malia Cohen
Chair, Budget & Finance Committee

FROM: Supervisor Norman Yee

RE: Response to Chair Malia Cohen's Spending Plan Draft dated June 15, 2018

Dear Supervisor Cohen:

Thank you for your leadership as Chair of the Budget and Finance Committee and for sharing a preliminary spending plan on behalf of the Board of Supervisors. I commend you for your vision and willingness to create a more transparent, collaborative approach to our City's budgeting process.

I believe that the preliminary spending plan highlighted a number of core funding priorities of the Board of Supervisors including more services for youth, expansion of summertime educational opportunities, investment in workforce development, housing subsidies for our most vulnerable populations, support for seniors, and improved response and prevention of sexual assault and child abuse. However, there are a growing number of needs that continue to call for more attention that were not included that I want to ensure receive consideration. The preliminary spending plan was confined due to the unknown amount of funding that will be made available for re-allocation after Department savings and other revenue updates. As we identify the actual amount of funding available for discretionary allocation, I urge the Board of Supervisors to re-evaluate the City's growing needs. I believe that the Board will need to be prudent, but pliable as we try to most effectively and efficiently expend our taxpayers' dollars.

As the spending plan is further refined, I hope you will take into consideration the following recommendations. I also attached an addendum to this memo indicating the budget areas that I believe should be further defined in order to directly serve high-needs populations; and other priorities that I believe will not be sufficiently funded by the draft proposal set forward.

Spending Plan Priorities Requiring Further Expansion

- **Early Care and Education** – Last year, the Board of Supervisors allocated funding of \$4 million to support early care and education, specifically for infant and toddler subsidies. Infant and toddlers has the least amount of resources in the field. This one-time funding supported families, but in order to continue making an impact on the growing needs for this population, additional investment is required. As of May 31st there were 3,334 low income children on the subsidized child care waitlist. More than half of the waitlist 55% are infants and toddlers. The waitlist continues to grow with infants and toddlers from nearly every zip code throughout San Francisco--the highest number of infants and toddlers live in the

following zip codes: 94112 (Outer Mission, Excelsior, Ingleside), 94124 (Bayview/Hunter's Point), and 94134 (Visitation Valley, Sunnydale, Portola): Quality early care and education is essential for these working families and vital for the successful development of these young children.

- **Youth Services and Out of School Time** – There is a vast diversity within the San Francisco youth community that require culturally competent programming and services. We received dozens of requests for more programming and I would like to see a more comprehensive approach so that we can ensure adequate funding that is specified for different needs and populations. One of the areas I see specifically lacking is additional funding for court appointed advocates for youth in the foster care system. With foster youth forced to move out of the city, there is a pressing need for court appointed advocates to receive the resources needed to continue serving their mentees. These adult advocates are often the only lifelines for these foster youth who often get lost in the system.
- **Immigrant Protection and Voting Registration Education Outreach** should be fully and adequately funded to implement voter-mandated Prop N passed in 2016, which was also unanimously supported by the Board of Supervisors through Ordinance No. 128-18. Given the threats from the current Federal administration, it is our duty to ensure that we expeditiously implement the program while providing resources for our immigrant population on their rights and the risks.
- **Food Security Programs** – There are currently 2,000 individuals on the waitlist for home-delivered groceries. We can do more to support these isolated seniors and people with disabilities. I also believe we should invest in home delivered hot meals and congregate lunch meals to continue providing nutritional and social support for this increasing population.
- **Flexible Housing Subsidy Pool for Families and Transitional Aged Youth** is an important preventative investment to ensure that families and at-risk transitional aged youth are provided an added safety net to keep them off the streets and moved into safe, stable, and sustainable living conditions. I also believe there should be more subsidies for seniors and people with disabilities that are often on fixed incomes and at-risk of housing displacement.

Spending Plan Priorities to Include

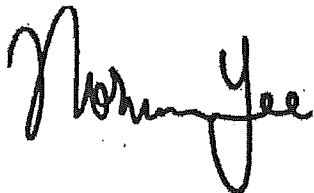
- **Workforce Development and Employment Opportunities for Seniors** – The Department of Aging and Adult Services and Human Services Agency both have indicated the efficacy of senior-based employment training and workforce opportunities. These jobs allow seniors to become financially stable and allow them the ability to age in place.
- **Gap Funding for Seniors in Residential Care Facilities** – The astronomical costs of running residential care facilities is forcing many to shutter or move out of the city entirely. Currently, residential care facility operators are absorbing the costs that are not covered by Social Security payments and patients' out-of-pocket contributions. By offsetting some of

these costs, we will be able to keep more seniors in these facilities allowing them dignified care and the ability to stay within their communities.

- **Ed's Neighborhood – Vision Zero Youth Education Program** – In honor and memory of our honorable Mayor Edwin Lee, Ed's Neighborhood is a life-sized, transportable set replicating city streets that engages school-aged youth on pedestrian and traffic safety. The movable Ed's Neighborhood set is already built and will be visiting schools across the city, but there is currently no funding to provide the educational program support to implement the curriculum and the pedestrian safety exercises.

I hope that this feedback is helpful to you as we enter the next phase of deliberations. Please do not hesitate to contact me if you have any questions. I earnestly look forward to working with you on passing a balanced and thoughtful budget for San Francisco.

Sincerely,

A handwritten signature in black ink, appearing to read "Norman Yee". The signature is fluid and cursive, with the first name "Norman" and the last name "Yee" clearly distinguishable.

Supervisor Norman Yee
San Francisco Board of Supervisors
District 7

	Program Description	Policy Area	Sub Category	June 15 Funded?	Suggested Action?
1	Infant Toddler Scholarship Fund - Increasing Investments in early care and education for infants and	Early Care and Education	Other	Yes (Funded)	Expand
2	Home Delivered Meals	Senior Services	Food Security	No (New)	Add New
3	Home Delivered Groceries	Senior Services	Food Security	Yes (Funded)	Expand
4	Congregate Lunch Meals	Senior Services	Food Security	No (New)	Add New
5	SRO Food Security Initiative	Public Health	Food Security	No (New)	Add New
6		Youth Services	Out of School Time	Yes (Funded)	Narrow / Specify
7	Community Engagement Program for Asian Pacific Islander Youth	Youth Services	Out of School Time	Yes (Funded)	Narrow / Specify

8	Childcare Resource & Referral Services for low-income, immigrant families with young children	Early Care and Education	Parent Engagement and Education	No (New)	Add New
9	Legal services for prevention and intervention of elder abuse in the Asian Pacific Islander community	Senior Services	Other	No (New)	Add New
10	Court Appointed Mentorship for Foster Youth	Youth Services	Prevention and Diversion	No (New)	Add New
11	Patch (Gap) Funding for Residential Care Facilities	Senior Services	Aging in Place	No (New)	Add New
12	Senior employment support for job placement, training, and subsidized positions	Senior Services	Workforce Development	No (New)	Add New

13	Mental health services for homeless families	Public Health	Family Homelessness	No (New)	Add New
14	Need-based subsidies for families	Housing	Flexible Subsidies	Yes (Funded)	Expand
15	Flexible housing subsidies for seniors & people with disabilities	Housing	Flexible Subsidies	No (New)	Add New
16	Voting Registry Education Outreach	Community Services	Voting Rights	Yes (Funded)	Expand
17	Navigation Center for Transitional Aged Youth (TAY)	Homelessness	Affordable Housing Access	No (New)	Add New
18	Ed's Neighborhood	Youth Services	Vision Zero	No (New)	Add New

Amount Suggested/Justification
Expand to \$4,000,000 to continue supporting early care and education, especially for families with infants and toddlers. There is a growing unmet need with 3,334 low-income children on the waitlist. The funding will support the Infant Toddler Scholarship Fund providing more child care provider subsidies to increase access to infant & toddler care for low-income families.
\$774,000 to serve the 202 seniors and adults with disabilities on the waitlist providing them with nutritious meals and social support to prevent isolation and health conditions.
Expand to fund the total amount of \$1,000,000 to serve over 1,000 seniors and adults with disabilities. The waitlist currently has 2,000 individuals.
\$500,000 to support congregate lunch meals to provide additional support to existing services. Currently, there are over 1,000 incidences where eligible clients are turned away from a hot meal.
Over 80% of SRO tenants are without a secure source of food. Many who receive SSI are not eligible for CalFresh and have high risk for nutritional deficiencies. Any funding would make a difference in creating pilot programs to provide meals to SRO tenants that have extreme needs to prevent further health risks.
Given the complex diversity of San Francisco's population, we should invest in culturally competent and relevant youth programming to best serve the different needs. Overall, the youth out of school time category should be looked at comprehensively to ensure that there is enough funding and that target populations are served equitably.
\$75,000 to support programming to increase leadership development, civic engagement, and empowerment of Asian Pacific Islander high school youth

\$100,000 to provide resource & referral services to low-income immigrant families. Low-income, immigrant families face barriers in receiving high-quality access to affordable, quality early care and education. Culturally competent bilingual support is critical to reach this population.

\$80,000. Due to cultural and language barriers, Asian Pacific Islander seniors are least likely to report financial and physical abuse. Legal services for this population is underfunded and unsupported, which leads to further abuse due to lack of enforcement of protections. This funding will support legal services to better educate this population and represent them in elder abuse cases.

\$100,000 to continue sustaining court appointed advocates that represent and mentor foster youth. Foster youth are being moved away from the City because of the scarcity of resources and court-appointed advocates are often the only lifeline/connection to the communities they grew up in. Foster youth are at high risk due to the lack of institutional and social support. This program is critical in ensuring that these youth are provided the wrap-around services needed to thrive.

\$500,000 to allow more seniors the ability to age in place in residential care facilities. Due to the rising cost of operation, residential care facilities are shuttering or moving out of San Francisco leaving many seniors without care. This gap funding will help offset the cost currently being absorbed by operators because of the discrepancy between social security payments and patients' out of pocket contributions.

Add \$1,000,000 to support programs that focus on workforce development and employment opportunities for seniors. Seniors who are able to work struggle with job placement. By providing job opportunities, seniors are able to serve their communities and earn supplemental income allowing them to age in place.

\$887,375 to restore funding mental health services for families experiencing homelessness. This area is grossly unmet. The level of trauma that homelessness and instability can leave a lasting impact on families, especially those with young children. These services could prove critical in helping to stabilize families and ensuring healthier outcomes for these at-risk youth.

Expand to fund \$450,104.00 specifically for homeless families. This would backfill funding that was previously allocated. Families at risk of homelessness need this safety net to prevent them from losing their homes. We should be investing in preventative measures to combat homelessness.

Add \$3,000,000 to support flexible housing subsidies for seniors and people with disabilities. There is an expiring source of funds that is inadequate to sustain this vulnerable population. The elderly and people with disabilities have fixed incomes making them at risk of losing their homes. To prevent homelessness, we need to invest in ways to keep people housed.

Expand to fully fund the \$375,000 required to properly implement immigrant protection and voting registration outreach. Given that this initiative is fully supported by the voters and the Board of Supervisors, we should provide the adequate funding to ensure that immigrant voters are fully informed about their rights, the risks, and what protections are involved.

Support for transitional aged youth should be considered its own priority area. Transitional aged youth are a significant portion of our homeless population and deserve targeted attention to break the cycle of poverty. A dedicated navigation center would create an access point for these young people to receive housing and social support services.

Ed's Neighborhood, named after the late Mayor Edwin Lee, is a life-size set that is used to teach students pedestrian and traffic safety. The set is already built, but the program to teach the curriculum is currently unfunded. The program requires \$50,000 to bring this educational program to schools across the city. Vision Zero is a City priority and the best way to develop a culture of pedestrian and traffic safety is to start with our school-aged youth who often have to navigate our dangerous city streets.

Member, Board of Supervisors
District 9



City and County of San Francisco

HILLARY RONEN

June 21, 2018.

Supervisor Malia Cohen
Chair, Budget and Finance Committee

Dear Chair Cohen,

Thank you for your leadership as Chair of the Board of Supervisors Budget and Finance Committee, and for putting together an initial spending plan for review. I truly appreciate the transparency you have brought to the process and also commend your legislative aide Sophia Kittler for her responsiveness, clarity and accessibility throughout this entire budget process.

As per your request, here is my response to your initial spending plan, based on the anticipated increase in revenue.

First, I would like to see the Board of Supervisors work together to further invest in addressing homelessness and mental health needs. Once we have received an updated budget from the Department of Homelessness and Supportive Housing, I look forward to partnering with our colleagues to identify what additional services we can include to respond to these two critical issues.

Furthermore, there are other critical program areas that I hope we can include in this budget as well, such as increased funding for domestic violence and sexual assault community-based programming.

I hope to partner with you and the Budget Committee members in your efforts to identify cost savings in City Departments.

Respectfully yours,

A handwritten signature in black ink that reads "Hillary Ronen". The signature is stylized with a large, flowing "H" and "R".

Supervisor Hillary Ronen
San Francisco Board of Supervisors

Wong, Linda (BOS)

Subject: FW: District 3 response to B&F initial spending plan

From: Angulo, Sunny (BOS)

Sent: Monday, June 25, 2018 9:43 AM

To: Kittler, Sophia (BOS) <sophia.kittler@sfgov.org>

Subject: District 3 response to B&F initial spending plan

June 25, 2018

Sophia,

Thank you for keeping our office updated on the work of the Budget and Finance Committee over the past month of hearings. Having been through this process many times, I know you and the Chair have been putting in the hours, and it's no small task! Apologies I wasn't able to review everything before this weekend, so just getting you these thoughts now.

As Supervisor Peskin does not sit on the Budget and Finance Committee, our office has generally deferred to the expertise of the Budget and Finance Committee members, including the leadership of the Chair and Vice-Chair. After reviewing Chair Cohen's spending proposal, I think that we are generally in alignment on the budget priorities that deserve further investment. My main piece of feedback is that the initial \$24.8 million over two years is too conservative, but I also recognize that this is just an estimated starting point from the Chair. (By comparison, the Board approved a spending plan of \$45.4 million last year, and I imagine that the Budget and Finance Committee will be working to ensure equitable coverage in an amount closer to that number in the days ahead.)

As you know, our District "add-back" list has been a work in progress, and Supervisor Peskin has been reticent to support new funding requests without first clarifying the existing needs and cuts to basic direct services to our most vulnerable populations, including our growing population of seniors, homeless families and housing-insecure residents. We've tried to pare down our district asks in an effort to offer more support for citywide requests, and will continue to work with your office and the office of the Vice-Chair as the process continues.

In general, we've discussed the following office priorities to consider in a \$40 million + spending proposal:

- **Housing & Homelessness** - A closer look at the Budget Justice Coalition's proposal for subsidized & supportive housing, rental subsidies, mental health services and workforce development for our homeless population
- **Higher Education** - "Free City College" summer course coverage + reserve funding (Supervisor Peskin was a co-sponsor of the Free City College proposal, and offers support for the request to keep it successful)
- **Senior Services**, including patch gap funding to keep seniors in their homes in an increasingly outrageous and speculative housing market
- **Public Safety** - As you saw in our initial district list, Supervisor Peskin is championing child abuse prevention services (\$250k in both years) and Pre-Trial Diversion (at \$500k) as a proven public safety tool.

We will continue to monitor the budget proceedings and make ourselves available to answer questions and work through outstanding issues. Thank you for the strong work you've been doing, including reaching out to every office and advocating for transparency throughout this entire process. I have really enjoyed working with you, and I hope it continues!

Best,
Sunny

Sunny Angulo

Supervisor Aaron Peskin, Chief of Staff

Sunny.Angulo@sfgov.org

415.554.7451 DIRECT

415.554.7450 VOICE

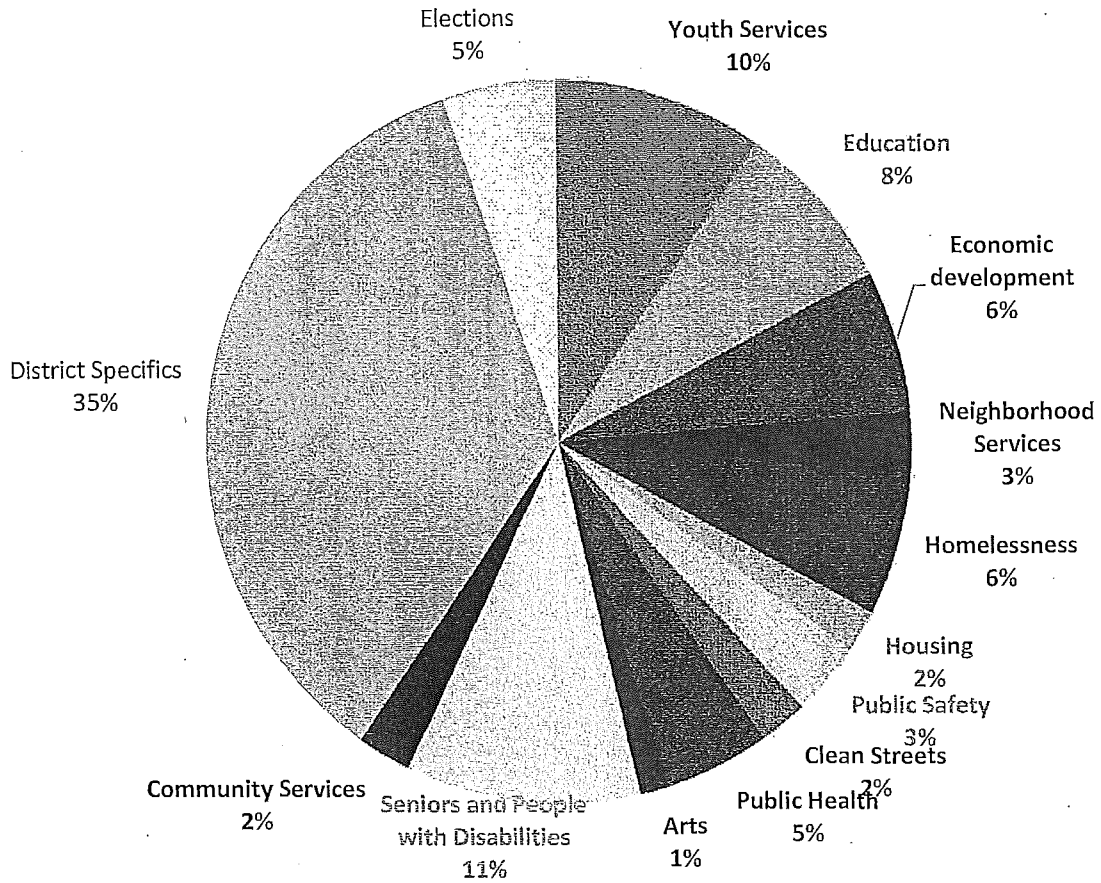
415.430.7091 CELL

[District 3 Website](#)

from supervisor
Safai

	Program Description	Policy Area	Sub Category	June 15 Funded?	Suggested Action?	Justification	2018-2019	2019-2020
DCYF	Program mentoring Pacific Islander Youth in culturally appropriate program. Serving high risk TAY, either currently involved in the criminal justice system at risk.	Youth Services	Violence Prevention	no	Include in DCYF, unique culturally competent program serving at risk, Pacific Island Youth	Program is the only one that specifically focused on serving Pacific Islander youth in this manner.	\$ 75,000.00	\$ 75,000.00
First 5	Serves 150 people Behavioral Health Services draws clients citywide to centers in chinatown and Vis Valley serving newcomer school age children and adults. DPH work ordered to First 5. Funding for licensed eligible staff to build capacity and a model to provide behavioral and mental health services for API children, youth & families enrolled at SFJUSD affected by trauma and to enroll them in counseling	Public Health	Parent Engagement and Education	no	Include in DPH funding. Program will be cut and serves some of the most vulnerable children.	Children and families who have experienced trauma are already engaged in the program and it will stop without funding. This program is being moved from department to department, no one can figure out who should fund the program - only that it needs to be funded because it has been effective.	\$ 100,000.00	\$ 100,000.00
OEWD	Computer coding and internships for disadvantaged TAY.	Workforce Development	Out of School Time	no	Add to the Citywide addbacks. This was not included because the entity did not caucus with another larger entity.	Provides tech training to socioeconomically disadvantaged students throughout San Francisco, focused on serving disenfranchised African American and Latinx students. The program has worked and students are being hired out of high school.	\$ 186,000.00	\$ 186,000.00
OECE	Providing information on public school enrollment and parent engagement	Education	Other	no	Add to OECE	This program is the only of its type, hiring community members to engage preK parents, with cultural competency in the language spoken at home and in familiar comfortable spaces, on the importance of public school enrollment and how to enroll in SFUSD.	\$ 112,000.00	\$ 200,000.00
OEWD 245	Providing in school and out of school job training for pregnant teens, training in early childhood development to either run family child care homes or work for family child care centers.	Workforce Development	Barrier Removal	no	Add to workforce development OEWD. Did not caucus with a larger group.	Program training TAY mothers on Early Child Education. Graduates from this program can go onto jobs in Early Child Education or run their own Family Child Care Centers.	\$ 200,000.00	\$ 200,000.00
DAAS	Adult choirs located throughout the city.	Senior Services	Aging in Place	no	Unique program popular throughout San Francisco	Learning new languages and memorizing songs is proven to improve cognitive function in seniors. The choirs celebrate many different cultures sung in different languages.	\$ 234,000.00	\$ 234,000.00
MOHCD	Help Latinx families connect to a continuum of resources to ensure the academic achievement of Latinx students, including housing, health, mental health, financial capability, and more.	Public Health	Parent Engagement/Education/Barrier Removal	no	MOHCD or DPH. Not sure which because it's a combination of services.	This is a way to provide families access to culturally and linguistically appropriate services, helping them remove barriers to access mental health, housing, physical health and financial training.	\$ 300,000.00	\$ 300,000.00
DCYF/DA	Volunteer program providing court appointed advocates to aide foster youth. Currently provide One-on-one mentorship for 330 foster youth and would like to maintain current services.	Youth Services		no		This program is the standard bearer to providing supportive services to Foster Youth.	\$ 100,000.00	\$ 100,000.00
OEWD	Incubator kitchen run for and by women of color.	Economic and Workforce Development	Barrier Removal	no	One time ask to support the expansion of a program into the Northeast corridor of San Francisco	Not only does the program allow women to build culinary skills AND learn how the restaurant industry functions so they can build their own businesses.	\$ 500,000.00	

DRAFT 2 YEAR SPENDING PLAN ALLOCATION FY 18-19 / 19-20



District	Policy Area	Sub-Category	Program	DEPT	Description	2018-19			One-time?	2019-20			One-time?	TOTAL				
						GFS	non-GFS	Total		GFS	non-GFS	Total		GFS	non-GFS	TOTAL		
	Citywide	Education	Education Access	City college expansion	DCYF	Summertime expansion	\$ 1,200,000	\$ -	\$1,200,000			\$ 1,200,000	\$ -	\$1,200,000		\$ 2,400,000	\$ -	\$ 2,400,000
	Citywide	Youth Services	Out of school time	After school time and summertime programming	DCYF		\$ 500,000	\$ -	\$500,000			\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
	Citywide		Early Care and Education	Supporting early childhood education programming	DCYF	Bridge funding to Prop C spending	\$ 2,000,000	\$ -	\$2,000,000			\$ -	\$ -	\$0		\$ 2,000,000	\$ -	\$ 2,000,000
	Citywide	Economic Development	Workforce Development	Skill and capacity building	OEWD / DAAS		\$ 1,000,000	\$ -	\$1,000,000			\$ 1,000,000	\$ -	\$1,000,000		\$ 2,000,000	\$ -	\$ 2,000,000
	Citywide	Neighborhood Services	Cultural Districts	Cultural District Staffing central coordinator	MOHCD		\$ 175,000	\$ -	\$175,000			\$ 175,000	\$ -	\$175,000		\$ 350,000	\$ -	\$ 350,000
248	Citywide	Homelessness	Prevention and Diversion		HSH	TAY and Families	\$ 500,000		\$500,000			\$ 500,000	\$ -	\$500,000		\$ 1,000,000		\$ 1,000,000
						Seniors and People with Disabilities	\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000	
			Flexible Housing Subsidy Pool	DAAS			\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000	
	Citywide	Prevention and Diversion	Eviction prevention -Legal Defense	MOHCD			\$ 500,000	\$ -	\$500,000			\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
8	Citywide	Housing	Affordable Housing Access	Barrier Removal	MOHCD	Potentially including: Navigation, Language access, application support	\$ 300,000	\$ -	\$300,000			\$ 300,000	\$ -	\$300,000		\$ 600,000	\$ -	\$ 600,000
9	Citywide	Public Safety	Restorative Justice	Pre-Trial Diversion	SHF		\$ 515,000	\$ -	\$515,000			\$ 515,000	\$ -	\$515,000		\$ 1,030,000	\$ -	\$ 1,030,000
10	Citywide	Clean Streets	Community Services	Neighborhood Clean and Green	DPW		\$ 255,578	\$ -	\$255,578			\$ 255,578	\$ -	\$255,578		\$ 511,156		\$ 511,156
11	Citywide			Pit stop expansion	DPW		\$ 100,000	\$ -	\$100,000		\$ 100,000	\$ -	\$100,000		\$ 200,000	\$ -	\$ 200,000	
12	Citywide	Public Health	Sexual Violence	Sexual Assault response and prevention	HRC	Policy and mediation manager	\$ 168,000	\$ -	\$168,000			\$ 168,000	\$ -	\$168,000		\$ 336,000	\$ -	\$ 336,000
13	Citywide		Domestic Violence	Child Abuse Prevention	CFC		\$ 250,000	\$ -	\$250,000			\$ 250,000	\$ -	\$250,000		\$ 500,000	\$ -	\$ 500,000
14	Citywide			Violence Against Women	DOSW?		\$ -	\$ -	\$0			\$ -	\$ -	\$0		\$ -		\$ -
15	Citywide		Mental Health	Mental Health Service -			\$ 400,000	\$ -	\$400,000			\$ 400,000	\$ -	\$400,000		\$ 800,000		\$ 800,000
15	Citywide	AIDS/ HIV Services	Ryan White CARE Act Grant		DPH		\$ 333,000	\$ -	\$333,000			\$ 333,000	\$ -	\$333,000		\$ 666,000	\$ -	\$ 666,000
16	Citywide	Arts	Cultural Services	Arts Programming	ARTS / GTFA		\$ 200,000	\$ -	\$200,000			\$ 200,000	\$ -	\$200,000		\$ 400,000	\$ -	\$ 400,000
17	Citywide	Seniors and People with Disabilities	Food Security	In-Home Grocery delivery	DAAS		\$ 683,000	\$ -	\$683,000			\$ 683,000	\$ -	\$683,000		\$ 1,366,000	\$ -	\$ 1,366,000
18	Citywide		Aging in Place	Health care and Activity programming	DAAS OR DPH		\$ 500,000	\$ -	\$500,000			\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
19	Citywide	Community Services	Immigrant Protection Educator	Voting Registry education outreach	OCEIA		\$ 375,000	\$ -	\$375,000	x		\$ -	\$ -	\$0		\$ 375,000	\$ -	\$ 375,000
20	Citywide			LGBTQ Service programming			\$ 200,000	\$ -	\$200,000			\$ 200,000	\$ -	\$200,000		\$ 400,000	\$ -	\$ 400,000
21	Citywide		LGBTQ Services	Transgender Violence Prevention / Capacity Building		ADM		\$ 200,000	\$ -	\$200,000			\$ 200,000	\$ -	\$200,000		\$ 400,000	
22	Citywide	Elections	Open Source Voting Pilot	Eligible for State matching funds	REG		\$ 660,000	\$ -	\$660,000	x		\$ 595,000	\$ -	\$595,000	x	\$ 1,255,000	\$ -	\$ 1,255,000
23	Citywide	District Specific	District Specific Priorities	\$ 1M per district over two years	GEN		\$ 8,000,000	\$ -	\$8,000,000	x		\$ 3,000,000	\$ -	\$3,000,000	x	\$11,000,000	\$ -	\$ 11,000,000
						\$ 19,514,578						\$ 12,074,578			Total \$ 31,589,156			
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RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

2018 JUN 25 PM 12:19

BY AK

June 25, 2018

Dear Members of the Budget & Finance Committee;

San Francisco is experiencing a homelessness and housing crisis. With the failure of Proposition D earlier this month a proposed \$40 Million investment in homelessness and housing was left unfunded, jeopardizing critical investments and new programs focused on reducing and preventing homelessness. Additionally, in this past election San Francisco voters passed Proposition F calling for legal services to support tenants facing eviction in our city, but no funding source was identified in that measure. In partnership with the Mayor's Budget Office, we are pleased to jointly present a plan to fund these critical housing intervention and homeless prevention services in the upcoming two-year budget with three newly available sources.

Proposition D was expected to generate revenues of \$32 million in FY 2018-19 and \$64 million in FY 2019-20; of which \$13.4 million and \$27.2 million would have been allocated to the Department of Homelessness and Supportive Housing (HSH). The remainder of the programmatic funds would have been allocated to the Mayor's Office of Housing and Community Development (MOHCD).

This plan draws on new resources included in the State's proposed budget, currently under the Governor's consideration, to support housing and homeless services from the State of California, coupled with newly identified recent reduction in retiree health costs approved by the Health Service System Board on June 15, 2018. With these sources, we are able to expand, fortify, and enhance services to prevent displacement, provide exits from street homeless, and add permanent housing units. Additionally, this rebalancing proposal includes an additional new investment which will provide funding for full scope legal services and representation to tenants facing eviction in our city.

This proposed rebalancing plan includes: 1) financial support in FY 2019-20 for the on-going homelessness programs previously funded in FY 2018-19; 2) new homeless programs in the FY 2018-19 budget which were contingent on Proposition D revenues which are no longer available (rapid rehousing, TAY Navigation Center, and flexible housing subsidy pool); and 3) significantly increases and expands legal assistance funding for tenants facing eviction through MOHCD. Details on the program expansions and funding sources are available below.

We look forward to continuing to work together with the Budget and Finance Committee and the full Board of Supervisors to finalize the FY 2018-19 and FY 2019-20 budget and ensure these critical programs and investments are funded.

A handwritten signature in black ink, appearing to read "London Breed".

London Breed
President, Board of Supervisors
Mayor-Elect

A handwritten signature in black ink, appearing to read "Malia Cohen".

Malia Cohen
Chair, Budget and Finance Committee

Rebalancing Plan: Allocated Uses and Identified Sources

	FY 2018-19 (\$ millions)	FY 2019-20 (\$ millions)
USES		
Extend Critical Programs (Housing, Navigation Centers, Prevention)		(13.4)
Rapid Rehousing - Adult & TAY	(5.0)	(6.0)
TAY Navigation Center	(1.0)	(3.4)
Capital for Replacement Shelter/TAY Nav Center Capital	(4.7)	
Flex Housing Subsidy Pool	(2.0)	(3.0)
Eviction Legal Representation for Tenants (MOHCD)	(1.4)	(3.4)
Total Uses	(14.1)	(29.2)
SOURCES*		
State Emergency Homelessness Funds - Onetime	10.7	11.5
State Emergency Solutions Grant - On-going	2.0	3.0
General Fund - Retiree Health Savings	1.4	14.7
Total Sources	14.1	29.2
Surplus/(Gap)	0.0	0.0

*Adjustments to fund balance have been made to match sources to uses in compliance with the State grant funding requirements and timelines.

Expand and Continue Critical Homeless Services

The City's homelessness crisis, and the conditions that exist on streets every day are not acceptable. We cannot continue to allow people to live in tents or doorways, nor endure illness and addiction alone on our streets. These investments will help provide meaningful change for those struggling with homelessness.

This rebalancing plan will ensure critical programs which had been dependent on Proposition D's revenue, beginning in FY 2018-19 will move forward, and the programs initiated in the first year of the budget will receive continued support in the second year of the budget. These are shared priorities for critical service expenditures including expanded navigation and shelter capacity, permanent exits from homelessness, and interventions that target families and youth experiencing homelessness.

- **Extending Critical Homeless Services Programs:** This plan provides funding in FY 2019-20 for new and continued programming including:
 - Doubling Homeward Bound to expand capacity to reunite persons experiencing homelessness with families or loved ones.
 - New units of permanent supportive housing in newly constructed affordable housing and continued support for master leased units.
 - Enhanced services in existing permanent supportive housing to better meet the acute needs of residents.
 - Operations of four navigation centers opening in the next year, including one serving women who are pregnant.
 - Expansion of shelter capacity and funding to replace closing shelters.

- **Rapid Rehousing:** Expanding the rapid rehousing voucher program for adults and TAY—a program provides a declining rent subsidy and income stabilization supports so that clients can find and maintain housing.
- **Navigation Centers:** Funding a new Navigation Center tailored for the needs of transitional aged youth (TAY) and one-time capital for the replacement of existing shelters or construction of the new TAY Navigation Center.
- **New Housing Exits:** Funding the Flexible Housing Subsidy Pool to create new permanent exits from homelessness

Funding for Eviction Legal Representation for Tenants

No tenant should face eviction alone in San Francisco. The voters of San Francisco agree, and approved Proposition F on June 5, 2018. However, this measure did not include any identified funding. Keeping San Franciscans in their homes is one of the most cost effective ways to prevent homelessness and help residents maintain access to affordable housing. We know that tenants who have legal support through the eviction process are much more likely to maintain their housing.

This rebalancing plan includes a ramp up to \$3.4 million in additional annual funding to support free legal counsel for tenants facing eviction. This amount builds off of the \$2 million in existing full scope legal representation currently available and anticipates the \$0.5 million the Board of Supervisors has indicated it will be allocating to this program area. This additional funding will allow the City to provide full scope legal representation to tenants facing eviction beginning January 1, 2019. This funding level assumes that a majority of tenants facing eviction will take advantage of the services available to them and that legal service providers will focus on households earning 120% of the Area Median Income and below.

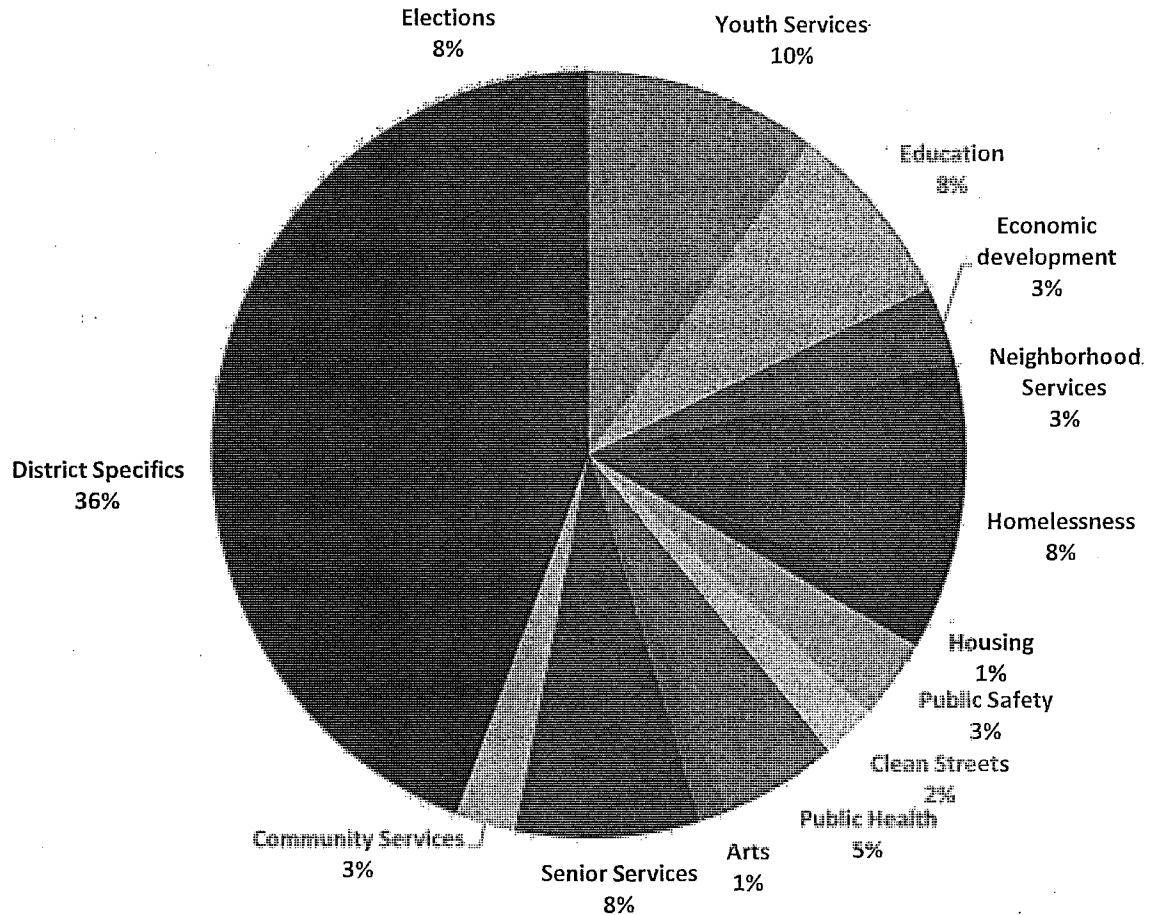
New Revenue Sources

After the introduction of the June 1 Proposed Budget, three funding sources have become available.

The first is a reduction in retiree health costs per the rates approved by the Health Service System Board at their June 15, 2018 meeting. These final approved rates are lower than the assumed rates included in the proposed budget and will generate \$16.1 million in General Fund savings over the two-year budget to be allocated to this plan.

The State's proposed budget, currently under the Governor's consideration, includes additional support for housing and homeless services. It creates the Homeless Emergency Aid Program to provide one-time grants to address homelessness, and augments the existing Emergency Solutions Grant (ESG) to provide on-going funding for housing and homeless services. The anticipated one-time allocation to San Francisco is \$27.7 million and must be fully encumbered by June 2021. This rebalancing plan assumes the utilization of \$22.2 million in FY 2018-19 and FY 2019-20, with a final allocation of \$5.5 million to continue programming in FY 2020-21. This rebalancing plan assumes \$2 million growing to \$3 million of the on-going support through the ESG program.

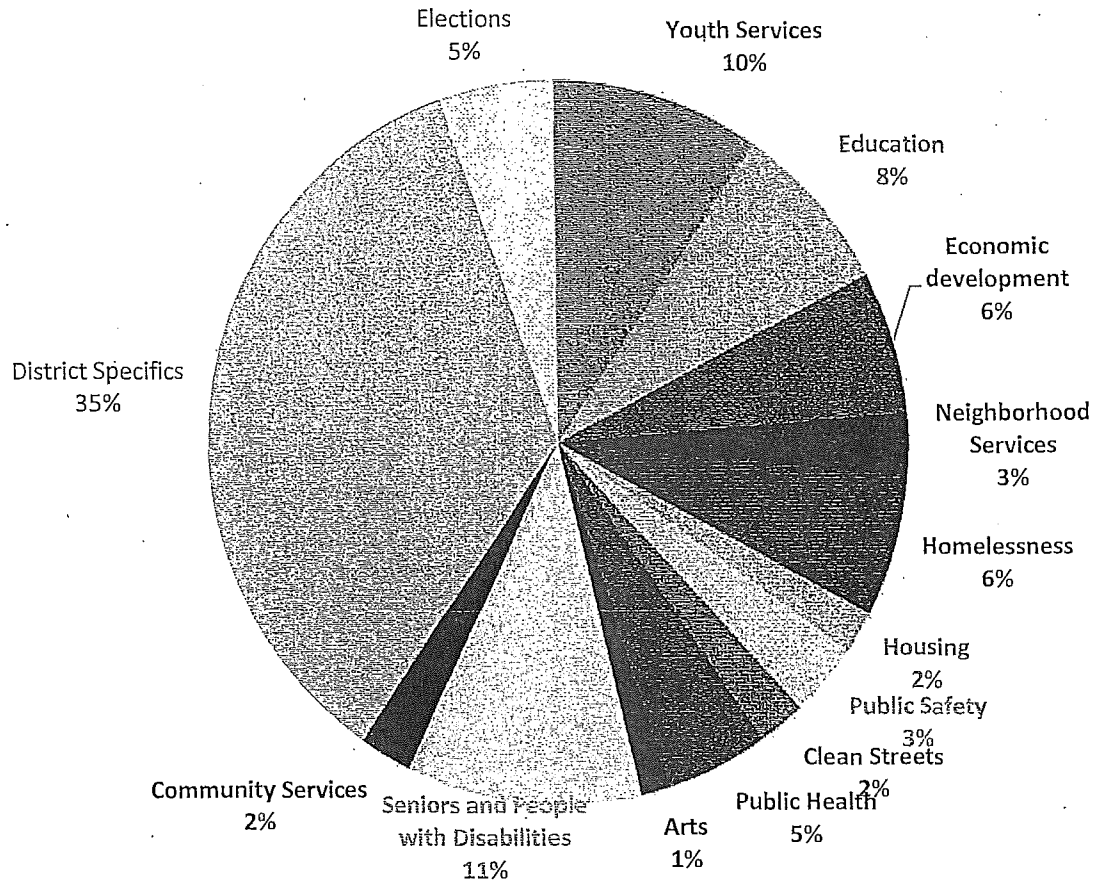
**DRAFT 2 YEAR SPENDING PLAN ALLOCATION
FY 18-19 / 19-20**



Policy Area	Sub-Category	Program	Description	2018-19			One-time?		2019-20			One-time?		TOTAL		
				GFS	non-GFS	Total			GFS	non-GFS	Total			GFS	non-GFS	TOTAL
Education	Education Access	City college expansion	Summertime expansion	\$ 1,200,000	\$ -	\$1,200,000			\$ 1,200,000	\$ -	\$1,200,000			\$ 2,400,000	\$ -	\$ 2,400,000
Youth Services	Out of school time	After school time and summertime programming		\$ 500,000	\$ -	\$500,000			\$ 500,000		\$500,000			\$ 1,000,000	\$ -	\$ 1,000,000
	Early Care and Education	Supporting early childhood education programming	Bridge funding to Prop C spending	\$ 2,000,000	\$ -	\$2,000,000			\$ -		\$0			\$ 2,000,000	\$ -	\$ 2,000,000
Economic Development	Workforce Development	Skill and capacity building		\$ 500,000	\$ -	\$500,000			\$ 500,000		\$500,000			\$ 1,000,000	\$ -	\$ 1,000,000
Neighborhood Services	Cultural Districts	Cultural District Staffing central coordinator		\$ 175,000	\$ -	\$175,000			\$ 175,000	\$ -	\$175,000			\$ 350,000	\$ -	\$ 350,000
Homelessness	Prevention and Diversion	Flexible Housing Subsidy Pool	TAY / Family Subsidies	\$ 700,000	\$ -	\$700,000			\$ 700,000		\$700,000			\$ 1,400,000	\$ -	\$ 1,400,000
	Prevention and Diversion	Eviction prevention -Legal Defense		\$ 500,000	\$ -	\$500,000			\$ 500,000		\$500,000			\$ 1,000,000		\$ 1,000,000
Housing	Affordable Housing Access	Barrier Removal		\$ 200,000	\$ -	\$200,000			\$ 200,000		\$200,000			\$ 400,000		\$ 400,000
Public Safety	Restorative Justice	Pre-Trial Diversion		\$ 515,000	\$ -	\$515,000			\$ 515,000		\$515,000			\$ 1,030,000	\$ -	\$ 1,030,000
Clean Streets	Community Services	Neighborhood Clean and Green		\$ 255,578	\$ -	\$255,578			\$ 255,578		\$255,578			\$ 511,156		\$ 511,156
		Pit stop expansion		\$ 100,000	\$ -	\$100,000			\$ 100,000		\$100,000			\$ 200,000	\$ -	\$ 200,000
Public Health	Sexual Violence	Sexual Assault response and prevention	Policy and mediation manager	\$ 168,000	\$ -	\$168,000			\$ 168,000		\$168,000			\$ 336,000	\$ -	\$ 336,000
	Domestic Violence	Child Abuse Prevention		\$ 250,000	\$ -	\$250,000			\$ 250,000		\$250,000			\$ 500,000	\$ -	\$ 500,000
	Mental Health	Mental health services for homeless adults and families		\$ 100,000	\$ -	\$100,000			\$ 100,000		\$100,000			\$ 200,000		\$ 200,000
	AIDS/ HIV Services	Ryan White CARE Act Grant		\$ 333,000	\$ -	\$333,000			\$ 333,000		\$333,000			\$ 666,000	\$ -	\$ 666,000
Arts	Cultural Services	Arts Programming		\$ 200,000	\$ -	\$200,000			\$ 200,000		\$200,000			\$ 400,000	\$ -	\$ 400,000
Senior Services	Food Security	In-Home Grocery delivery		\$ 683,000	\$ -	\$683,000			\$ 683,000		\$683,000			\$ 1,366,000	\$ -	\$ 1,366,000
	Aging in Place	Health care and Activity programming		\$ 500,000	\$ -	\$500,000			\$ 500,000		\$500,000			\$ 1,000,000	\$ -	\$ 1,000,000
Community Services	Immigrant Protection Education	Voting Registry education outreach		\$ 375,000	\$ -	\$375,000	x		\$ -		\$0			\$ 375,000	\$ -	\$ 375,000
	LGBTQ Services	LGBTQ Service programming		\$ 200,000	\$ -	\$200,000			\$ 200,000		\$200,000			\$ 400,000	\$ -	\$ 400,000
		Transgender Violence Prevention Capacity Building		\$ 200,000	\$ -	\$200,000			\$ 200,000		\$200,000			\$ 400,000		\$ 400,000
Elections	Open Source Voting Pilot	Eligible for State matching funds		\$ -	\$ -	\$0	x		\$ 2,000,000		\$2,000,000			\$ 2,000,000	\$ -	\$ 2,000,000
District Specific	District Specific Priorities	\$ 1M per district over two years		\$ 8,000,000	\$ -	\$8,000,000	x		\$ 3,000,000		\$3,000,000	x		\$ 11,000,000	\$ -	\$ 11,000,000
				\$ 17,654,578					\$ 12,279,578					Total	\$ 29,934,156	

as of 6/27
10:00 AM

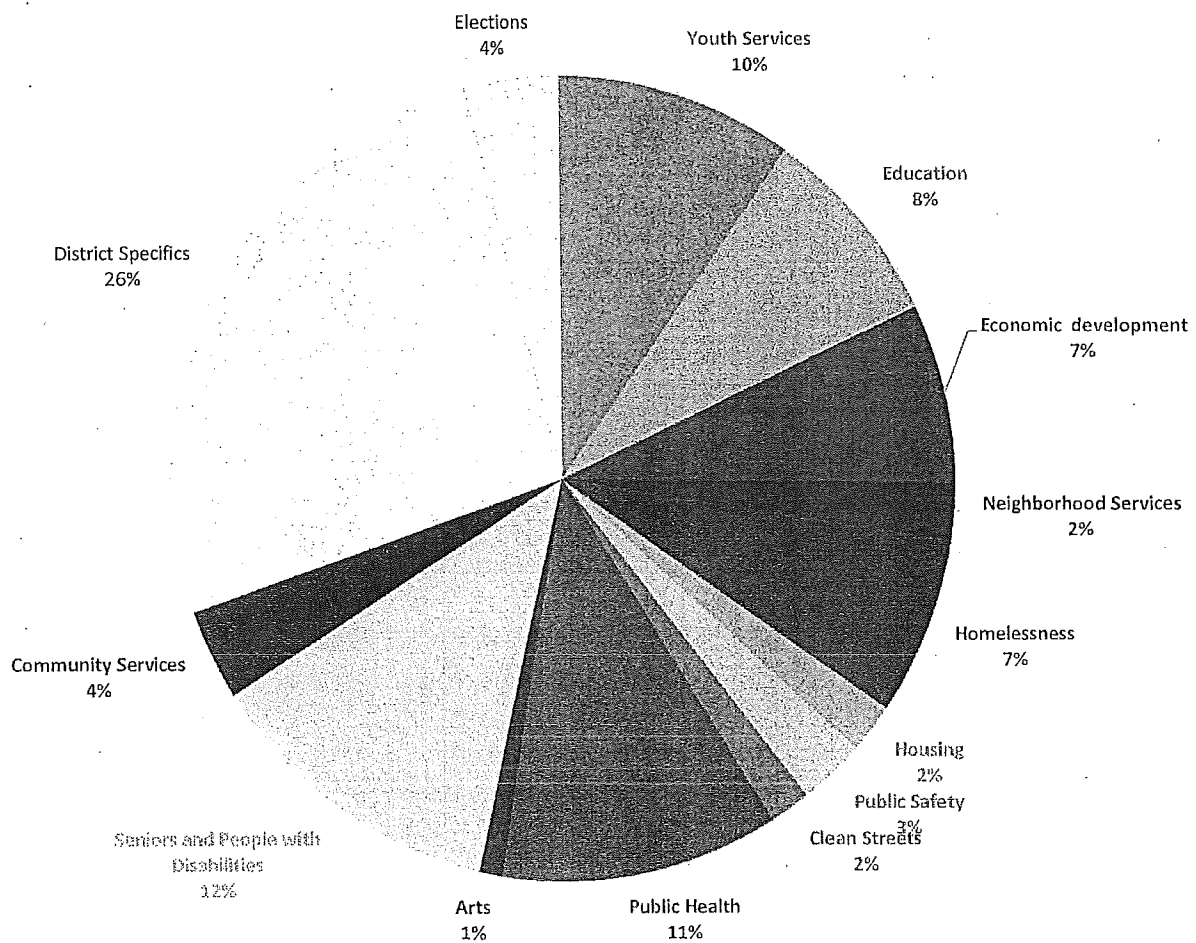
DRAFT 2 YEAR SPENDING PLAN ALLOCATION FY 18-19 / 19-20



#	District	Policy Area	Sub-Category	Program	DEPT	Description	2018-19			One-time?	2019-20			One-time?	TOTAL		
							GFS	non-GFS	Total		GFS	non-GFS	Total		GFS	non-GFS	TOTAL
1	Citywide	Education	Education Access	City college expansion	DCYF	Summertime expansion	\$ 1,200,000	\$ -	\$1,200,000		\$ 1,200,000	\$ -	\$1,200,000		\$ 2,400,000	\$ -	\$ 2,400,000
2	Citywide	Youth Services	Out of school time	After school time and summertime programming	DCYF		\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
3	Citywide		Early Care and Education	Supporting early childhood education programming	DCYF	Bridge funding to Prop C spending	\$ 2,000,000	\$ -	\$2,000,000		\$ -	\$ -	\$0		\$ 2,000,000	\$ -	\$ 2,000,000
4	Citywide	Economic Development	Workforce Development	Skill and capacity building	DEWD / DAAS		\$ 1,000,000	\$ -	\$1,000,000		\$ 1,000,000	\$ -	\$1,000,000		\$ 2,000,000	\$ -	\$ 2,000,000
5	Citywide	Neighborhood Services	Cultural Districts	Cultural District Staffing central coordinator	MOHCD		\$ 175,000	\$ -	\$175,000		\$ 175,000	\$ -	\$175,000		\$ 350,000	\$ -	\$ 350,000
6	Citywide	Homelessness	Prevention and Diversion		HSN	TAY and Families	\$ 500,000		\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000		\$ 1,000,000
				Flexible Housing Subsidy Pool	DAAS	Seniors and People with Disabilities	\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
			Prevention and Diversion	Eviction prevention -Legal Defense	MOHCD		\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
8	Citywide	Housing	Affordable Housing Access	Barrier Removal	MOHCD	Potentially including: Navigation, Language access, application support	\$ 300,000	\$ -	\$300,000		\$ 300,000	\$ -	\$300,000		\$ 600,000	\$ -	\$ 600,000
9	Citywide	Public Safety	Restorative Justice	Pre-Trial Diversion	SHF		\$ 515,000	\$ -	\$515,000		\$ 515,000	\$ -	\$515,000		\$ 1,030,000	\$ -	\$ 1,030,000
10	Citywide	Clean Streets	Community Services	Neighborhood Clean and Green	DPW		\$ 255,578	\$ -	\$255,578		\$ 255,578	\$ -	\$255,578		\$ 511,156		\$ 511,156
11	Citywide			Pit stop expansion	DPW		\$ 100,000	\$ -	\$100,000		\$ 100,000	\$ -	\$100,000		\$ 200,000	\$ -	\$ 200,000
12	Citywide	Public Health	Sexual Violence	Sexual Assault response and prevention	HRC	Policy and mediation manager	\$ 168,000	\$ -	\$168,000		\$ 168,000	\$ -	\$168,000		\$ 336,000	\$ -	\$ 336,000
13	Citywide		Domestic Violence	Child Abuse Prevention	CFC		\$ 250,000	\$ -	\$250,000		\$ 250,000	\$ -	\$250,000		\$ 500,000	\$ -	\$ 500,000
14	Citywide			Violence Against Women	DOSW?		\$ -	\$ -	\$0		\$ -	\$ -	\$0		\$ -	\$ -	\$ -
15	Citywide		Mental Health	Mental Health Service -			\$ 400,000	\$ -	\$400,000		\$ 400,000	\$ -	\$400,000		\$ 800,000		\$ 800,000
15	Citywide	AIDS/ HIV Services	Ryan White CARE Act Grant		DPH		\$ 333,000	\$ -	\$333,000		\$ 333,000	\$ -	\$333,000		\$ 666,000	\$ -	\$ 666,000
16	Citywide	Arts	Cultural Services	Arts Programming	ARTS / GTFA		\$ 200,000	\$ -	\$200,000		\$ 200,000	\$ -	\$200,000		\$ 400,000	\$ -	\$ 400,000
17	Citywide	Seniors and People with Disabilities	Food Security	In-Home Grocery delivery	DAAS		\$ 683,000	\$ -	\$683,000		\$ 683,000	\$ -	\$683,000		\$ 1,366,000	\$ -	\$ 1,366,000
18	Citywide		Aging In Place	Health care and Activity programming	DAAS OR DPH		\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
19	Citywide	Community Services	Immigrant Protection Education	Voting Registry education outreach	OCEIA		\$ 375,000	\$ -	\$375,000	x	\$ -	\$ -	\$0		\$ 375,000	\$ -	\$ 375,000
20	Citywide		LGBTQ Services	LBGTQ Service programming			\$ 200,000	\$ -	\$200,000		\$ 200,000	\$ -	\$200,000		\$ 400,000	\$ -	\$ 400,000
21	Citywide			Transgender Violence Prevention / Capacity Building	ADM		\$ 200,000	\$ -	\$200,000		\$ 200,000	\$ -	\$200,000		\$ 400,000		\$ 400,000
22	Citywide	Elections	Open Source Voting Pilot	Eligible for State matching funds	REG		\$ 660,000	\$ -	\$660,000	x	\$ 595,000	\$ -	\$595,000	x	\$ 1,255,000	\$ -	\$ 1,255,000
23	Citywide	District Specific	District Specific Priorities	\$ 1M per district over two years	GEN		\$ 8,000,000	\$ -	\$8,000,000	x	\$ 3,000,000	\$ -	\$3,000,000	x	\$11,000,000	\$ -	\$ 11,000,000
							\$19,514,578			\$12,074,578			Total			\$31,589,156	

Received in
Committee
4/27/18
9:47 am.

**DRAFT 2 YEAR SPENDING PLAN ALLOCATION
FY 18-19 / 19-20**



Row #	District	Policy Area	Sub-Category	Program	DEPT	Description	2018-			One-time?	2019-20			One-time?	TOTAL		
							GFS	non-GFS	Total		GFS	non-GFS	Total		GFS	non-GFS	TOTAL
1	Citywide	Education	Education Access	City college expansion	DCYF	Summertime expansion	\$ 1,200,000	\$ -	\$1,200,000		\$ 1,200,000	\$ -	\$1,200,000		\$ 2,400,000	\$ -	\$ 2,400,000
2	Citywide			City College Reserve	DCYF		\$ 1,000,000		\$1,000,000		\$ -	\$ -	\$0		\$ 1,000,000		\$ 1,000,000
3	Citywide	Youth Services	Out of school time	After school time and summertime programming	DCYF		\$ 600,000	\$ -	\$600,000		\$ 600,000	\$ -	\$600,000		\$ 1,200,000	\$ -	\$ 1,200,000
4	Citywide		Foster Youth	Court Appointed Services	DCYF		\$ 75,000	\$ -	\$75,000		\$ 75,000	\$ -	\$75,000		\$ 150,000		\$ 150,000
5	Citywide		Early Care and Education	Supporting early childhood education programming	OECE		\$ 2,000,000	\$ -	\$2,000,000		\$ -	\$ -	\$0		\$ 2,000,000	\$ -	\$ 2,000,000
6	Citywide		Parent Engagement	Public School Advocacy	OEWD		\$ 115,000		\$115,000		\$ 115,000		\$115,000		\$ 230,000		\$ 230,000
7	Citywide		Pedestrian Safety	Ed's Neighborhood	SFUSD		\$ 50,000	\$ -	\$50,000		\$ 50,000	\$ -	\$50,000		\$ 100,000		\$ 100,000
8	Citywide		Youth Organizing	Youth Advocacy and Organizing	DCYF		\$ 200,000		\$200,000		\$ 200,000		\$200,000		\$ 400,000		\$ 400,000
9	Citywide	Economic Development	Workforce Development	Skill and capacity building	OEWD	Vulnerable Populations	\$ 800,000	\$ -	\$800,000		\$ 800,000	\$ -	\$800,000		\$ 1,600,000	\$ -	\$ 1,600,000
	Citywide				MOHCD	At Risk populations	\$ 150,000		\$150,000		\$ 150,000		\$150,000		\$ 300,000		\$ 300,000
10	Citywide				DAAS	Seniors and People with Disabilities	\$ 300,000	\$ -	\$300,000		\$ 300,000		\$300,000		\$ 600,000		\$ 600,000
11	Citywide			Workforce Development for Youth		Job training for Pregnant Teens	\$ 100,000		\$100,000		\$ 100,000		\$100,000		\$ 200,000		\$ 200,000
12	Citywide				OEWD	Computer training for TAY	\$ 150,000		\$150,000		\$ 150,000		\$150,000		\$ 300,000		\$ 300,000
13	Citywide	Neighborhood Services	Cultural Districts	Cultural District Staffing central coordinator	MOHCD		\$ 175,000	\$ -	\$175,000		\$ 175,000	\$ -	\$175,000		\$ 350,000	\$ -	\$ 350,000
14	Citywide	Homelessness	Prevention and Diversion	Flexible Housing Subsidy Pool	MOHCD	Seniors and People with Disabilities (Primarily)	\$ 1,000,000	\$ -	\$1,000,000		\$ 1,000,000	\$ -	\$1,000,000		\$ 2,000,000	\$ -	\$ 2,000,000
15	Citywide		Prevention and Diversion	Eviction prevention -Legal Defense	MOHCD		\$ 500,000	\$ -	\$500,000		\$ 500,000	\$ -	\$500,000		\$ 1,000,000	\$ -	\$ 1,000,000
16	Citywide	Housing	Affordable Housing Access	Veterans Housing Services	MOHCD		\$ 250,000	\$ -	\$250,000	x	\$ -		\$0		\$ 250,000		\$ 250,000
17	Citywide			Barrier Removal	MOHCD	Potentially including: Navigation, Language access, application support	\$ 300,000	\$ -	\$300,000		\$ 300,000	\$ -	\$300,000		\$ 600,000	\$ -	\$ 600,000
18	Citywide			Pre-Trial Diversion	SHF		\$ 515,000	\$ -	\$515,000		\$ 515,000	\$ -	\$515,000		\$ 1,030,000	\$ -	\$ 1,030,000
19	Citywide	Public Safety	Restorative Justice	Detention Diversion Advocacy	CRT / JUV		\$ -		\$0		\$ 100,000		\$100,000		\$ 100,000		\$ 100,000
20	Citywide	Clean Streets	Community Services	Neighborhood Clean and Green	DPW		\$ 255,578	\$ -	\$255,578		\$ 255,578	\$ -	\$255,578		\$ 511,156		\$ 511,156
21	Citywide			Pit stop expansion	DPW		\$ 100,000	\$ -	\$100,000		\$ 100,000	\$ -	\$100,000		\$ 200,000	\$ -	\$ 200,000
22	Citywide	Rec & Park	Open Space	Activation of McLaren Park	RPD		\$ 50,000		\$50,000		\$ 50,000		\$50,000		\$ 100,000		\$ 100,000
23	Citywide	Public Health	Sexual Violence	Sexual Assault response and prevention	HRC	Policy and mediation manager	\$ 168,000	\$ -	\$168,000		\$ 168,000	\$ -	\$168,000		\$ 336,000	\$ -	\$ 336,000
24	Citywide		Domestic Violence	Child Abuse Prevention	CFC		\$ 250,000	\$ -	\$250,000		\$ 250,000	\$ -	\$250,000		\$ 500,000	\$ -	\$ 500,000
25	Citywide			Violence Against Women	DOSW		\$ 630,246	\$ -	\$630,246		\$ 630,246	\$ -	\$630,246		\$ 1,260,492		\$ 1,260,492
26	Citywide		Mental Health services	State cut backfill	DPH		\$ 83,500	\$ -	\$83,500		\$ 167,000	\$ -	\$167,000		\$ 250,500		\$ 250,500
27	Citywide			Mental Health Services for homeless	DPH		\$ 335,000	\$ -	\$335,000		\$ 335,000	\$ -	\$335,000		\$ 670,000		\$ 670,000
28	Citywide		AIDS/ HIV Services	Integrated behavioral health Services	DPH		\$ 500,000	\$ -	\$500,000	x					\$ 500,000		\$ 500,000
29	Citywide			Ryan White CARE Act Grant	DPH		\$ 333,000	\$ -	\$333,000		\$ 333,000	\$ -	\$333,000		\$ 666,000	\$ -	\$ 666,000
30	Citywide		Outpatient Services	Outpatient Services and Support network for Cancer survivors	DPH		\$ 300,000	\$ -	\$300,000		\$ 300,000		\$300,000		\$ 600,000		\$ 600,000
31	Citywide	Arts	Cultural Services	Arts Programming	ARTS / GTFA		\$ 200,000	\$ -	\$200,000		\$ 200,000	\$ -	\$200,000		\$ 400,000	\$ -	\$ 400,000
32	Citywide	Seniors and People with Disabilities	Food Security	In-Home Grocery delivery	DAAS		\$ 683,000	\$ -	\$683,000		\$ 683,000	\$ -	\$683,000		\$ 1,366,000	\$ -	\$ 1,366,000
33	Citywide			Congregate Meals	DAAS		\$ 300,000		\$300,000		\$ 300,000		\$300,000		\$ 600,000		\$ 600,000
34	Citywide		Aging in Place	Residential Care Facilities	DAAS		\$ 300,000	\$ -	\$300,000		\$ 300,000	\$ -	\$300,000		\$ 600,000	\$ -	\$ 600,000
35	Citywide	Community Services	Immigrant Protection Education	Voting Registry education outreach	OCEIA		\$ 375,000	\$ -	\$375,000	x	\$ -	\$ -	\$0		\$ 375,000	\$ -	\$ 375,000
36	Citywide		LGBTQ Services	LGBTQ Service programming	MOHCD		\$ 175,000	\$ -	\$175,000		\$ 175,000	\$ -	\$175,000		\$ 350,000	\$ -	\$ 350,000
37	Citywide			Transgender Violence Prevention	ADM / HRC		\$ 200,000	\$ -	\$200,000		\$ 200,000	\$ -	\$200,000		\$ 400,000		\$ 400,000
38	Citywide		Family Services	Family Resource Centers to Serve Latino Community	OECE		\$ 200,000		\$200,000		\$ 200,000		\$200,000		\$ 400,000		\$ 400,000
39	Citywide	Elections	Open Source Voting Pilot	Eligible for State matching funds	REG		\$ 660,000	\$ -	\$660,000	x	\$ 595,000	\$ -	\$595,000	x	\$ 1,255,000	\$ -	\$ 1,255,000
40	Citywide	District Specific	District Specific Priorities	\$ 1M per district over two years	GEN		\$ 8,000,000	\$ -	\$8,000,000	x	\$ 3,000,000	\$ -	\$3,000,000	x	\$11,000,000	\$ -	\$ 11,000,000
							\$23,578,324			\$14,571,824			Total			\$38,150,148	

Board of Supervisors Budget Spending Plan

Revised
Committee
01/28/18
12:30 pm

Policy Area	Sub-Category	Program	DEPT	Description	2018-19			2019-20			TOTAL		
					GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
Education	Education Access	City college expansion	DCYF	Summertime expansion	\$ 1,200,000	\$ -	\$1,200,000	\$ 1,200,000	\$ -	\$1,200,000	\$ 2,400,000	\$ -	\$ 2,400,000
		City College Reserve	DCYF		\$ 1,000,000		\$1,000,000	\$ -	\$ -	\$0	\$ 1,000,000		\$ 1,000,000
Youth Services	Out of school time	After school and summer school programming, with focus on API and homeless youth			\$ 600,000	\$ -	\$600,000	\$ 600,000	\$ -	\$600,000	\$ 1,200,000	\$ -	\$ 1,200,000
	Foster Youth	Court Appointed Advocate / Mentor	DCYF		\$ 75,000	\$ -	\$75,000	\$ 75,000	\$ -	\$75,000	\$ 150,000		\$ 150,000
	Early Care and Education	Supporting early childhood education programming	OECE		\$ 2,000,000	\$ -	\$2,000,000	\$ -	\$ -	\$0	\$ 2,000,000	\$ -	\$ 2,000,000
	Parent Engagement	Public School Advocacy	OEWD		\$ 115,000		\$115,000	\$ 115,000		\$115,000	\$ 230,000		\$ 230,000
	Pedestrian Safety	Ed's Neighborhood	SFUSD		\$ 50,000		\$50,000	\$ 50,000	\$ -	\$50,000	\$ 100,000		\$ 100,000
	Youth Organizing	Youth Advocacy and Organizing	DCYF		\$ 225,000		\$225,000	\$ 225,000		\$225,000	\$ 450,000		\$ 450,000
Economic Development	Workforce Development	Skill and capacity building	OEWD	Vulnerable Populations	\$ 1,000,000	\$ -	\$1,000,000	\$ 1,000,000	\$ -	\$1,000,000	\$ 2,000,000	\$ -	\$ 2,000,000
			MOHCD	At Risk populations , with a focus on African Americans	\$ 150,000	\$ -	\$150,000	\$ 150,000		\$150,000	\$ 300,000		\$ 300,000
		Workforce Development for Youth	DAAS	Seniors and People with Disabilities	\$ 600,000	\$ -	\$600,000	\$ 600,000		\$600,000	\$ 1,200,000		\$ 1,200,000
				Job training for Pregnant Teens	\$ 100,000		\$100,000	\$ 100,000		\$100,000	\$ 200,000		\$ 200,000
			OEWD	Computer training for TAY	\$ 150,000		\$150,000	\$ 150,000		\$150,000	\$ 300,000		\$ 300,000
Neighborhood Services	Cultural Districts	Cultural District Staffing central coordinator	MOHCD		\$ 175,000	\$ -	\$175,000	\$ 175,000	\$ -	\$175,000	\$ 350,000	\$ -	\$ 350,000
Homelessness	Prevention and Diversion	Flexible Housing Subsidy Pool	HSH	Family Subsidies	\$ 450,105		\$450,105	\$ 450,105		\$450,105	\$ 900,210		\$ 900,210
			MOHCD	Seniors and People with Disabilities (Primarily)	\$ 1,000,000	\$ -	\$1,000,000	\$ 1,000,000	\$ -	\$1,000,000	\$ 2,000,000	\$ -	\$ 2,000,000
	Prevention and Diversion	Eviction prevention -Legal Defense	MOHCD		\$ 500,000	\$ -	\$500,000	\$ 500,000	\$ -	\$500,000	\$ 1,000,000	\$ -	\$ 1,000,000
Housing	Affordable Housing Access	Veterans Housing Services	MOHCD		\$ 250,000	\$ -	\$250,000	\$ -		\$0	\$ 250,000		\$ 250,000
		Barrier Removal	MOHCD	Potentially including: Navigation, Language access, application support	\$ 300,000	\$ -	\$300,000	\$ 300,000	\$ -	\$300,000	\$ 600,000	\$ -	\$ 600,000
Public Safety	Restorative Justice	Pre-Trial Diversion	SHF		\$ 515,000	\$ -	\$515,000	\$ 515,000	\$ -	\$515,000	\$ 1,030,000	\$ -	\$ 1,030,000
		Detention Diversion Advocacy	CRT / JUV		\$ -		\$0	\$ 100,000		\$100,000	\$ 100,000		\$ 100,000
Clean Streets	Community Services	Neighborhood Clean and Green	DPW		\$ 255,578	\$ -	\$255,578	\$ 255,578	\$ -	\$255,578	\$ 511,156		\$ 511,156
		Pit stop expansion	DPW		\$ 100,000	\$ -	\$100,000	\$ 100,000	\$ -	\$100,000	\$ 200,000	\$ -	\$ 200,000
Rec & Park	Open Space	Activation of McLaren Park	RPD		\$ 50,000		\$50,000	\$ 50,000		\$50,000	\$ 100,000		\$ 100,000
Public Health	Sexual Violence	Sexual Assault response and prevention	HRC	Policy and mediation manager	\$ 168,000	\$ -	\$168,000	\$ 168,000	\$ -	\$168,000	\$ 336,000	\$ -	\$ 336,000
	Domestic Violence	Child Abuse Prevention	CFC		\$ 250,000	\$ -	\$250,000	\$ 250,000	\$ -	\$250,000	\$ 500,000	\$ -	\$ 500,000
		Violence Against Women and Families	DOSW		\$ 980,246	\$ -	\$980,246	\$ 980,246	\$ -	\$980,246	\$ 1,960,492		\$ 1,960,492
	Mental Health services	State cut backfill	DPH		\$ 83,500	\$ -	\$83,500	\$ 167,000	\$ -	\$167,000	\$ 250,500		\$ 250,500
		Mental Health Services for homeless	DPH		\$ 335,000	\$ -	\$335,000	\$ 335,000	\$ -	\$335,000	\$ 670,000		\$ 670,000
	AIDS/ HIV Services	Integrated behavioral health Services	DPH		\$ 500,000	\$ -	\$500,000				\$ 500,000		\$ 500,000
		Ryan White CARE Act Grant	DPH		\$ 333,000	\$ -	\$333,000	\$ 333,000	\$ -	\$333,000	\$ 666,000	\$ -	\$ 666,000
	Outpatient Services	Outpatient Services and Support network for Cancer survivors	DPH		\$ 300,000	\$ -	\$300,000	\$ 300,000		\$300,000	\$ 600,000		\$ 600,000
Arts	Cultural Services	Arts Programming	ARTS / GTFA		\$ 200,000	\$ -	\$200,000	\$ 200,000	\$ -	\$200,000	\$ 400,000	\$ -	\$ 400,000
Seniors and People with Disabilities	Food Security	In-Home Grocery delivery	DAAS		\$ 683,000	\$ -	\$683,000	\$ 683,000	\$ -	\$683,000	\$ 1,366,000	\$ -	\$ 1,366,000
		Congregate Meals	DAAS		\$ 100,000	\$ -	\$100,000	\$ 100,000		\$100,000	\$ 200,000		\$ 200,000
		In Home Meal Delivery	DAAS		\$ 400,000	\$ -	\$400,000	\$ 400,000		\$400,000	\$ 800,000		\$ 800,000
	Housing	Residential Care Facilities	DAAS		\$ 300,000	\$ -	\$300,000	\$ 300,000	\$ -	\$300,000	\$ 600,000	\$ -	\$ 600,000
	Aging In Place	Health and Care and Activity Programming	DPH		\$ 200,000		\$200,000						
	Immigrant Protection Education	Voting Registry education outreach	OCEIA		\$ 375,000	\$ -	\$375,000	\$ -	\$ -	\$0	\$ 375,000	\$ -	\$ 375,000

Board of Supervisors Budget Spending Plan

#	Policy Area	Sub-Category	Program	DEPT	Description	2018-19			2019-20			TOTAL		
						GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
40	Community Services	LGBTQ Services	LBGTQ Service programming	MOHCD		\$ 175,000	\$ -	\$175,000	\$ 175,000	\$ -	\$175,000	\$ 350,000	\$ -	\$ 350,000
41			Transgender Violence Prevention	ADM / HRC		\$ 200,000	\$ -	\$200,000	\$ 200,000	\$ -	\$200,000	\$ 400,000		\$ 400,000
42		Family Services	Family Resource Centers, with a focus on the Latino Community	OECE		\$ 200,000		\$200,000	\$ 200,000		\$200,000	\$ 400,000		\$ 400,000
43	Elections	Open Source Voting Pilot	Eligible for State matching funds	REG		\$ 660,000	\$ -	\$660,000	\$ 595,000	\$ -	\$595,000	\$ 1,255,000	\$ -	\$ 1,255,000
44	Public Health	Mental Health services	Assisted Outpatient Treatment Program	PDR		\$ 103,486		\$103,486	\$ 135,185		\$135,185	\$ 238,671		\$ 238,671
45	District Specific	District Specific Priorities	\$ 1M per district over two years	GEN		\$ 8,000,000	\$ -	\$8,000,000	\$ 3,000,000	\$ -	\$3,000,000	\$ 11,000,000	\$ -	\$ 11,000,000
46	Public Utility	Neighborhood Sewardship Program	Community Engagement	PUC		\$ -	\$ 1,115,000	\$1,115,000	\$ -	\$ 805,000	\$805,000	\$ -	\$ 1,920,000	\$ 1,920,000
47			Workforce Development	PUC		\$ -	\$ 1,570,000	\$1,570,000	\$ -	\$ 1,260,115	\$1,260,115	\$ -	\$ 2,830,115	\$ 2,830,115
48			Water Investments	PUC		\$ -	\$ 1,025,000	\$1,025,000	\$ -	\$ 250,000	\$250,000	\$ -	\$ 1,275,000	\$ 1,275,000
49			Wastewater Investments	PUC		\$ -	\$ 625,000	\$625,000	\$ -	\$ 325,000	\$325,000	\$ -	\$ 950,000	\$ 950,000
50			Drinking Water Enhancements	PUC		\$ -	\$ 325,000	\$325,000	\$ -	\$ 165,000	\$165,000	\$ -	\$ 490,000	\$ 490,000
						\$ 30,066,915			\$ 19,037,229			General Fund Total \$ 41,439,029		
												Total \$ 48,904,144		

Board of Supervisors Budget Amendments - Sources

	2018-2019			2019-2020			All Years		
	GFS	non-GFS	Total	GFS	non-GFS	Total	GFS	non-GFS	TOTAL
Departmental Reductions									
General Fund*	\$ 22,861,751		\$ 22,861,751	\$ 7,665,020		\$ 7,665,020	\$ 30,526,771		\$ 30,526,771
Water Enterprise		\$ 1,955,000	\$ 1,955,000		\$ 1,040,000	\$ 1,040,000		\$ 2,995,000	\$ 2,995,000
Hetch Hetchy Water & Power		\$ 1,100,000	\$ 1,100,000		\$ 690,115	\$ 690,115		\$ 1,790,115	\$ 1,790,115
Clean Power		\$ 100,000	\$ 100,000		\$ 270,000	\$ 270,000		\$ 370,000	\$ 370,000
Wastewater		\$ 1,505,000	\$ 1,505,000		\$ 805,000	\$ 805,000		\$ 2,310,000	\$ 2,310,000
Mayor's Office Technical Adjustment									
Budget Analyst - Encumbrance Close-Outs	\$ 1,672,091		\$ 1,672,091				\$ 1,672,091		\$ 1,672,091
Budget Analyst - General Fund Project Close-Outs	\$ 390,225		\$ 390,225				\$ 390,225		\$ 390,225
Committee - General Fund Project Close-Outs	\$ 500,000		\$ 500,000				\$ 500,000		\$ 500,000
Controller Revenue Update	\$ 3,592,970		\$ 3,592,970				\$ 3,592,970		\$ 3,592,970
Technical Adjustment Reserve	\$ 2,500,000		\$ 2,500,000	\$ 2,256,972		\$ 2,256,972	\$ 4,756,972		\$ 4,756,972
TOTAL SOURCES	\$ 31,517,037	\$ 4,660,000	\$ 36,177,037	\$ 9,921,992	\$ 2,805,115	\$ 12,727,107	\$ 41,439,029	\$ 7,465,115	\$ 48,904,144

This reflects Police Department's reduction of \$500,000 in Furniture, Fixtures & other Equipment in lieu of reduction in professional services.

District Specific Allocation Details by District

Received in Committee - 4/27/18 jw

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Item #	District	Policy Area	Sub Category	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
1	1	Youth & family services		OECE	Early Head Start conversion and expectant family education	75,000		75,000				75,000	-	75,000
2	1	Youth & family services		DCYF	Youth development services at Washington High School Beacon Center	100,000		100,000				100,000	-	100,000
3	1	Youth & family services		OECE	Expansion of Richmond District family resource center	50,000		50,000				50,000	-	50,000
4	1	Youth & family services		Academy of Sci	Youth science education programs	75,000		75,000				75,000	-	75,000
5	1	Youth & family services		DCYF	Public school support in district	35,000		35,000				35,000	-	35,000
6	1	Youth & family services		DCYF	Youth wellness academy	50,000		50,000				50,000	-	50,000
7	1	Senior services		MOHCD	Senior tablet class	50,000		50,000				50,000	-	50,000
8	1	Senior services		DAAS	Expansion of senior programming and activities	50,000		50,000				50,000	-	50,000
9	1	Senior services		DAAS	Expand capacity of physical therapy and support services for seniors	120,000		120,000				120,000	-	120,000
10	1	Senior services		MOHCD	Senior services collaborative for community engagement	40,000		40,000				40,000	-	40,000
11	1	Senior services		DAAS	Expansion of Russian speaking outreach to seniors	10,000		10,000				10,000	-	10,000
12	1	Senior services		DAAS	Richmond District Village Model	20,000		20,000				20,000	-	20,000
13	1	Senior services		DAAS	Senior Friendship line	20,000		20,000				20,000	-	20,000
14	1	Parks		RPD	Heron Watch and Nature Walks	10,000		10,000				10,000	-	10,000
15	1	Parks		RPD	New water fountain for Angler's Lodge	8,000		8,000				8,000	-	8,000
16	1	Housing & Homelessness		HSB	Mobile homeless services for District 1	50,000		50,000				50,000	-	50,000
17	1	Housing & Homelessness		MOHCD	Capacity building for westside tenant counseling services	20,000		20,000				20,000	-	20,000
18	1	Public safety		SFPD	Support for National Night out	5,000		5,000				5,000	-	5,000
19	1	Small business support		OEWD	Richmond District Cultural & Historical Projects	25,000		25,000				25,000	-	25,000
20	1	Small business support		OEWD	One Richmond Initiative	110,000		110,000				110,000	-	110,000
21	1	Small business support		OEWD	Capacity building for Richmond District Small Business	30,000		30,000				30,000	-	30,000
22	1	Environment		PW	Tree-planting in District 1	47,000		47,000				47,000	-	47,000
23	2	Clean Streets		ECN	Lombard Gardener - Gardener services for Crooked Lombard	45,000		45,000			-	45,000	-	45,000
24	2	Public Safety		ECN	Lombard Ambassadors - Ambassador program on Lombard St	100,000		100,000			-	100,000	-	100,000
25	2	Merchant Outreach		ECN	Merchant Outreach/Planning	80,000		80,000			-	80,000	-	80,000
26	2	Public Safety		SFPD	Marine Rescue Unit/Safety	250,000		250,000			-	250,000	-	250,000
27	2	Community		RPD	Capital projects and family services/events	175,000		175,000			-	175,000	-	175,000
28	2	Utilities		RPD/DPW	Francisco Park - Utility connections	200,000		200,000			-	200,000	-	200,000
29	2	Senior Services		DAAS	Senior services programming	50,000		50,000			-	50,000	-	50,000
30	2	Utilities		DPW	Utility Undergrounding Master	100,000		100,000			-	100,000	-	100,000
31	3	Small Business Support		OEWD	Chinatown Construction Mitigation Fund for Stockton Merchants	45,000		45,000			-	45,000	-	45,000
32	3	Senior Services		DAAS	Village model support services for low-income independent seniors in District 3	50,000		50,000	50,000		50,000	100,000	-	100,000

Item #	District	Policy Area	Sub Category	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
33	3	Behavioral Health Services		First Five	API Behavioral health services in Visitation Valley and Chinatown serving newcomer, school-age children and adults. Funding for licensed eligible staff to build capacity & provide behavioral health direct services to API SFUSD families/kids impacted by trauma and enrolled in counseling	100,000		100,000			-	100,000	-	100,000
34	3	Workforce Development		OEWD	Japanese Cooking Class w/ 20 guaranteed placements after training	100,000		100,000			-	100,000	-	100,000
35	3	Youth Education & Career Training		DCYF	Family In Transition (FIT) program, youth-led program that directs low-income, limited English proficient API youth to educational, life skills & career opportunities	56,000		56,000	56,000		56,000	112,000	-	112,000
36	3	Tenants Rights		MOHCD	API Tenants Rights counseling, particularly monolingual Chinese seniors at risk of unlawful evictions. Capacity to serve 215 residents.	97,500		97,500	97,500		97,500	195,000	-	195,000
37	3	Workforce Development		MOHCD	Neighborhood Access Point for low-income immigrant families w/ young children	150,000		150,000			-	150,000	-	150,000
38	3	Historic Preservation		CPC	Deposit to Historic Preservation Fund	198,000		198,000			-	198,000	-	198,000
39	4	Schools		SFUSD	STEAM grants to all 9 public schools in District 4 - \$40,000 per school each year	360,000		360,000	360,000		360,000	720,000	-	720,000
40	4	Neighborhood Services		CPC	Playland programming & re-location	25,000		25,000	25,000		25,000	50,000	-	50,000
41	4	Neighborhood Services		OEWD	Movies in McCoppin - continue for next 4 years (\$10,000 per year)	20,000		20,000	20,000		20,000	40,000	-	40,000
42	4	Neighborhood Services		DCYF	Staffing for after-school and summer programming at Robert Louis Stevenson Elementary, Francis Scott Key Elementary, Ulloa Elementary, Sunset Elementary	20,000		20,000	20,000		20,000	40,000	-	40,000
43	4	Neighborhood Services		OEWD	Community Festivals in District 4 (Sunset Community Festival \$15,000, Autumn Moon Festival \$5,000, Irving Fish Fest \$5,000, Noriega Festival \$5,000, Taraval \$5,000) (funds listed are annual division of funding per year)	35,000		35,000	35,000		35,000	70,000	-	70,000
44	4	Small Business		OEWD	Facade grants for District 4 small businesses	40,000		40,000	40,000		40,000	80,000	-	80,000
45	4													
46	5	Senior Services		DAAS	Exercise program for Seniors in Cole Valley, Inner Sunset, and Sunset Heights.	23,000		23,000			-	23,000	-	23,000
47	5	Neighborhood Services		DCYF	Mental health/ substance abuse support	93,000		93,000			-	93,000	-	93,000
48	5	Arts		MOHCD	Administrative support	80,000		80,000			-	80,000	-	80,000
49	5	Economic Development		DPW	Asking for \$19,000 to fund additional outreach, the remainder to be released if deemed appropriate to move forward with project.	19,000		19,000			-	19,000	-	19,000
50	5	Economic Development		SFMTA	ISCOTT Funds -- continuation of last year	60,000		60,000			-	60,000	-	60,000
51	5	Arts		ARTS	Operating expenses for HVAW	25,000		25,000			-	25,000	-	25,000
52	5	Economic Development		OEWD	API Council	12,000		12,000			-	12,000	-	12,000
53	5	Economic Development		SFMTA	City Fees and Permits, non-ISCOTT	22,000		22,000			-	22,000	-	22,000
54	5	Economic Development		GFTA	API Council	10,000		10,000			-	10,000	-	10,000
55	5	Community Services		OEWD	Activation of underutilized space	40,000		40,000			-	40,000	-	40,000
56	5	Community Services		DCYF	TAY workforce and Mental health services	91,000		91,000			-	91,000	-	91,000
57	5	Youth Services		MOHCD	Community programming	100,000		100,000			-	100,000	-	100,000
58	5	Economic Development		ECN	Community programming	50,000		50,000			-	50,000	-	50,000

District Specific Allocation Details by District.

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3	5	Community Services		MOHCD	TAY youth service	75,000		75,000			-	75,000	-	75,000
3	5	Workforce Development		ECN	Workforce development/ barrier removal	40,000		40,000			-	40,000	-	40,000
1	5	Economic Development		ECN	neighborhood activation	200,000		200,000			-	200,000	-	200,000
2	5	Economic Development		GFTA	Grant writer / technical assistance	60,000		60,000			-	60,000	-	60,000
3	6	Senior Services		DAAS	Program Advocate/Navigator for Seniors and Adults with Disabilities	15,000		15,000				15,000		15,000
1	6	Street Cleanliness, Public Health		DPW	SMART receptacles for Yerba Buena/Mission Bay/Rincon Hill neighborhoods	30,000		30,000				30,000		30,000
5	6			MOHCD	Violence against women	50,000		50,000				50,000		50,000
268	6	Housing		MOHCD	Eviction Prevention	70,000		70,000				70,000		70,000
6	6	Street Cleanliness		OEWD	Micro-neighborhood cleaning: create 6 clean teams	100,000		100,000				100,000		100,000
6	6	Community Development		MOHCD	Community Support to Filipinos in SOMA	150,000		150,000				150,000		150,000
6	6	Public Safety		OEWD	Nighttime Security Support	165,000		165,000				165,000		165,000
6	6	Public Safety/street Cleanliness		RPD	Sergeant Macauley Playground Bathroom Renovation	213,000		213,000				213,000		213,000
6	6	Trans Community		MOHCD	TLGB Cultural District	100,000		100,000				100,000		100,000
6	6	Small Business		OEWD	101 Hyde Street Project	100,000		100,000				100,000		100,000
7	7	Youth Services		DCYF	Youth arts education programming and job training in District 7	50,000		50,000	50,000		50,000	100,000	-	100,000
7	7	Pedestrian Safety		CON	Grants for Vision Zero participatory budgeting program in District 7 to support democratically elected projects to benefit the community.	250,000		250,000			-	250,000	-	250,000
7	7	Youth Services		DCYF	Community-based, leadership development programming for District 7 Youth Council	25,000		25,000	25,000		25,000	50,000	-	50,000
7	7	Neighborhood Services		REC	Support to organize outdoor movie nights in District 7.	20,000		20,000	20,000		20,000	40,000	-	40,000
7	7	Neighborhood Services		REC	Renovation of the West Portal Playground	100,000		100,000			-	100,000	-	100,000
7	7	Community Services/Senior Services/Youth Services		REC	Recreational programming for the Sunnyside Clubhouse	50,000		50,000			-	50,000	-	50,000
7	7	Neighborhood Services		CON	Disaster preparedness grants for participatory budgeting program in District 7 to support democratically elected projects to benefit the community.	100,000		100,000	50,000		50,000	150,000	-	150,000
7	7	Youth Services			Support youth after-school programming on Ocean Avenue serving Ocean-Merced-Ingleside families	75,000		75,000	75,000		75,000	150,000	-	150,000
7	7	Economic Development/Community Services		OEWD	Ocean Avenue Corridor Neighborhood Planning	50,000		50,000			-	50,000	-	50,000
7	7	Senior Services		DAAS	Capital Improvements to a service provider that primarily serves youth and adults with disabilities.	60,000		60,000			-	60,000	-	60,000
8	8	Arts	District 8 Senior Choirs	ART	Senior Choir support - 45 seniors participating in the Castro and Noe Valley	20,000		20,000			-	20,000	-	20,000
8	8	Workforce Development	Skills and Capacity Building	OEWD	Program offering Job Training and Skill Building with goals of 20 clients in recovery in the Castro	65,000		65,000			-	65,000	-	65,000
8	8	LGBTQ Services	Support for Longterm HIV Survivors	DPH	Demonstration Pilot with Mental health Services, provider training, and community education for long term HIV survivors	500,000		500,000			-	500,000	-	500,000
8	8	Youth Services	LGBTQ Services	DCYF	Program engaging vulnerable middle school Q groups and fostering safe learning environments	175,000		175,000				175,000	-	175,000

Item #	District	Policy Area	Sub Category	Dept	Description	GFS 18-19	non-GFS 18-19	Total 18-19	GFS 19-20	non-GFS 19-20	Total 19-20	TOTAL GFS BOTH YEARS	TOTAL non-GFS BOTH YEARS	TOTAL ALL SOURCES BOTH YEARS
87	8	Youth HIV Health Education Theatre		ART	Support of theatre education tours to serve up to 15,000 SFUSD youths addressing HIV/AIDS.	50,000		50,000			-	50,000	-	50,000
88	8	LGBT Senior Services		DAAS	Housing Assistance program for LGBT Seniors	75,000		75,000			-	75,000	-	75,000
89	8	LGBT Senior Services		DAAS	Program ending social isolation for LGBT Seniors	115,000		115,000			-	115,000	-	115,000
90	9	Senior Services		MOHCD	Seniors programming in Bernal Heights	50,000		50,000			-	50,000	-	50,000
91	9	Arts + Culture		Arts Commission	Street and Park arts programming in the Mission and Bernal Heights	50,000		50,000			-	50,000	-	50,000
92	9	Community Open Space		RPD	Farm operations and management in Bernal Heights	20,000		20,000			-	20,000	-	20,000
93	9	Low-income immigrant workers		OCEIA	Services for day laborers in the Mission	20,000		20,000			-	20,000	-	20,000
94	9	Low-income immigrant workers		SFMTA	Public transit support for immigrant day laborers and domestic workers in the Mission	30,000		30,000			-	30,000	-	30,000
95	9	Immigrant Youth Services		DCYF	Social-emotional mentorship and support for newcomer, English language learner students in 6-12th grade from the Mission	25,000		25,000			-	25,000	-	25,000
96	9	Youth Programs		DCYF	Support services to families and youth in transition at K-8-Mission district school	60,000		60,000			-	60,000	-	60,000
97	9			OEWD	Funding to increase capacity of Mission District workforce agency providing sector academy services	50,000		50,000			-	50,000	-	50,000
98	9	Youth Programs		DCYF	College access and success programming at Mission district school	60,000		60,000			-	60,000	-	60,000
99	9	Small Business		OEWD	Mission/24th Street commercial tenant pipeline broker	50,000		50,000			-	50,000	-	50,000
100	9	Arts & Culture		Arts Commission	Predevelopment tasks for nonprofit arts space acquisition	30,000		30,000			-	30,000	-	30,000
101	9	Community Stabilization		Arts Commission	Predevelopment tasks for nonprofit office building acquisition	20,000		20,000			-	20,000	-	20,000
102	9	Arts & Culture		OEWD	Funding for Carnaval festival	25,000		25,000			-	25,000	-	25,000
103	9	Arts & Culture		Arts Commission	Seed funding for restoring the mural at 24th St Bart station	5,000		5,000			-	5,000	-	5,000
104	9	Youth Services		MOHCD	Support for systems-involved Latino youth to do community building and space-making in the Mission	100,000		100,000			-	100,000	-	100,000
105	9	Arts & Culture		Arts Commission	Transgender arts programming in the Mission	25,000		25,000			-	25,000	-	25,000
106	9	Arts & Culture		DPW	Murals, street pole banners, and signs in the Portola	30,000		30,000			-	30,000	-	30,000
107	9	Youth Literacy		First Five	Early Literacy Education to low-income and immigrant children in Portola	75,000		75,000			-	75,000	-	75,000
108	9	Arts & Culture		OEWD	Staffing for Calle 24 cultural district	100,000		100,000			-	100,000	-	100,000
109	9	Homeless workforce development		OEWD	Workforce development street cleaning program in the mission for homeless people	80,000		80,000			-	80,000	-	80,000
110	9	Street beautification		DPW	Beautification of Mission Street between 14th and 16th Streets	50,000		50,000			-	50,000	-	50,000
111	9	Street beautification		DPW	Greening of problematic areas of the Cesar Chavez corridor in D9	5,000		5,000			-	5,000	-	5,000

District Specific Allocation Details by District

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2	9	Arts & Culture		Arts Commission	Facilities maintenance for historic theatre space in the Mission	40,000		40,000			-	40,000	-	40,000
3	10	Arts		ARTS	Capital Improvements @ BVOH	100,000		100,000			-	100,000	-	100,000
4	10	Youth Arts		SFUSD	Arts enrichment program for Bayview elementary students	75,000		75,000	75,000		75,000	150,000	-	150,000
5	10	Parks and Open Space		DPW	Mini Park Improvements capital improvements	25,000		25,000			-	25,000	-	25,000
5	10	Parks and Open Space		RPD	McLaren Park Activation	50,000		50,000	50,000		50,000	100,000	-	100,000
7	10	Community Gardens		DPW	Lighting in Carolina Green Space	80,000		80,000			-	80,000	-	80,000
270	10	Youth Services		DCYF	Program mentoring for high risk pacific islander TAY	75,000		75,000	75,000		75,000	150,000	-	150,000
3	10	Street Improvements		DPW	Lighting Improvements along egbert Avenue between 3rd and Jennings	25,000		25,000			-		-	-
3	10	Family Services		OCEIA	Child Resource and Referral Services for SF immigrant families	100,000		100,000	100,000		100,000	200,000	-	200,000
1	10	Legal Services		MOHCD	Pro bono legal support serving the Bayview community	85,000		85,000	85,000		85,000	170,000	-	170,000
1	11	Senior Services	Food Security	DAAS	Monday through Friday meal site in OMI	75,000		75,000			-	75,000	-	75,000
1	11	Senior Services	Aging in place	DAAS	Wellness program and services on Saturdays	50,000		50,000			-	50,000	-	50,000
1	11	Education	Academic Enrichment	DCYF	Enrichment in multiple sites	50,000		50,000			-	50,000	-	50,000
1	11	Workforce Development	Transitional Age Youth	DCYF	Culinary and Green Job training for youth ages 13-26	10,000		10,000			-	10,000	-	10,000
	11	Education	Out of School Time	DCYF	DCYF Supplemental funding for summer to serve low-income, under achieving students during summer months.	56,000		56,000			-	56,000	-	56,000
	11	Education	Out of School Time	DCYF	After school support for Balboa High School	100,000		100,000			-	100,000	-	100,000
	11	Education	Out of School Time	DCYF	Afterschool enrichment teachers = 3 classrooms	70,000		70,000			-	70,000	-	70,000
	11	Education	Out of School Time	DCYF	35 field trips = \$17,500 7 Drop in Programs \$5,700	24,000		24,000			-	24,000	-	24,000
	11	Workforce Development	Transitional Age Youth	DCYF	Internship 30 youth and after school 60 youth	50,000		50,000			-	50,000	-	50,000
	11	Public Health	Parent Engagement and Education	DPH	family planning and women's health services	10,000		10,000			-	10,000	-	10,000
	11	Public Health	Parent Engagement and Education	DPH	.5 FTE staff. The program would provide (in order of priority): basic information and Referral, parent-child interactive groups, parent consultations, and parent leadership development.	50,000		50,000			-	50,000	-	50,000
	11	District Specific	Clean Streets	DPW	Expand area power washed. Focus dumping on hotspot areas in the OMI and Outer Mission where less reporting happens	120,000		120,000			-	120,000	-	120,000
	11	District Specific	Beautification	DPW	Greening and maintenance of large medians and parklets	100,000		100,000			-	100,000	-	100,000
	11	Public Safety	Emergency Preparedness	MOHCD	Funding for training, community coordination on a block by block basis, block parties, and emergency supplies to store.	30,000		30,000			-	30,000	-	30,000
	11	Economic Development	Small Business Development	OEWD	Merchant Capacity Building and Marketing, Real Estate and Business Attraction	80,000		80,000			-	80,000	-	80,000
	11	Economic Development	Small Business Development	OEWD	Staff support for Better Street plan and business outreach	40,000		40,000	\$ -		-	40,000	-	40,000

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138	11	Housing	Affordable Housing	OEWD	Partnering with a housing rights agency to educate and support tenant rights, referrals to participants who are in jeopardy of being displaced or have already been evicted.	50,000		50,000		\$ -	-	50,000	-	50,000
139	11	Parks and Recreation		REC	Bocce ball court	10,000		10,000	-	\$ -	-	10,000	-	10,000
140	11	Parks and Recreation		REC	Lakeview mini park	10,000		10,000	-	\$ -	-	10,000	-	10,000
141	11	Parks and Recreation	Arts Access	REC	Jerry Garcia Amphitheater	15,000		15,000			-	15,000	-	15,000
Total						9,684,500	-	9,684,500	1,308,500	-	1,308,500	10,968,000	-	10,968,000

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Received in Committee
Cal 25/18
[Signature]

OFFICE OF THE MAYOR

SAN FRANCISCO



MARK FARRELL

MAYOR

June 25, 2018

Supervisor Malia Cohen
Chair, Budget and Finance Committee
Board of Supervisors, City and County of San Francisco

Re: Technical Adjustments Round 1 to the Mayor's Proposed Budget

Dear Chair Cohen,

Per Charter Section 9.101, I am submitting the attached round one adjustments to the Mayor's Proposed Budget for FY 2018-19 and FY 2019-20. Significant changes include:

- Correcting entry to meet debt service obligations in the Housing Trust Fund;
- Correcting entries in the Department of Homelessness and Supportive Housing to recognize on-going expenditures that were marked as one-time, and to correct duplicate entries;
- Correcting position entries in the Fire Department, Juvenile Probation Department, and Public Defender's Office;
- Balancing overhead entries and moving departmental work orders to appropriate cost centers in the Department of Technology;
- Correcting work orders in the Fire Department and Public Utilities Commission;
- Accurately reflecting state grant revenue and expenditures at Juvenile Probation Department;
- Completing transfer of contract from Department of Homelessness and Supportive Housing to Department on the Status of Women;
- Moving expenditure and position authority between departmental divisions, project codes, authority codes, and/or account codes at the Assessor-Recorder's Office, Department of Public Health, Department of Public Works, Department of Technology, Recreation and Parks Department, Police Department, Port, and Sheriff's Department.

I am also submitting clarification to the Transfer of Function letter that was submitted on June 1. The letter noted that fourteen positions were transferred from the Department of Technology (DT) to the City Administrator's (ADM) Digital Services Program, when in fact seventeen positions were transferred, including 1.0 FTE 0923 Manager II, 1.0 FTE 1053 IS Business Analyst - Senior and 1.0 FTE 1823 Senior Administrative Analyst.

Note that this set of technical adjustments result in General Fund savings of \$1,083,469 in FY 2018-19 and a General Fund cost of \$1,326,497 in FY 2019-20 (net cost of \$243,028 over the two years). This cost will be funded from the technical adjustment reserve. The attached tables detail these changes. Please contact me at 554-6125 with any questions or concerns.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose, Budget and Legislative Analyst
Ben Rosenfield, Controller

Technical Adjustments Round 1 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
GFS	CRT			229259	10000	10001770	1	10000	526510	-	-	(20,000)	20,000
GFS	DPH	251961	251912	251912	10020	10030928	1	11159	506070	-	-	(2,900,000)	2,900,000
GFS	DPH	240642	207982	207982	10020	10009105	2	11187	506070	-	-	2,900,000	(2,900,000)
GFS	DPH	240642	207982	207982	10020	10033381	1	New - TBD	567000	5,000,000	(5,000,000)	-	-
GFS	DPH	240642	207982	207982	10020	10033381	1	11193	567000	(5,000,000)	5,000,000	-	-
GFS	DPH	207705	162643	162643	10020	10032899	1	20031	585020	(23,980,000)	23,980,000	(23,980,000)	23,980,000
GFS	DPH	207705	162643	162643	10020	10032899	1	20031	506070	23,980,000	(23,980,000)	23,980,000	(23,980,000)
GFS	DPW	207988	229863	207954	10020	10031891	20	17341	506070	(200,000)	200,000	(50,000)	50,000
GFS	DPW	207988	229863	207954	10020	10031891	20	20387	506070	200,000	(200,000)	50,000	(50,000)
GFS	DPW	207988	229863	229840	10020	10032120	18	17333	506070	(90,000)	90,000	(90,000)	90,000
GFS	DPW	207990	229897	207956	10020	10032120	18	20342	506070	90,000	(90,000)	90,000	(90,000)
GFS	DPW	207988	229863	229840	10020	10032121	18	17333	506070	(140,000)	140,000	(140,000)	140,000
GFS	DPW	207988	229863	229840	10020	10032122	18	17334	506070	(200,000)	200,000	(200,000)	200,000
GFS	DPW	207988	229863	229840	10020	10032123	18	17415	506070	(124,000)	124,000	(124,000)	124,000
GFS	DPW	207990	229897	207956	10020	10032121	18	20342	506070	140,000	(140,000)	140,000	(140,000)
GFS	DPW	207990	229897	207956	10020	10032122	18	20343	506070	200,000	(200,000)	200,000	(200,000)
GFS	DPW	207990	229897	207956	10020	10032123	18	20344	506070	124,000	(124,000)	124,000	(124,000)
GFS	DPW	207988	229863	229840	10020	10032127	18	17341	506070	(38,000)	38,000	(38,000)	38,000
GFS	DPW	207990	229897	207956	10020	10032127	18	20351	506070	38,000	(38,000)	38,000	(38,000)
GFS	DPW	207990	229897	207956	10020	10032128	18	17334	506070	(30,000)	30,000	(30,000)	30,000
GFS	DPW	207990	229897	207956	10020	10032128	18	20346	506070	30,000	(30,000)	30,000	(30,000)
GFS	DPW	207988	229863	229840	10020	10032375	5	17344	506070	(30,000)	30,000	-	-
GFS	DPW	207990	249642	207959	10020	10032375	5	20345	506070	30,000	(30,000)	-	-
GFS	DPW	207990	229897	207956	10020	10032510	1	17333	506070	(100,000)	100,000	(100,000)	100,000
GFS	DPW	207990	229897	207956	10020	10032510	1	20342	506070	100,000	(100,000)	100,000	(100,000)
GFS	DPW	207990	229822	207951	10020	10032113	18	17343	506070	(15,000)	15,000	(15,000)	15,000
GFS	DPW	207990	229822	207951	10020	10032113	18	17344	506070	15,000	(15,000)	15,000	(15,000)
GFS	DPW	207988	229863	207954	10020	10032767	21	14522	584030	(21,824,000)	21,824,000	(27,078,000)	27,078,000
GFS	DPW	207988	229863	207954	12760	10032767	22	14522	446213	(5,800,807)	5,800,807	(3,135,110)	3,135,110
GFS	DPW	207988	229863	207954	12760	10032767	22	14522	584030	(5,800,807)	5,800,807	(3,135,110)	3,135,110
GFS	DPW	207988	229863	207954	12780	10032767	22	14522	446214	(3,183,193)	3,183,193	(1,718,546)	1,718,546
GFS	DPW	207988	229863	207954	12780	10032767	22	14522	584030	(3,183,193)	3,183,193	(1,718,546)	1,718,546
GFS	DPW	207988	229863	207954	10020	10032767	21	20273	584030	21,824,000	(21,824,000)	27,078,000	(27,078,000)
GFS	DPW	207988	229863	207954	12760	10032767	22	20273	446213	5,800,807	(5,800,807)	3,135,110	(3,135,110)
GFS	DPW	207988	229863	207954	12760	10032767	22	20273	584030	5,800,807	(5,800,807)	3,135,110	(3,135,110)
GFS	DPW	207988	229863	207954	12780	10032767	22	20273	446214	3,183,193	(3,183,193)	1,718,546	(1,718,546)
GFS	DPW	207988	229863	207954	12780	10032767	22	20273	584030	3,183,193	(3,183,193)	1,718,546	(1,718,546)
GFS	DPW	207988	229863	207954	10020	10032767	24	10006	567000	(2,552,560)	2,552,560	(2,860,188)	2,860,188
GFS	DPW	207988	229863	207954	10020	10032767	24	20272	567000	2,552,560	(2,552,560)	2,860,188	(2,860,188)

Technical Adjustments Round 1 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
GFS	DPW	207988	229863	207954	10020	10032767	11	14485	567000	(6,063,750)	6,063,750	(6,366,940)	6,366,940
GFS	DPW	207988	229863	207954	10020	10032767	11	20269	567000	6,063,750	(6,063,750)	6,366,940	(6,366,940)
GFS	DPW	207988	229863	207954	10020	10032767	23	17027	567000	(294,760)	294,760	(309,498)	309,498
GFS	DPW	207988	229863	207954	10020	10032767	23	20270	567000	294,760	(294,760)	309,498	(309,498)
GFS	DPW	207988	229863	207954	10020	10032767	10	17348	567000	(877,176)	877,176	(921,035)	921,035
GFS	DPW	207988	229863	207954	10020	10032767	10	20271	567000	877,176	(877,176)	921,035	(921,035)
GFS	ECN	229991		229991	10010	10022531	9	16652	538000	25,000	(25,000)	-	-
GFS	FIR	130647		130647	10060	10033290	0001	10002	581063	3,643	(3,643)	-	(3,643)
GFS	FIR	130647		130647	10060	10033290	0001	10002	581064	3,199	(3,199)	-	(3,199)
GFS	HOM	203646		203646	10000	10026740	1	10000	538010	(3,207,791)	3,207,791	-	3,207,791
GFS	HOM	203646		203646	10000	10026737	1	10000	538010	-	-	691,947	(691,947)
GFS	HOM	203646		203646	10000	10026740	1	10000	487110	(1,451,347)	(1,451,347)	-	(1,451,347)
GFS	HRD	232022		232022	10020	10024340	1	17369	506070	175,000	(175,000)	-	-
GFS	HRD	232022		232022	10020	10024341	1	10005	506070	(300,000)	300,000	-	-
GFS	HRD	232022		232022	10020	10033390	1	20357	506070	125,000	(125,000)	-	-
GFS	JUV	232034		232034	10000	10001710	6	10000	460699	-	-	34,000	(34,000)
GFS	MYR	232065		232065	10020	10023900	131	17182	591270	-	-	1,755,781	(1,755,781)
GFS	POL	232086		232086	10000	10001910	1	10000	560000	(2,000,000)	2,000,000	-	-
GFS	POL	232086		232086	10020	10032880	1	20034	506070	2,000,000	(2,000,000)	1,000,000	(1,000,000)
GFS	POL	232086		232086	10000	10001903	1	10000	560000	(4,574,360)	4,574,360	(4,079,600)	4,079,600
GFS	POL	232086		232086	10000	10001903	1	10000	560000	4,574,360	(4,574,360)	3,079,600	(3,079,600)
GFS	REC	262668	262676	262676	10020	10032174	6	19701	567000	(1,712,000)	1,712,000	-	-
GFS	REC	262668	262676	262676	10020	10033490	2	19701	567000	50,000	(50,000)	-	-
GFS	REC	262668	262676	262676	10020	10013441	6	19701	567000	1,000,000	(1,000,000)	-	-
GFS	REC	262668	262676	262676	10020	10013423	6	19701	567000	412,000	(412,000)	-	-
GFS	REC	262668	262676	262676	10020	10033554	2	19701	567000	250,000	(250,000)	-	-
GFS	WOM			232395	10000	10026801	001	10000	538000	237,688	(237,688)	-	(237,688)
Self Supporting	DPW	207988	229863	207954	10860	10032767	1	14514	475415	(2,214,000)	2,214,000	-	-
Self Supporting	DPW	207988	229863	207954	10860	10032767	1	14514	567000	(2,214,000)	2,214,000	-	-
Self Supporting	DPW	207988	229863	207954	10880	10032767	1	14517	475415	(150,000)	150,000	-	-
Self Supporting	DPW	207988	229863	207954	10880	10032767	1	14517	567000	(150,000)	150,000	-	-
Self Supporting	DPW	207988	229863	207954	10860	10032767	38	14514	475415	2,214,000	(2,214,000)	-	-
Self Supporting	DPW	207988	229863	207954	10860	10032767	38	14514	567000	2,214,000	(2,214,000)	-	-
Self Supporting	DPW	207988	229863	207954	10880	10032767	39	14517	475415	150,000	(150,000)	-	-
Self Supporting	DPW	207988	229863	207954	10880	10032767	39	14517	567000	150,000	(150,000)	-	-
Self Supporting	DPW	207988	229863	207954	17210	10031390	55	10008	444931	(9,060,000)	9,060,000	-	-
Self Supporting	DPW	207988	229863	207954	17210	10031390	66	10008	444931	9,060,000	(9,060,000)	-	-
Self Supporting	DPW	207988	229863	207954	17210	10031502	55	10008	444931	(5,580,000)	5,580,000	-	-
Self Supporting	DPW	207988	229863	207954	17210	10031502	60	10008	444931	5,580,000	(5,580,000)	-	-

Technical Adjustments Round 1 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
Self Supporting	DPW	207988	229863	207954	10880	10031523	55	14517	475415	(2,000,000)	2,000,000	-	-
Self Supporting	DPW	207988	229863	207954	10880	10031523	58	14517	475415	2,000,000	(2,000,000)	-	-
Self Supporting	DPW	207988	229863	207954	12775	10032767	22	14522	446213	(14,883,000)	14,883,000	(15,210,426)	15,210,426
Self Supporting	DPW	207988	229863	207954	12775	10032767	22	14522	584030	(14,883,000)	14,883,000	(15,210,426)	15,210,426
Self Supporting	DPW	207988	229863	207954	12785	10032767	22	14522	460198	(8,139,000)	8,139,000	(8,318,058)	8,318,058
Self Supporting	DPW	207988	229863	207954	12785	10032767	22	14522	584030	(8,139,000)	8,139,000	(8,318,058)	8,318,058
Self Supporting	DPW	207988	229863	207954	12775	10032767	22	20273	446213	14,883,000	(14,883,000)	15,210,426	(15,210,426)
Self Supporting	DPW	207988	229863	207954	12775	10032767	22	20273	584030	14,883,000	(14,883,000)	15,210,426	(15,210,426)
Self Supporting	DPW	207988	229863	207954	12785	10032767	22	20273	460198	8,139,000	(8,139,000)	8,318,058	(8,318,058)
Self Supporting	DPW	207988	229863	207954	12785	10032767	22	20273	584030	8,139,000	(8,139,000)	8,318,058	(8,318,058)
Self Supporting	GEN			230018	17380	10026734	1	10000	493001	-	-	1,755,781	1,755,781
Self Supporting	GEN			230018	17380	10026734	1	10000	570000	-	-	1,755,781	(1,755,781)
Self Supporting	JUV	232034			13550	10033432	1	10001	448999	-	-	22,615	22,615
Self Supporting	JUV	232034			13550	10033432	1	10001	527990	-	-	22,615	(22,615)
Self Supporting	PRT	232116		232116	23700	10033239	1	20276	581078	(250,000)	250,000	-	-
Self Supporting	PRT	232116		232116	23700	10033525	1	12735	567000	250,000	(250,000)	-	-
Self Supporting	PRT	232116		232116	23700	10033239	1	12677	581390	(211,000)	211,000	(6,000)	6,000
Self Supporting	PRT	232116		232116	23700	10030093	1	12677	581390	211,000	(211,000)	6,000	(6,000)
Self Supporting	PUC	232429	232426	232425	25940	10029996	4	10000	581077	-	-	109,000	109,000
Self Supporting	PUC	232429	232396	232396	25940	10029994	2	10000	499999	-	-	109,000	(109,000)
Self Supporting	REC	262668	262676	262676	16930	10027635	21	10001	567000	(1,200,000)	1,200,000	-	-
Self Supporting	REC	262668	262676	262676	16930	10027635	21	20407	567000	1,200,000	(1,200,000)	-	-
Self Supporting	REC	262668	262676	262676	16930	10027635	20	10001	567000	(200,000)	200,000	-	-
Self Supporting	REC	262668	262676	262676	16930	10027635	20	20409	567000	200,000	(200,000)	-	-
Self Supporting	REC	262668	262676	262676	16930	10027635	19	10001	567000	(148,204)	148,204	-	-
Self Supporting	REC	262668	262676	262676	16930	10027635	19	20410	567000	148,204	(148,204)	-	-
Self Supporting	REC	262668	262676	262676	16940	10027635	22	10001	567000	(4,988,600)	4,988,600	-	-
Self Supporting	REC	262668	262676	262676	16940	10027635	22	20408	567000	4,988,600	(4,988,600)	-	-
Self Supporting	REC	262668	262676	262676	16950	10013222	20	10001	567000	(250,000)	250,000	-	-
Self Supporting	REC	262668	262676	262676	16950	10013222	20	20405	567000	250,000	(250,000)	-	-
Self Supporting	REC	262668	262676	262676	16950	10013410	14	10001	567000	(375,255)	375,255	-	-
Self Supporting	REC	262668	262676	262676	16950	10013410	14	20406	567000	375,255	(375,255)	-	-
Self Supporting	REC	262668	262676	262676	16950	10032997	4	10001	567000	(250,000)	250,000	-	-
Self Supporting	REC	262668	262676	262676	16950	10032997	4	20411	567000	250,000	(250,000)	-	-
Self Supporting	SHF			232331	15680	10016951	4	15808	499998	(1,260,000)	1,260,000	-	-
Self Supporting	SHF			232331	15680	10033416	1	15230	500010	(1,260,000)	1,260,000	-	-
Self Supporting	SHF			232331	15680	10033416	1	15230	499998	1,260,000	(1,260,000)	-	-
Self Supporting	SHF			232331	15680	10033416	1	15230	567000	1,260,000	(1,260,000)	-	-
Self Supporting	TIS	207915	207917	207917	28100	10024777	1	10000	532310	(1,000,000)	1,000,000	-	-

Technical Adjustments Round 1 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
Self Supporting	TIS	207915	207917	207917	28100	10024777	1	10000	540000	1,000,000	(1,000,000)	(1,000,000)	-
Self Supporting	TIS	232337	207922	207922	28070	10024777	1	17582	535960	(220,000)	220,000	-	(220,000)
Self Supporting	TIS	232337	207922	207922	28070	10024777	1	17582	527610	220,000	(220,000)	-	220,000
Self Supporting	TIS	207915	232341	232341	28070	10024777	1	17582	487230	(1,487,134)	(1,487,134)	(1,487,134)	(1,487,134)
Self Supporting	TIS	207915	232341	232341	28070	10024777	1	17582	520190	(1,276,737)	1,276,737	9,140	1,267,597
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486020	(252,194)	252,194	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486030	(64,360)	64,360	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486050	(30,719)	30,719	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486070	(21,267)	21,267	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486090	(3,349)	3,349	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486100	-	-	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486110	(1,191,488)	1,191,488	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486190	(43,132)	43,132	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486220	(126,389)	126,389	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486230	(282,404)	282,404	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486250	(24,578)	24,578	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486270	(29,887)	29,887	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486280	(1,901)	1,901	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486310	(52,369)	52,369	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486340	(108,572)	108,572	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486350	(70,377)	70,377	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486370	(521,620)	521,620	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486410	(18,598)	18,598	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486430	(211,101)	211,101	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486440	(8,046)	8,046	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486460	(33,158)	33,158	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486470	(10,000)	10,000	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486490	(1,587)	1,587	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486500	(105,259)	105,259	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486510	(4,623)	4,623	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486530	(189,954)	189,954	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486560	(104,487)	104,487	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486570	(2,500)	2,500	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486580	(5,842)	5,842	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486590	(20,021)	20,021	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486630	(136,745)	136,745	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486640	(17,076)	17,076	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486670	(19,095)	19,095	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486690	(485,906)	485,906	-	-

Technical Adjustments Round 1 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486710	(37,730)	37,730	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486720	(23,819)	23,819	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486740	(81,079)	81,079	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486750	(7,200)	7,200	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486760	(5,000)	5,000	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486790	(937)	937	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	486800	(3,600)	3,600	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	527000	(39,087)	39,087	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	527610	(797,645)	797,645	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	529110	(508,323)	508,323	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	530000	(420)	420	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	535000	(1,791,966)	1,791,966	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	535960	(940,922)	940,922	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	540000	(277,505)	277,505	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024777	1	17582	549250	(2,100)	2,100	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486020	252,194	(252,194)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486030	64,360	(64,360)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486050	30,719	(30,719)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486070	21,267	(21,267)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486090	3,349	(3,349)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486110	1,191,488	(1,191,488)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486190	43,132	(43,132)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486220	126,389	(126,389)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486230	282,404	(282,404)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486250	24,578	(24,578)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486270	29,887	(29,887)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486280	1,901	(1,901)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486310	52,369	(52,369)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486340	108,572	(108,572)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486350	70,377	(70,377)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486370	521,620	(521,620)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486410	18,598	(18,598)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486420	-	-	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486430	211,101	(211,101)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486440	8,046	(8,046)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486460	33,158	(33,158)	(3)	3
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486470	10,000	(10,000)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486490	1,587	(1,587)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486500	105,259	(105,259)	-	-

Technical Adjustments Round 1 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486510	4,623	(4,623)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486530	189,954	(189,954)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486560	104,487	(104,487)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486570	2,500	(2,500)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486580	5,842	(5,842)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486590	20,021	(20,021)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486630	136,745	(136,745)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486640	17,076	(17,076)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486670	19,095	(19,095)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486690	485,906	(485,906)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486710	37,730	(37,730)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486720	23,819	(23,819)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486740	81,079	(81,079)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486750	7,200	(7,200)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486760	5,000	(5,000)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486790	937	(937)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	486800	3,600	(3,600)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	527000	39,087	(39,087)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	527610	797,645	(797,645)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	529110	508,323	(508,323)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	530000	420	(420)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	535000	1,791,966	(1,791,966)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	535960	940,922	(940,922)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	540000	277,505	(277,505)	-	-
Self Supporting	TIS	207915	207921	207921	28070	10024810	1	17608	549250	2,100	(2,100)	-	-

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Activity Type Number	Account Lvl	Class	Job Class Title	Status	Action	Ref No.	FY 2018-19 FTE Change	FY 2018-19 \$ Amount Change	FY 2018-19 Savings/(Cost)	FY 2019-20 FTE Change	FY 2019-20 \$ Amount Change	FY 2019-20 Savings/(Cost)
GFS	DPH	242641	251985	251674	21080	10001862	1	10000		Sal/Ben	2328_C	Nurse Practitioner	A	N		(1.38)	(407,242)	407,242	(1.80)	(533,251)	533,251
GFS	DPH	242641	251985	251673	21080	10001835	1	10000		Sal/Ben	2328_C	Nurse Practitioner	A	N		1.38	407,242	(407,242)	1.80	533,251	(533,251)
GFS	FIR	130651		130651	10000	10001963	1	10000		Salary	5215_C	Fire Protection Engineer	A	R		1.00	155,913	(155,913)	1.00	155,913	(155,913)
GFS	FIR	130651		130651	10000	10001963	1	10000		Benefits	5215_C	Fire Protection Engineer	A	R		-	55,298	(55,298)	-	56,390	(56,390)
GFS	FIR	130651		130651	10000	10001963	1	10000		Salary	H004_F	Inspector, Bur Of Fire Prevention & Publ	A	R		1.00	145,549	(145,549)	1.00	149,915	(149,915)
GFS	FIR	130651		130651	10000	10001963	1	10000		Benefits	H004_F	Inspector, Bur Of Fire Prevention & Publ	A	R		-	46,685	(46,685)	-	48,465	(48,465)
GFS	JUV	232034		232034	10000	10001710	4	10000		Step	STEPM_Z	Step Adjustments, Miscellaneous	A	S		-	-	-	-	(34,000)	34,000
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	0953_C	Deputy Director III	A	S	JV03	1.00	258,614	(258,614)	1.00	260,021	(260,021)
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	8582_P	ACPO, Juv Prob (SFERAS)	A	S	JV03	(1.00)	(250,096)	250,096	(1.00)	(251,150)	251,150
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	0963_S	Department Head III	A	S	JV05	1.00	309,418	(309,418)	1.00	319,815	(319,815)
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	8418_S	Chief Probation Officer, Juvenile Court	A	S	JV05	(1.00)	(309,418)	309,418	(1.00)	(319,815)	319,815
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	1024_C	IS Administrator-Supervisor	A	S	JV11	1.00	178,362	(178,362)	1.00	179,130	(179,130)
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	1052_C	IS Business Analyst	A	S	JV11	(1.00)	(153,569)	153,569	(1.00)	(154,358)	154,358
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	8444_S	Deputy Probation Officer	A	S	JV21	2.00	327,376	(327,376)	2.00	338,596	(338,596)
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	1244_C	Senior Personnel Analyst	A	S	JV21	(1.00)	(166,114)	166,114	(1.00)	(167,426)	167,426
GFS	JUV	232040		232040	10010	10001710	3	10000		Sal/Ben	1823_C	Senior Administrative Analyst	A	S	JV21	(1.00)	(160,834)	160,834	(1.00)	(161,618)	161,618
GFS	JUV	232035		232035	10000	10001710	1	10000		Sal/Ben	0923_S	Manager II	A	S	JV50	1.00	209,769	(209,769)	1.00	217,018	(217,018)
GFS	JUV	232035		232035	10000	10001710	1	10000		Sal/Ben	8344_S	Director, Juvenile Hall	A	S	JV50	(1.00)	(209,769)	209,769	(1.00)	(217,018)	217,018
GFS	JUV	232035		232035	10000	10001710	1	10000		Attrition	9993M_Z	Attrition Savings - Miscellaneous	A			-	(33,739)	33,739	-	(43,195)	43,195
GFS	JUV	232035		232035	10000	10001889	1	10000		Sal/Ben	8177_C	Attorney (Civil/Criminal)	L	N		1.00	274,447	(274,447)	-	-	-
GFS	PDR			232082	10000	10001889	1	10000		Sal/Ben	8142_C	Public Defender's Investigator	L	N		(1.00)	(148,126)	148,126	-	-	-
GFS	PDR			232082	10000	10001889	1	10000		Step	STEPM_Z	Step Adjustments, Miscellaneous	A			-	(126,321)	126,321	-	-	-
GFS	POL	232086		232086	10000	10001809	1	10000		Sal/Ben	8253_C	Forensic Latent Examiner II	A	N	POL23	(4.62)	(669,618)	669,618	(6.00)	(880,414)	880,414
GFS	POL	232091		232086	10000	10001809	1	10000		Sal/Ben	8253_C	Forensic Latent Examiner II	A	N	POL23	4.62	669,618	(669,618)	6.00	880,414	(880,414)
GFS	TIS	210657		210657	10020	10022312	1	10000	10000	Sal/Ben	0941_C	Manager VI	A	R	ADM34	(1.00)	(191,316)	191,316	(1.00)	(191,316)	191,316
GFS	TIS	210657		210657	10020	10022312	1	10000	10000	Sal/Ben	1043_C	IS Engineer-Senior	A	R	ADM35	(1.00)	(149,593)	149,593	(1.00)	(149,593)	149,593
GFS	TIS	210657		210657	10020	10022312	1	10000	10000	Sal/Ben	1053_C	IS Business Analyst-Senior	A	R	ADM36	(1.00)	(126,107)	126,107	(1.00)	(126,107)	126,107
GFS	TIS	210657		210657	10020	10022312	1	10000	10000	Sal/Ben	1054_C	IS Business Analyst-Principal	A	R	ADM37	(3.00)	(438,014)	438,014	(3.00)	(438,014)	438,014
GFS	TIS	210657		210657	10020	10022312	1	10000	10000	Sal/Ben	1064_C	IS Programmer Analyst-Principal	A	R	ADM38	(1.00)	(133,097)	133,097	(1.00)	(133,097)	133,097
GFS	TIS	210657		210657	10020	10022312	1	10000	10000	Sal/Ben	1070_C	IS Project Director	A	R	ADM39	(1.00)	(160,948)	160,948	(1.00)	(160,948)	160,948
GFS	TIS	210657		210657	10020	10022312	1	16524	10000	Sal/Ben	0941_C	Manager VI	A	R	ADM34	1.00	191,316	(191,316)	1.00	191,316	(191,316)
GFS	TIS	210657		210657	10020	10022312	1	16524	10000	Sal/Ben	1043_C	IS Engineer-Senior	A	R	ADM35	1.00	149,593	(149,593)	1.00	149,593	(149,593)
GFS	TIS	210657		210657	10020	10022312	1	16524	10000	Sal/Ben	1053_C	IS Business Analyst-Senior	A	R	ADM36	1.00	126,107	(126,107)	1.00	126,107	(126,107)
GFS	TIS	210657		210657	10020	10022312	1	16524	10000	Sal/Ben	1054_C	IS Business Analyst-Principal	A	R	ADM37	3.00	438,014	(438,014)	3.00	438,014	(438,014)
GFS	TIS	210657		210657	10020	10022312	1	16524	10000	Sal/Ben	1064_C	IS Programmer Analyst-Principal	A	R	ADM38	1.00	133,097	(133,097)	1.00	133,097	(133,097)
GFS	TIS	210657		210657	10020	10022312	1	16524	10000	Sal/Ben	1070_C	IS Project Director	A	R	ADM39	1.00	160,948	(160,948)	1.00	160,948	(160,948)
Self Supporting	ASR	229015		229015	12610	10022469	1	10000		Sal/Ben	1822_C	Administrative Analyst	A	R	AS04	(0.50)	(69,832)	69,832	(0.50)	(74,110)	74,110
Self Supporting	ASR	229015		229015	12610	10022469	1	16627		Sal/Ben	1822_C	Administrative Analyst	A	R	AS04	0.50	69,832	(69,832)	0.50	74,110	(74,110)
Self Supporting	ASR	229015		229015	12610	10024404	1	10000		Sal/Ben	4215_C	Assessor-Recorder Senior Office Speciall	A	R	AS11	(1.00)	(121,409)	121,409	(1.00)	(122,195)	122,195
Self Supporting	ASR	229015		229015	12610	10024404	1	17409		Sal/Ben	4215_C	Assessor-Recorder Senior Office Speciall	A	R	AS11	1.00	121,409	(121,409)	1.00	122,195	(122,195)
Self Supporting	ASR	229015		229015	12610	10032513	1	10000		Sal/Ben	4215_C	Assessor-Recorder Senior Office Speciall	A	R	AS10	(1.00)	(121,409)	121,409	(1.00)	(122,195)	122,195
Self Supporting	ASR	229015		229015	12610	10032513	1	19830		Sal/Ben	4215_C	Assessor-Recorder Senior Office Speciall	A	R	AS10	1.00	121,409	(121,409)	1.00	122,195	(122,195)
Self Supporting	DPW	207990	249642	249641	13985	10031233	1	10000	Multiple	Sal/Ben	Multiple	Multiple				(40.83)	(5,514,559)	5,514,559	(40.33)	(5,525,405)	5,525,405
Self Supporting	DPW	207990	249642	249641	13985	10031233	1	20448	Multiple	Sal/Ben	Multiple	Multiple				40.83	5,514,559	(5,514,559)	40.33	5,525,405	(5,525,405)
Self Supporting	TIS	130680	207942	207942	28070	10024777	1	17582		Sal/Ben	1452_C	Executive Secretary II	A			(1.00)	(91,588)	91,588	(1.00)	91,588	(91,588)
Self Supporting	TIS	207915	232341	232341	28070	10024777	1	17582		Sal/Ben	1452_C	Executive Secretary II	A			1.00	91,588	(91,588)	1.00	91,588	(91,588)

OFFICE OF THE MAYOR
SAN FRANCISCO



Received in Committee
6/27/18
jf
MARK FARRELL
MAYOR

June 27, 2018

Supervisor Malia Cohen
Chair, Budget and Finance Committee
Board of Supervisors, City and County of San Francisco

Re: Technical Adjustments Round 2 to the Mayor's Proposed Budget

Dear Chair Cohen,

Per Charter Section 9.101, I am submitting the attached round two technical adjustments to the Mayor's Proposed Budget for FY 2018-19 and FY 2019-20. These adjustments technically implement the rebalancing plan homelessness and housing services submitted to the Budget and Finance Committee on Monday, June 25th. Significant changes include:

- Removing all revenue and expenditure items related to Proposition D in General City Responsibility, the Controller's Office, the Office of the Treasurer-Tax Collector, the Mayor's Office of Housing and Community Development, and the Department of Homelessness and Supportive Housing;
- Reflecting updated State revenue and corresponding expenditures in the Department of Homelessness and Supportive Housing;
- Reflecting updated retiree health rates in General Fund departments;
- Adjusting expenditures in the Department of Homelessness and Supportive Housing and the Mayor's Office of Housing and Community Development to fund critical homeless services and legal assistance for tenants facing eviction;
- Redistributing fund balance over the two years to match expenditures to revenues.

Note that this set of technical adjustments result is neutral to the General Fund in FY 2018-19 and in FY 2019-20. The attached tables detail these changes. The figures may change slightly once they are entered into the budget system. Please contact me at 554-6125 with any questions or concerns.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose, Budget and Legislative Analyst
Ben Rosenfield, Controller

Technical Adjustments Round 2 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) Cumulative
GFS	GEN			230018	10000	10026733	1	10000	493066	(1,500,000)	(1,500,000)	-	(1,500,000)
GFS	GEN			230018	10020	10026734	1	10000	506070	(1,500,000)	1,500,000	-	1,500,000
GFS	GEN			230018	10000	10026733	1	10000	499999	(4,302,958)	(4,302,958)	8,605,916	4,302,958
GFS	HOM	203646		203646	10000	10033287	1	10000	538010	-	-	9,256,938	(9,256,938)
GFS	HOM	203646		203646	10000	10033396	1	10000	538010	-	-	500,000	(500,000)
GFS	HOM	203646		203646	10000	10026740	1	10000	581670	-	-	943,062	(943,062)
GFS	HOM	203646		203646	10000	10026737	1	10000	538010	-	-	600,000	(600,000)
GFS	Multiple	Multiple		Multiple	Multiple	Multiple		Multiple	515610	(5,702,958)	5,702,958	(4,694,084)	10,397,042
GFS	MYR	232065		232065	10010	10023915	1	17198	538010	1,400,000	(1,400,000)	2,000,000	(3,400,000)
Self Supporting	CON	207672		207672	10801	10001644	1	20285	411221	(10,000)	(10,000)	-	(10,000)
Self Supporting	CON	207672		207672	10801	10001644	1	20285	506070	(10,000)	10,000	-	10,000
Self Supporting	GEN			230018	10801	10026733	1	20285	411221	(1,500,000)	(1,500,000)	(1,500,000)	(3,000,000)
Self Supporting	GEN			230018	10801	10026733	1	20285	591060	(1,500,000)	1,500,000	(1,500,000)	3,000,000
Self Supporting	HOM	203646		203646	10801	10033286	1	20281	411221	(13,437,000)	(13,437,000)	(13,725,000)	(27,162,000)
Self Supporting	HOM	203646		203646	10801	10033286	1	20281	506070	(13,437,000)	13,437,000	(12,781,938)	26,218,938
Self Supporting	HOM	203646		203646	10801	10033286	1	20281	581670	-	-	(943,062)	943,062
Self Supporting	HOM	203646		203646	12960	tbd	1	10001	506070	27,671,628	(27,671,628)	-	-
Self Supporting	HOM	203646		203646	12960	tbd	1	10001	tbd	27,671,628	27,671,628	-	-
Self Supporting	HOM	203646		203646	12960	tbd	1	10001	506070	2,000,000	(2,000,000)	1,000,000	(3,000,000)
Self Supporting	HOM	203646		203646	12960	tbd	1	10001	tbd	2,000,000	2,000,000	1,000,000	3,000,000
Self Supporting	MYR	232065		232065	10801	10033286	1	20282	411221	(2,986,000)	(2,986,000)	(3,050,000)	(6,036,000)
Self Supporting	MYR	232065		232065	10801	10033286	1	20282	506070	(2,986,000)	2,986,000	(3,050,000)	6,036,000
Self Supporting	MYR	232065		232065	10801	10033286	1	20283	411221	(10,451,000)	(10,451,000)	(10,675,000)	(21,126,000)
Self Supporting	MYR	232065		232065	10801	10033286	1	20283	506070	(10,451,000)	10,451,000	(10,675,000)	21,126,000
Self Supporting	MYR	232065		232065	10801	10033286	1	20284	411221	(2,986,000)	(2,986,000)	(3,050,000)	(6,036,000)
Self Supporting	MYR	232065		232065	10801	10033286	1	20284	506070	(2,986,000)	2,986,000	(3,050,000)	6,036,000
Self Supporting	TTX	232360	232352	232352	10801	10001751	1	20285	411221	(630,000)	(630,000)	-	(630,000)
Self Supporting	TTX	232360	232352	232352	10801	10001751	1	20285	506070	(630,000)	630,000	-	630,000

OFFICE OF THE MAYOR
SAN FRANCISCO



Received in
Committee
6/27/18
J
MARK FARRELL
MAYOR

June 27, 2018

Supervisor Malia Cohen
Chair, Budget and Finance Committee
Board of Supervisors, City and County of San Francisco

Re: Technical Adjustments Round 3 to the Mayor's Proposed Budget

Dear Chair Cohen,

Per Charter Section 9.101, I am submitting the attached round three adjustments to the Mayor's Proposed Budget for FY 2018-19 and FY 2019-20. This set of technical adjustments is cost neutral. Changes include:

- Creating a new Hotel Tax Fund and moving associated revenue and expenditures in the Arts Commission, City Administrator's Office, and Mayor's Office of Housing and Community Development to align with language in the proposed initiative ordinance to dedicate hotel tax to arts and culture programming. Expenditures remain on Controller's reserve contingent upon the measure's passage in November 2018;
- Reflecting updated retiree health rates in non-General Fund departments; and,
- Balancing revenue transfers and associated expenditures in the Recreation and Parks Department.

The attached tables detail these changes. Please contact me at 554-6125 with any questions or concerns.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose, Budget and Legislative Analyst
Ben Rosenfield, Controller

Technical Adjustments Round 3 to Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
GFS	REC	262668	262676	262676	10020	10031044	1	15160	591100	(1,599,795)	1,599,795	182,400	1,417,395
GFS	REC	232199	232197	232197	10020	10013710	51	15164	591100	1,599,795	(1,599,795)	1,417,395	(1,417,395)
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	412210	(8,170,000)	(8,170,000)	(8,440,000)	(16,610,000)
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	486100	(50,000)	(50,000)	-	(50,000)
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	486190	(75,000)	(75,000)	-	(75,000)
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	522010	(1,000)	1,000	-	1,000
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	524010	(3,800)	3,800	-	3,800
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	527990	(10,500)	10,500	-	10,500
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	535000	(2,400)	2,400	-	2,400
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	535510	(3,500)	3,500	-	3,500
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	535710	(1,000)	1,000	-	1,000
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	538000	-	-	-	-
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	538010	(13,430,527)	13,430,527	(1,337,281)	14,767,808
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	549510	(4,000)	4,000	-	4,000
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	549990	(2,000)	2,000	-	2,000
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581050	(496,229)	496,229	-	496,229
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581062	(18,954)	18,954	-	18,954
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581170	(41,723)	41,723	(1,761)	43,484
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581270	(7,500)	7,500	-	7,500
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581330	(400,000)	400,000	-	400,000
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581790	(5,298)	5,298	-	5,298
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581820	(9,619)	9,619	-	9,619
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	581880	(80,000)	80,000	-	80,000
Self Supporting	ADM	296645	267664	267664	11840	10026661	1	10000	493001	(7,090,000)	(7,090,000)	-	-
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	412210	8,170,000	8,170,000	8,440,000	16,610,000
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	486100	50,000	50,000	-	50,000
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	486190	75,000	75,000	-	75,000
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	522010	1,000	(1,000)	-	(1,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	524010	3,800	(3,800)	-	(3,800)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	527990	10,500	(10,500)	-	(10,500)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	535000	2,400	(2,400)	-	(2,400)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	535510	3,500	(3,500)	-	(3,500)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	535710	1,000	(1,000)	-	(1,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	538000	-	-	-	-
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	538010	13,430,527	(13,430,527)	1,337,281	(14,767,808)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	549510	4,000	(4,000)	-	(4,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	549990	2,000	(2,000)	-	(2,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581050	496,229	(496,229)	-	(496,229)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581062	18,954	(18,954)	-	(18,954)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581170	41,723	(41,723)	1,761	(43,484)

Technical Adjustments Round 3 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) - Cumulative
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581270	7,500	(7,500)	-	(7,500)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581330	400,000	(400,000)	-	(400,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581790	5,298	(5,298)	-	(5,298)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581820	9,619	(9,619)	-	(9,619)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	581880	80,000	(80,000)	-	(80,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	493001	7,090,000	7,090,000	-	-
Self Supporting	ART	187644		187644	11800	10022451	35	16612	412210	(3,200,000)	(3,200,000)	(3,700,000)	(6,900,000)
Self Supporting	ART	187644		187644	11800	10022451	35	16612	493001	(4,230,000)	(4,230,000)	-	-
Self Supporting	ART	187644		187644	11800	10022451	35	16612	506070	-	-	-	-
Self Supporting	ART	187644		187644	11800	10022451	35	16612	538010	-	-	-	-
Self Supporting	ART	187644		187644	11800	10031167	45	16612	486150	(441,229)	(441,229)	-	(441,229)
Self Supporting	ART	187644		187644	11800	10031167	45	16612	506070	-	-	-	-
Self Supporting	ART	187644		187644	11800	10031167	45	16612	538010	(2,395,669)	2,395,669	-	2,395,669
Self Supporting	ART	187644		187644	11800	10031167	46	16612	486150	(30,000)	(30,000)	-	(30,000)
Self Supporting	ART	187644		187644	11800	10031167	46	16612	506070	(1,640,553)	1,640,553	(1,057,982)	2,698,535
Self Supporting	ART	187644		187644	11800	10031167	46	16612	527990	(35,391)	35,391	-	35,391
Self Supporting	ART	187644		187644	11800	10031167	46	16612	535990	(3,000)	3,000	-	3,000
Self Supporting	ART	187644		187644	11800	10031167	46	16612	538010	(3,671,816)	3,671,816	-	3,671,816
Self Supporting	ART	229000		229000	11800	10016794	1	15761	500010	(134,921)	134,921	(6,746)	141,667
Self Supporting	ART	229000		229000	11800	10031168	1	16613	412210	(1,900,000)	(1,900,000)	(2,030,000)	(3,930,000)
Self Supporting	ART	229000		229000	11800	10031168	1	16613	506070	(656,911)	656,911	(421,363)	1,078,274
Self Supporting	ART	229000		229000	11800	10031168	1	16613	535990	(162,917)	162,917	-	162,917
Self Supporting	ART	229000		229000	11800	10031168	1	16613	581065	(78,878)	78,878	(3,554)	82,432
Self Supporting	ART	229000		229000	11800	10031168	1	16613	581410	(70,704)	70,704	1,663	69,041
Self Supporting	ART	229000		229000	11800	10033364	1	20331	412210	(1,300,000)	(1,300,000)	(1,390,000)	(2,690,000)
Self Supporting	ART	229000		229000	11800	10033364	1	20331	506070	(1,300,000)	1,300,000	(1,390,000)	2,690,000
Self Supporting	ART	187644		187644	11802	10031167	44	20450	412210	3,200,000	3,200,000	3,700,000	6,900,000
Self Supporting	ART	187644		187644	11802	10031167	44	20450	493001	2,630,000	2,630,000	(2,630,000)	-
Self Supporting	ART	187644		187644	11802	10031167	44	20449	493001	1,600,000	1,600,000	(1,600,000)	-
Self Supporting	ART	187644		187644	11802	10031167	44	20450	506070	-	-	-	-
Self Supporting	ART	187644		187644	11802	10031167	44	20450	538010	-	-	-	-
Self Supporting	ART	187644		187644	11802	10031167	44	20449	486150	441,229	441,229	-	441,229
Self Supporting	ART	187644		187644	11802	10031167	44	20449	506070	-	-	-	-
Self Supporting	ART	187644		187644	11802	10031167	44	20449	538010	2,395,669	(2,395,669)	-	(2,395,669)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	486150	30,000	30,000	-	30,000
Self Supporting	ART	187644		187644	11802	10031167	44	20450	506070	1,640,553	(1,640,553)	1,057,982	(2,698,535)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	527990	35,391	(35,391)	-	(35,391)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	535990	3,000	(3,000)	-	(3,000)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	538010	3,671,816	(3,671,816)	-	(3,671,816)
Self Supporting	ART	187644		187644	11802	10031167	44	20449	500010	134,921	(134,921)	6,746	(141,667)

Technical Adjustments Round 3 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	FY 2018-19 Change	FY 2018-19 Savings/(Cost)	FY 2019-20 Change	FY 2019-20 Savings/(Cost) Cumulative
Self Supporting	ART	187644		187644	11802	10031167	44	20449	412210	1,900,000	1,900,000	2,030,000	3,930,000
Self Supporting	ART	187644		187644	11802	10031167	44	20449	506070	656,911	(656,911)	421,363	(1,078,274)
Self Supporting	ART	187644		187644	11802	10031167	44	20449	535990	162,917	(162,917)	-	(162,917)
Self Supporting	ART	187644		187644	11802	10031167	44	20449	581065	78,878	(78,878)	3,554	(82,432)
Self Supporting	ART	187644		187644	11802	10031167	44	20449	581410	70,704	(70,704)	(1,663)	(69,041)
Self Supporting	ART	187644		187644	11802	10031167	44	20331	412210	1,300,000	1,300,000	1,390,000	2,690,000
Self Supporting	ART	187644		187644	11802	10031167	44	20331	506070	1,300,000	(1,300,000)	1,390,000	(2,690,000)
Self Supporting	Multiple	Multiple			Multiple	Multiple			515610	(3,560,360)	3,560,360	(7,328,530)	7,328,530
Self Supporting	Multiple	Multiple			Multiple	Multiple				3,560,360	(3,560,360)	7,328,530	(7,328,530)
Self Supporting	MYR	232065		232065	11801	10033289	1	20290	412210	(1,500,000)	(1,500,000)	(1,600,000)	(3,100,000)
Self Supporting	MYR	232065		232065	11801	10033289	1	20290	506070	(1,500,000)	1,500,000	(1,600,000)	3,100,000
Self Supporting	MYR	232065		232065	11802	10033289	1	20290	412210	1,500,000	1,500,000	1,600,000	3,100,000
Self Supporting	MYR	232065		232065	11802	10033289	1	20290	506070	1,500,000	(1,500,000)	1,600,000	(3,100,000)
Self Supporting	REC	207912	207914	150727	11900	10013710	5	15164	495005	1,412,921	1,412,921	4,474	1,417,395
Self Supporting	REC	207912	207914	150727	11902	10001737	1	10000	499999	(186,874)	(186,874)	-	-
Self Supporting	REC	207912	207914	150727	11902	10001737	1	10000	595050	1,412,921	(1,412,921)	4,474	(1,417,395)
Self Supporting	REC	262668	262676	262676	11900	10001737	1	10000	598040	(186,874)	186,874	-	-
Self Supporting	REC	262668	262676	262676	11900	10031044	1	15160	493001	(1,599,795)	(1,599,795)	182,400	(1,417,395)
Self Supporting	REC	207912	207914	150727	11902	10013710	51	10000	493001	1,599,795	1,599,795	1,417,395	1,417,395

Technical Adjustments Round 3 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account Lvl	Class	Job Class Title	Status	Action	Ref No.	FY 2018-19 FTE Change	FY 2018-19 \$ Amount Change	FY 2018-19 Savings/(Cost)	FY 2019-20 FTE Change	FY 2019-20 \$ Amount Change	FY 2019-20 Savings/(Cost)
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	0922_C	Manager I	A			-	(55,431)	55,431	-	(56,601)	56,601
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	0922_C	Manager I	A			(1.00)	(132,989)	132,989	(1.00)	(132,989)	132,989
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	0932_C	Manager IV	A			-	(61,996)	61,996	-	(63,433)	63,433
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	0932_C	Manager IV	A			(1.00)	(165,259)	165,259	(1.00)	(165,259)	165,259
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	1823_C	Senior Administrative Analyst	A			-	(46,216)	46,216	-	(47,000)	47,000
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	1823_C	Senior Administrative Analyst	A			(1.00)	(114,618)	114,618	(1.00)	(114,618)	114,618
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	3549_C	Arts Program Assistant	A			-	(36,190)	36,190	-	(36,982)	36,982
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	3549_C	Arts Program Assistant	A			(1.00)	(79,724)	79,724	(1.00)	(79,724)	79,724
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	9774_C	Senior Community Devl Specialist I	A			-	(43,900)	43,900	-	(44,662)	44,662
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	9774_C	Senior Community Devl Specialist I	A			(1.00)	(107,843)	107,843	(1.00)	(107,843)	107,843
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	(1,226)	1,226
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	(36)	36
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	(4,619)	4,619
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	(138)	138
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Benefits	9994M_Z	MCCP Offset - Misc	A			-	(4,791)	4,791	-	(4,785)	4,785
Self Supporting	ADM	296645	267664	267664	11840	10003078	1	10000	Salaries	9994M_Z	MCCP Offset - Misc	A			-	(17,993)	17,993	-	(17,993)	17,993
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	0922_C	Manager I	A			-	55,431	(55,431)	-	56,601	(56,601)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	0922_C	Manager I	A			1.00	132,989	(132,989)	1.00	132,989	(132,989)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	0932_C	Manager IV	A			-	61,996	(61,996)	-	63,433	(63,433)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	0932_C	Manager IV	A			1.00	165,259	(165,259)	1.00	165,259	(165,259)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	1823_C	Senior Administrative Analyst	A			-	46,216	(46,216)	-	47,000	(47,000)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	1823_C	Senior Administrative Analyst	A			1.00	114,618	(114,618)	1.00	114,618	(114,618)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	3549_C	Arts Program Assistant	A			-	36,190	(36,190)	-	36,982	(36,982)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	3549_C	Arts Program Assistant	A			1.00	79,724	(79,724)	1.00	79,724	(79,724)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	9774_C	Senior Community Devl Specialist I	A			-	43,900	(43,900)	-	44,662	(44,662)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	9774_C	Senior Community Devl Specialist I	A			1.00	107,843	(107,843)	1.00	107,843	(107,843)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	1,226	(1,226)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	36	(36)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	4,619	(4,619)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	9991M_Z	One Day Adjustment - Misc	A			-	-	-	-	138	(138)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Benefits	9994M_Z	MCCP Offset - Misc	A			-	4,791	(4,791)	-	4,785	(4,785)
Self Supporting	ADM	296645	267664	267664	11802	10003078	1	20451	Salaries	9994M_Z	MCCP Offset - Misc	A			-	17,993	(17,993)	-	17,993	(17,993)
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	1824_C	Principal Administrative Analyst	A	R	HOTEL01	-	(50,486)	50,486	-	(51,283)	51,283
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	1842_C	Management Assistant	A	R	HOTEL02	-	(117,448)	117,448	-	(119,788)	119,788
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	1844_C	Senior Management Assistant	A	R	HOTEL03	-	(42,770)	42,770	-	(43,535)	43,535
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	3549_C	Arts Program Assistant	A	R	HOTEL04	-	(72,381)	72,381	-	(73,964)	73,964
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL01	-	-	-	-	(274)	274
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL02	-	-	-	-	(571)	571
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL03	-	-	-	-	(218)	218
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL04	-	-	-	-	(335)	335
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	1824_C	Principal Administrative Analyst	A	R	HOTEL01	(1.00)	(132,668)	132,668	(1.00)	(132,668)	132,668
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	1842_C	Management Assistant	A	R	HOTEL02	(3.00)	(271,549)	271,549	(3.00)	(271,549)	271,549
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	1844_C	Senior Management Assistant	A	R	HOTEL03	(1.00)	(103,719)	103,719	(1.00)	(103,719)	103,719
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	3549_C	Arts Program Assistant	A	R	HOTEL04	(2.00)	(159,448)	159,448	(2.00)	(159,448)	159,448
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL01	-	-	-	-	(1,021)	1,021
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL02	-	-	-	-	(2,089)	2,089
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL03	-	-	-	-	(798)	798
Self Supporting	ART	187644	187644	11800	10031167	44		16612	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL04	-	-	-	-	(1,227)	1,227
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	1824_C	Principal Administrative Analyst	A	R	HOTEL01	-	50,486	(50,486)	-	51,283	(51,283)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	1842_C	Management Assistant	A	R	HOTEL02	-	117,448	(117,448)	-	119,788	(119,788)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	1844_C	Senior Management Assistant	A	R	HOTEL03	-	42,770	(42,770)	-	43,535	(43,535)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	3549_C	Arts Program Assistant	A	R	HOTEL04	-	72,381	(72,381)	-	73,964	(73,964)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL01	-	-	-	-	274	(274)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL02	-	-	-	-	571	(571)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL03	-	-	-	-	218	(218)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Benefits	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL04	-	-	-	-	335	(335)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Salaries	1824_C	Principal Administrative Analyst	A	R	HOTEL01	1.00	132,668	(132,668)	1.00	132,668	(132,668)
Self Supporting	ART	187644	187644	11802	10031167	44		20450	Salaries	1842_C	Management Assistant	A	R	HOTEL02	3.00	271,549	(271,549)	3.00	271,549	(271,549)

Technical Adjustments Round 3 to the Mayor's Proposed Budget

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account Lvl	Class	Job Class Title	Status	Action	Ref No.	FY 2018-19 FTE Change	FY 2018-19 \$ Amount Change	FY 2018-19 Savings/(Cost)	FY 2019-20 FTE Change	FY 2019-20 \$ Amount Change	FY 2019-20 Savings/(Cost)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	Salaries	1844_C	Senior Management Assistant	A	R	HOTEL03	1.00	103,719	(103,719)	1.00	103,719	(103,719)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	Salaries	3549_C	Arts Program Assistant	A	R	HOTEL04	2.00	159,448	(159,448)	2.00	159,448	(159,448)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL01	-	-	-	-	1,021	(1,021)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL02	-	-	-	-	2,089	(2,089)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL03	-	-	-	-	798	(798)
Self Supporting	ART	187644		187644	11802	10031167	44	20450	Salaries	9991M_Z	One Day Adjustment - Misc	A	R	HOTEL04	-	-	-	-	1,227	(1,227)

OFFICE OF THE MAYOR
SAN FRANCISCO



MARK FARRELL
MAYOR

*Received
in Committee
6/27/18
jw.*

June 28, 2018

Supervisor Malia Cohen
Chair, Budget and Finance Committee
Board of Supervisors, City and County of San Francisco

Re: Technical Adjustments Round 4 to the Mayor's Proposed Budget

Dear Chair Cohen,

Per Charter Section 9.101, I am submitting the attached round four adjustments to the Mayor's Proposed Budget for FY 2018-19 and FY 2019-20. These technical adjustments increase the size of the City's budget due to:

- Revenue changes driven by increased FY 2017-18 transfer tax receipts, partially offset by contributions to baselines and reduced sales tax in the budget years, allocating \$3,592,970 of this onetime increase; and,
- Additional year-end savings identified by the Budget and Legislative Analyst totaling \$2,562,316, inclusive of the Police project closeout identified on June 27th in committee.

In addition, the balance of the Mayor's Technical Adjustment Reserve, \$4,756,972 million, is available for appropriation. Therefore, over the next two years, there is an additional \$10,912,258 in General Fund for the Board of Supervisors to appropriate over the FY 2018-19 and FY 2019-20 budget. Please contact me at 554-6125 with any questions or concerns.

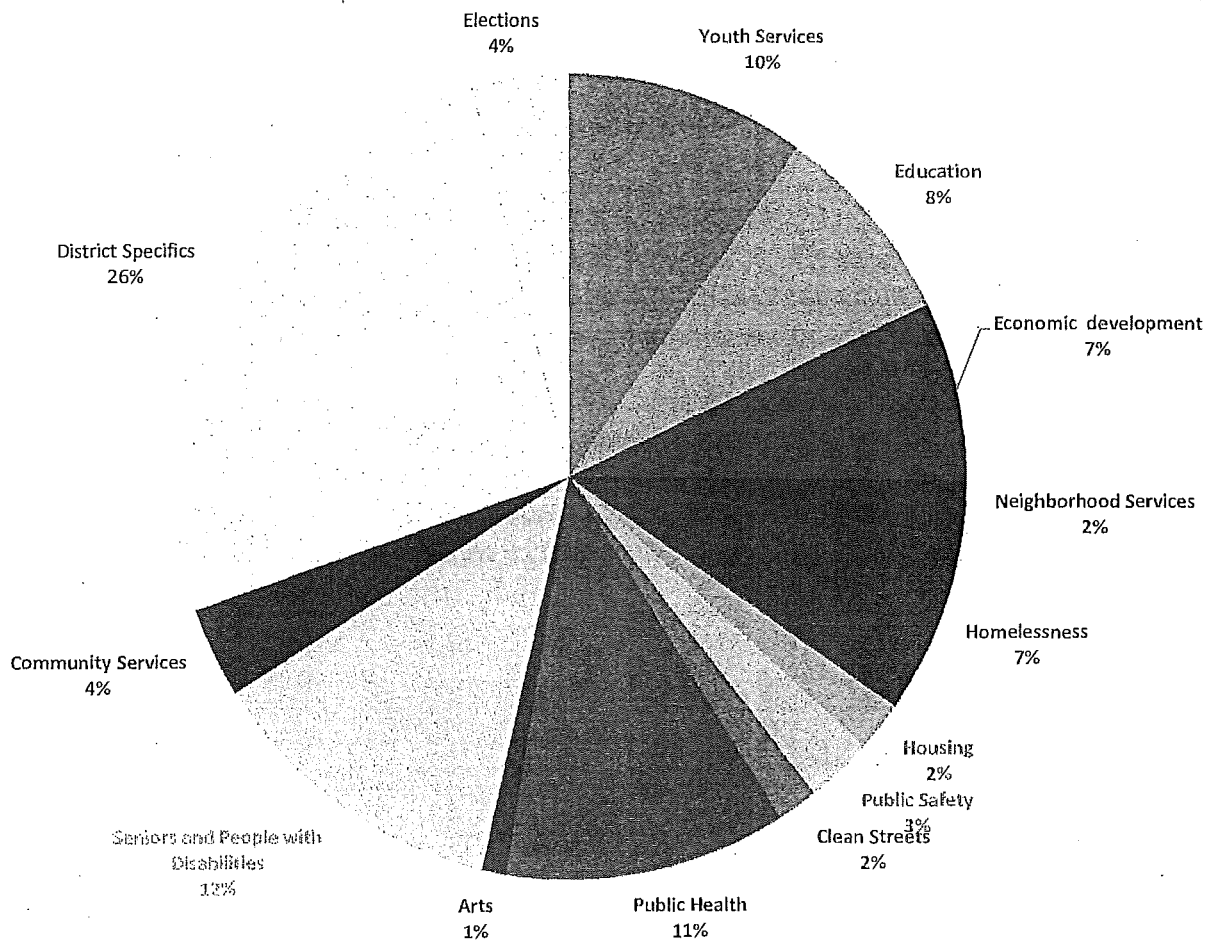
Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose, Budget and Legislative Analyst
Ben Rosenfield, Controller

**DRAFT 2 YEAR SPENDING PLAN ALLOCATION
FY 18-19 / 19-20**



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

May 22, 2018

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 2018-2019 to Fiscal Year 2019-2020 Budget.

Page

Descriptions for Departmental Budget Hearing, May 24, 2018 Meeting, 10:00 a.m.

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YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$1,112,872,807 budget for FY 2018-19 is \$125,086,930 or 12.7% more than the original FY 2017-18 budget of \$987,785,877.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1598.70 FTEs, which are 12.75 FTEs more than the 1,585.95 FTEs in the original FY 2017-18 budget. This represents a 0.8% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$1,112,872,807 in FY 2018-19 are \$125,086,930 or 12.7% more than the FY 2017-18 estimated revenues of \$987,785,877.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$1,223,801,702 budget for FY 2019-20 is \$110,928,895 or 10% more than the Mayor's proposed FY 2018-19 budget of \$1,112,872,807.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1598.56 FTEs, which are 0.14 FTEs less than the 1598.70 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.01% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$1,223,801,702 in FY 2019-20 are \$110,928,895 or 10% more than the FY 2018-19 estimated revenue of \$1,112,872,807.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Airport	868,059,481	956,887,475	925,831,985	964,158,240	987,785,877	1,112,872,807
FTE Count	1,459.9	1,472.66	1,492.61	1,540.77	1,585.95	1,598.7

The Department's budget increased by \$244,813,326 or 28.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 138.80 or 9.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$125,086,930 largely due to:

The Airport has sustained successive years of passenger traffic growth. From FY 2013-14 through FY 2017-18 (projection), the number of enplaned passengers at the Airport has grown by 19.3 percent, from 22.3 million to 28.5 million. The Airport is attempting to meet the increased passenger traffic demands on the Airport's facilities by investing \$21.4 million in FY 2018-19. The Airport is also significantly investing in safety and security, including 130 Academy cadets, by spending \$22.6 million in FY 2018-19. The Airport is also addressing curbside congestion (\$0.6 million in FY 2018-19), enhancing sustainability efforts (\$1.9 million in FY 2018-19) and supporting the capital program (\$24.8 million).

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$110,928,895 largely due to:

The Airport will spend \$47 million in FY 2019-20 on capital projects, which will be used to support operating services associated with new facilities projects in FY 2018-19. The Airport will be continuing efforts to meet the increased passenger traffic demands on the Airport's facilities, and will start implementing the fingerprinting and aviation worker biometric checks required to meet TSA mandates. The Airport will also continue supporting safety and security by investing \$15.4 million in FY 2019-20 for 108 new public Safety positions and upgrading the Law Enforcement Automated Data System. Finally, the Airport will expand its sustainability efforts by \$1.7 million in order to help achieve its Zero Waste target.

Airport Police Bureau

The Airport increased its work order with the San Francisco Police Department by \$9.2 million in FY 2018-19 and \$9.7 million in FY 2019-20 to fund additional slots in the San Francisco Police Department's police academies in order to increase police staffing at the Airport. According to Airport staff, the increased police staffing support increase visibility of police patrols at the

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

Airport, aid in traffic management, and provide special services including dignitary protection, cargo theft investigation, narcotics interdiction, and explosives detection. Under the Airport's proposal, the increase in police officers would be deployed across the patrol, traffic management, and special services units based on need, with the majority of new officers supporting patrol.

Under the Airport's proposal, the number of sworn police positions at the Airport would increase by 39 percent, from 184 to 255.69 Full Time Equivalent (FTE) positions¹, with the largest increase among police officers, as shown below.

	Existing FTEs	Proposed FTEs	Increase in FTEs	Percent Increase
Deputy Chief	1.00	1.00	0.00	0%
Commander	1.00	1.00	0.00	0%
Captains	3.00	3.00	0.00	0%
Lieutenants	10.00	11.54	1.54	15%
Sergeants	27.00	37.77	10.77	40%
Police Officers	142.00	201.38	59.38	42%
Total	184.00	255.69	71.69	39%

The ratio of police officers to lieutenants would decrease from 14:1 to 18:1, and the ratio of police officers to sergeants would increase slightly, but still be approximately 5:1.

According to the Airport, the increase in police staffing is necessary to accommodate the growth in terminal space² and passengers, improve patrol functions (higher visibility, decreased response time), improve traffic management (particularly in regards to transportation network companies), increase the canine unit, add staffing for dignitary protection, and implement taser and body camera management.

In FY 2017-18, the Airport budget included \$2,494,724 to fund 20 slots in a police academy class of approximately 50 recruits.

In FY 2018-19 and FY 2019-20, the Airport's proposed budget includes \$11,722,383 and \$12,218,666 respectively to fund 120 slots in three police academies and 10 lateral police officer hires, for 130 new police hires.

In FY 2018-19, the Airport plans to fund:

- (a) 20 of 50 slots in a police academy scheduled to begin in June 2018;

¹ Police positions funded by the Airport are budgeted in the San Francisco Police Department's budget, subject to appropriation by the Board of Supervisors during the June 2018 review of the Mayor's proposed budget.

² According to the Airport, over the past 20 years the Airport has added approximately 2.5 million square feet of terminal space, bringing the total amount of terminal space that needs to be patrolled to 5.1 million square feet.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: AIR – AIRPORT

- (b) 50 slots in each of two academies estimated to begin in August 2018 and January 2019 (totaling 100 slots); and
- (c) 10 lateral police hires in a lateral academy class estimated to begin in March 2019.

In FY 2019-20, the Airport plans to fund a similar number of slots in police academy classes for new recruits and lateral police hires but the dates of the academy classes are not yet known.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AIR – AIRPORT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$3,416,184 in FY 2018-19. Of the \$3,416,184 in recommended reductions, \$2,407,158 are ongoing savings and \$1,009,026 are one-time savings. These reductions would still allow an increase of \$121,670,746 or 12.3% in the Department's FY 2018-19 budget.

Permanent police positions at the Airport are included in the San Francisco Police Department's (SFPD) budget, funded by Airport funds; these positions will be subject to Board of Supervisors approval during the June 2018 review of the SFPD budget. Therefore, approval of the increase in the Airport's work order with the San Francisco Police Department to fund additional slots in the police academies in order to increase police staffing at the Airport is a policy matter for the Board of Supervisors.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$2,672,299 in FY 2019-20. Of the \$2,672,299 in recommended reductions, \$2,438,089 are ongoing savings and \$234,210 are one-time savings. These reductions would still allow an increase of \$108,256,596 or 9.7% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	AIR Aviation Security													
Materials and Supplies			\$28,500	\$2,500	\$26,000		X			\$31,750	\$31,750	\$0		
	Reduce Materials and Supplies in Aviation Security to \$26,000 due to Airport need.							One time savings						
Other Equipment Maintenance			\$555,000	\$500,000	\$55,000		X			\$555,000	\$555,000	\$0		
	The Department expects to spend approximately \$259,307 by the end of FY 2017-18. The recommended budget of \$500,000 will provide sufficient flexibility for increased costs for FY 2018-19.							One time savings						
	Chief Administration Office													
Administrative Analyst	0.77	0.00	\$75,739	\$0	\$75,739			1.00	0.0	\$98,363	\$0	\$98,363		
Mandatory Fringe Benefits			\$31,986	\$0	\$31,986					\$42,552	\$0	\$42,552		
	Total Savings \$107,725							Total Savings \$140,915						
	Delete 1.00 FTE new1822 Administrative Analyst position. The Airport has asked for a substitute to a Manager III within this division to handle the increased contract load.							Ongoing savings						
Other Professional Services			\$2,200,000	\$1,800,000	\$400,000					\$1,450,000	\$1,050,000	\$400,000		
	The Department expects to underspend by the end of FY 2017-18. The recommended budget of \$1,800,000 will provide sufficient flexibility for increased costs for FY 2018-19.							Ongoing savings						
	Communications Dispatch													
Manager II	1.00	0.00	\$142,764	\$0	\$142,764			1.00	0.0	\$142,764	\$0	\$142,764		
Mandatory Fringe Benefits			\$57,747	\$0	\$57,747					\$59,533	\$0	\$59,533		
Airport Communications Supervisor	0.00	1.00	\$0	\$112,181	(\$112,181)			0.00	1.0	\$0	\$112,181	(\$112,181)		
Mandatory Fringe Benefits			\$0	\$45,332	(\$45,332)					\$0	\$46,326	(\$46,326)		
	Total Savings \$42,998							Total Savings \$43,790						
	Deny upward substitution of 1.00 FTE 9204 Airport Communications Supervisor I to 1.00 FTE 0923 Manager II. The responsibilities of this position can be carried out by the existing classification.							Ongoing savings						

GF = General Fund

1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Chief Operating Office													
Other Professional Services			\$100,000	\$75,000	\$25,000					\$100,000	\$75,000	\$25,000		
	The Department underspent in Non-Professionalized Services by approximately \$141,406 by the end of FY 2017-18. The recommended budget of \$75,000 for Other Professional Services will provide sufficient flexibility for increased costs for FY 2018-19.							Ongoing savings						
	Custodial													
Attrition Savings			(\$1,076,083)	(\$1,276,083)	\$200,000		X			(\$1,418,776)	(\$1,418,776)	\$0		
Mandatory Fringe Benefits			(\$541,399)	(\$642,023)	\$100,624		X			\$ (736,969)	\$ (736,969)	\$0		
	Total Savings \$300,624							Total Savings \$0						
	Increase Attrition Savings in FY 2018-19 due to delays in hiring custodians. There are currently 34 vacant custodian positions, and the Facilities Manager plans on hiring a few at a time.							One time savings						
Custodial Assistant Supervisor	1.00	0.00	\$69,869	\$0	\$69,869			2.00	0.0	\$69,869	\$0	\$69,869		
Mandatory Fringe Benefits			\$33,731	\$0	\$33,731					\$34,771	\$0	\$34,771		
	Total Savings \$103,600							Total Savings \$104,640						
	Delete 1.00 FTE Custodial Assistant Supervisor position that is vacant. The Airport no longer needs this position.							Ongoing savings						
Attrition Savings			(\$431,203)	(\$631,203)	\$200,000		X			(\$179,229)	(\$179,229)	\$0		
Mandatory Fringe Benefits			(\$160,167)	(\$235,167)	\$65,447		X			\$ (68,370)	\$ (68,370)	\$0		
	Total Savings \$265,447							Total Savings \$0						
	Increase Attrition Savings in FY 2018-19 due to delays in hiring one Deputy Director V. The position has been vacant since 2016 and the Airport is still in the planning stages.							One time savings						

GF = General Fund

1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Other Current Expenses			\$100,000	\$80,000	\$20,000		X			\$50,000	\$50,000	\$0		
	The Department underspent in Non-Professionalized Services by approximately \$256,578 by the end of FY 2017-18. The recommended budget of \$80,000 for Other Professional Services will provide sufficient flexibility for increased costs for FY 2018-19.							One time savings						
Senior Administrative Analyst	1.00	0.00	\$114,618	\$0	\$114,618			1.00	0.0	\$114,618	\$0	\$114,618		
Mandatory Fringe Benefits			\$46,467	\$0	\$46,467					\$47,499	\$0	\$47,499		
Senior Management Assistant	0.00	1.00	\$0	\$103,719	(\$103,719)			0.00	1.0	\$0	\$103,719	(\$103,719)		
Mandatory Fringe Benefits			\$0	\$43,012	(\$43,012)					\$0	\$44,015	(\$44,015)		
	Total Savings \$14,354							Total Savings \$14,383						
	Deny upward substitution of 1.00 FTE 1844 Senior Management to 1.00 FTE 1823 Senior Administrative Analyst.							Ongoing savings						
	Facilities													
Ford Contour Sedan	4.00	2.00	\$139,380	\$69,690	\$69,690		X					\$0		
	Reduce the number of replacement Ford Contour Sedans by two. Two of the replacement vehicles have been driven 34,050 miles and 38,360 miles since 1999. The Airport is requesting 17 hybrid, electric, and conventional cars and SUVs, of which 4 are new and 13 are replacement. Given the low mileage of the vehicles to be replaced, we recommend not replacing 4 vehicles. The Airport will still have 13 vehicles, of which 9 are replacement and 4 are new.													

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GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Ford E350 Van	1.00	0.00	\$34,000	\$0	\$34,000		X					\$0		
	<p>The vehicle is from 1992 and only has 39,888 miles. The Airport does not need this vehicle and the City is trying to "right size" its fleet of vehicles. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.</p>													
Ford 150 Truck	1.00	0.00	\$70,000	\$0	\$70,000		X					\$0		
	<p>The vehicle to be replaced has only 55,172 miles after 22 years. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.</p>													
Ford Fusion Mid-Size Sedan								1.00	0.0	\$26,210	\$0	\$26,210		X
								<p>The vehicle to be replaced has 60,380 miles and still has remaining life before the vehicle needs to be replaced. The Airport budget proposes 9 replacement hybrids (8 sedans and 1 SUV); the vehicles to be replaced have low annual mileage. The Airport is requesting 17 hybrid, electric, and conventional cars and SUVs, of which 4 are new and 13 are replacement. Given the low mileage of the vehicles to be replaced, we recommend not replacing 4 vehicles. The Airport will still have 13 vehicles, of which 9 are replacement and 4 are new.</p>						

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Ford Ranger Truck	1.00	0.00	\$27,798	\$0	\$27,798		X					\$0		
	The vehicle is from 1994 and has 55,828 miles. The Airport does not need this vehicle and the City is trying to "right size" its fleet of vehicles. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.													
Sedan Hybrid	2.00	1.00	\$51,478	\$25,739	\$25,739		X					\$0		
	The Department is replacing two minivans with hybrid sedans. The two minivans being replaced have 45,713 miles and 36,292 miles. Both are 19 years old. The Airport does not need both vehicles and the City is trying to "right size" its fleet of vehicles. The Airport is requesting 17 hybrid, electric, and conventional cars and SUVs, of which 4 are new and 13 are replacement. Given the low mileage of the vehicles to be replaced, we recommend not replacing 4 vehicles. The Airport will still have 13 vehicles, of which 9 are replacement and 4 are new.													
Ford 150	1.00	0.00	\$27,798	\$0	\$27,798		X					\$0		
	The new truck is due to the increase in the number of additional staff in the Sheetmetal shop. However, the FTE count will not rise in FY19-20 or FY 20-21. The Airport is already buying a new truck for the filled positions. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.													

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Budget and Finance Committee, May 24, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
F250 Lift Truck	1.00	0.00	\$26,930	\$0	\$26,930		X					\$0		
	The new truck is for additional staff at the Plumbing Shop. However, there is no increase in FTEs in this division in FY 2018-19 and FY 2019-20. Furthermore, there are still 4 vacant positions and one person on leave. The Airport should delay purchasing this vehicle until FY 2020-21 when all positions are filled. The Airport proposes 36 trucks in the budget (light duty, regular, super duty, and lift), of which 16 are new and 20 are replacement. We recommend against 3 replacement trucks for which the vehicle to be replaced has low annual mileage, and 2 new trucks which are not needed. The Airport will still have 29 new and replacement trucks in the budget.													
	Electric Shop													
Electrician	22.00	21.00	\$2,516,115	\$2,406,719	\$109,396			#####	###	\$2,516,115	\$2,406,719	\$109,396		
Mandatory Fringe Benefits			\$1,094,495	\$1,046,908	\$47,587					\$1,122,644	\$1,073,833	\$48,811		
	Total Savings \$156,983							Total Savings \$158,207						
	Reduce the number of 7345 Electricians by 1.00 FTEs. One position has been vacant since 2015, and two have been vacant since 2016. The Airport has requested a substitution for one of these Electrician positions to become an Electronic Maintenance Technician, leaving seven vacant Electricians within this department.							Ongoing savings						
	Engineering Services													
Other Professional Services			\$1,285,000	\$1,010,000	\$275,000					\$2,360,000	\$2,085,000	\$275,000		
	Reduce proposed budget for Low and Medium priority new professional services contracts in Engineering.							Ongoing savings						

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Ground Transportation Unit													
Other Equip Maint			\$500,000	\$336,642	\$163,358					\$500,000	\$500,000	\$0		
	Reduce to reflect historical underspending. The Department is projected to spend \$133,053 in FY 2017-18.							One time savings						
	Info Technology and Telecom													
IS Business Analyst- Senior	1.00	0.00	\$126,107	\$0	\$126,107			1.00	0.0	\$126,107	\$0	\$126,107		
Mandatory Fringe Benefits			\$49,005	\$0	\$49,005					\$50,025	\$0	\$50,025		
	Total Savings \$175,112							Total Savings \$176,132						
	Delete 1.00 FTE 1053 IS Business Analyst-Senior position that has been vacant since 2015.							Ongoing savings						
Telephone Charges- Non Work Order			\$1,815,000	\$1,632,000	\$183,000					\$1,815,000	\$1,632,000	\$183,000		
	Reduce Other Professional Services budget by \$183,000 to reflect actual need.							Ongoing savings						
Senior Clerk	1.57	0.77	\$97,164	\$48,582	\$48,582			2.00	1.8	\$126,187	\$111,675	\$14,512		
Mandatory Fringe Benefits			\$49,084	\$24,542	\$24,542					\$65,840	\$58,268	\$7,572		
	Total Savings \$73,124							Total Savings \$22,083						
	Delay 0.77 FTE new 1406 Senior Clerk position by one year due to ongoing vacancies and delayed hiring. The Airport currently has two vacant Senior Clerk positions.							Ongoing savings						
Network Equipment								1.00	0.0	\$120,000	\$0	\$120,000		X
	One time savings							Delete the replacement network equipment. The Airport does not need this item.						

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Budget and Finance Committee, May 24, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
NetOptic Expansion	2.00	1.00	\$90,000	\$45,000	\$45,000		X	1.00	1.0	\$45,000	\$45,000	\$0		
	Reduce the number of new NetOptic Expansion (which mirrors network traffic to inspect potential vulnerabilities) by one in FY 2018-19. The Airport will still be able to purchase an additional NetOptic Expansion in FY 2018-19 and another one in FY 2019-20.							One time savings						
Video Monitor	6.00	5.00	\$90,000	\$75,000	\$15,000		X				\$0	\$0		
	Reduce the number of replacement video monitors by one. The Airport needs 4 operational video monitors, and requested two in case the operational ones break. However, according to the Airport, the operational ones rarely break.													
	Museum													
Curator II	0.77	0.00	\$67,945	\$0	\$67,945			1.00	0.0	\$88,240	\$0	\$88,240		
Mandatory Fringe Benefits			\$29,796	\$0	\$29,796					\$39,711	\$0	\$39,711		
	<i>Total Savings \$97,741</i>							<i>Total Savings \$127,951</i>						
	Deny new position. The SFO Airport is already creating a new Curator II position from a Curator I position. The Airport will still have 4 Curator II positions, one more than it has currently. The Airport currently has one Curator I position, 4 Curator II position, 7 Curator III positions, and 3 Curator IV positions.							Ongoing savings						
	Planning and Environmental Affairs													
Other Professional Services			\$3,837,500	\$3,737,500	\$100,000					\$3,650,000	\$3,375,000	\$275,000		

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Reduce to reflect historical underspending. The Department is projected to spend \$2,554,519.8 for this in FY 2017-18. The recommended budget of \$3,737,500 will provide sufficient flexibility for increased costs for FY 2018-19.							Ongoing savings						
	Police Bureau													
Manager III	1.00	0.00	\$153,931	\$0	\$153,931			1.00	0.0	\$153,931	\$0	\$153,931		
Mandatory Fringe Benefits			\$60,019	\$0	\$60,019					\$61,793	\$0	\$61,793		
Airport Economic Planner	0.00	1.00	\$0	\$140,702	(\$140,702)			0.00	1.0	\$0	\$140,702	(\$140,702)		
Mandatory Fringe Benefits			\$0	\$52,400	(\$52,400)					\$0	\$53,757	(\$53,757)		
	Total Savings \$20,848							Total Savings \$21,265						
	Deny upward substitution of 1.00 FTE 9255 Airport Economic Planner to 1.00 FTE 0931 Manager II due to inadequate justification and ongoing need for Airport Economic Planner in another Department. The Police Bureau does not currently have Airport staff.							Ongoing savings						
GO-4								1.00	0.0	\$34,000	\$0	\$34,000		X
								The vehicle to be replaced has only 16,602 miles and still has remaining useful life before the vehicle needs to be replaced.						
GO-4								1.00	0.0	\$34,000	\$0	\$34,000		X
								The vehicle to be replaced has only 16,556 miles and still has remaining useful life before the vehicle needs to be replaced.						

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Project Management													
Project Manager IV	1.00	0.00	\$220,935	\$0	\$220,935			1.00	0.0	\$220,935	\$0	\$220,935		
Mandatory Fringe Benefits			\$69,006	\$0	\$69,006					\$70,276	\$0	\$70,276		
	Total Savings \$289,941							Total Savings \$291,211						
	Delete 1.00 FTE 5508 Project Manager IV position that has been vacant since 2014 (4 years); the Airport does not have immediate plans to fill this position. The Airport has 7 positions in this classification (2 on-budget, including the subject position; and 5 off-budget funded by the capital budget). Two of the 5 off-budget positions are vacant.							Ongoing savings						
	Reprographics													
Illustrator And Art Designer	1.00	0.00	\$93,435	\$0	\$93,435			1.00	0.0	\$93,435	\$0	\$93,435		
Mandatory Fringe Benefits			\$40,668	\$0	\$40,668					\$41,721	\$0	\$41,721		
Graphic Artist	0.00	1.00	\$0	\$71,904	(\$71,904)			0.00	1.0	\$0	\$71,904	(\$71,904)		
Mandatory Fringe Benefits			\$0	\$34,288	(\$34,288)					\$0	\$35,327	(\$35,327)		
	Total Savings \$27,911							Total Savings \$27,925						
	Deny upward substitution of 1.00 FTE 5322 Graphic Artist I to 1.00 FTE 5320 Illustrator And Art Designer. The responsibilities of this position can be carried out by the existing classification.							Ongoing savings						
	Security Access Office													
Other Current Expenses			\$412,500	\$412,500	\$0					\$586,000	\$566,000	\$20,000		X
	One time savings							Reduce Other Current Expenses by \$20,000 due to a new professional services contract						

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GF = General Fund
 1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AIR- Airport

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Water Quality													
Stationary Engineer, Sewage Plant	1.00	0.00	\$105,353	\$0	\$105,353			1.00	0.0	\$105,353	\$0	\$105,353		
Mandatory Fringe Benefits			\$45,110	\$0	\$45,110					\$46,234	\$0	\$46,234		
	Total Savings \$150,463							Total Savings \$151,587						
	Delete 1.00 FTE 7372 Stationary Engineer, Sewage System position that has been vacant since 2015. There are currently four vacant 7372 Stationary Engineer, Sewage Plant positions. The Airport will still have 17 positions.							Ongoing savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$1,009,026	\$2,407,158	\$3,416,184
Total	\$1,009,026	\$2,407,158	\$3,416,184

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$234,210	\$2,438,089	\$2,672,299
Total	\$234,210	\$2,438,089	\$2,672,299

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YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$77,782,063 budget for FY 2018-19 is \$1,248,364 or 1.6% more than the original FY 2017-18 budget of \$76,533,699.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 301.00 FTEs, which are 25.20 FTEs more than the 275.80 FTEs in the original FY 2017-18 budget. This represents a 9.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$77,782,063 in FY 2018-19, are \$1,248,364 or 1.6% more than FY 2017-18 revenues of \$76,533,699.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$76,547,087 budget for FY 2019-20 is \$1,234,976 or 1.6% less than the Mayor's proposed FY 2018-19 budget of \$77,782,063.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 301.00 FTEs, which is the same as the 301.00 FTEs in the Mayor's proposed FY 2018-19 budget. This represents no change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$76,547,087 in FY 2019-20, are \$1,234,976 or 1.6% less than FY 2018-19 estimated revenues of \$77,782,063.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: DBI – DEPARTMENT OF BUILDING INSPECTION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Department of Building Inspection	78,833,726	92,447,756	72,065,853	70,236,047	76,533,699	77,782,063
FTE Count	284.50	287.34	283.15	282.03	275.80	301.00

The Department's budget decreased by \$1,051,663 or 1.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 16.50 or 5.8% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$1,248,364 largely due to an increase in funding for outreach for the Accessible Business Entrance (ABE) program and Tall Building Peer Review, as well as an increase in a work order with the City Attorney's Office.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$1,234,976 largely due to the termination of a work order with the Mayor's Office of Housing and Community Development's Code Enforcement Loan Program to address violations.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DBI – DEPARTMENT OF BUILDING INSPECTION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$803,327 in FY 2018-19. Of the \$803,327 in recommended reductions, \$494,734 is ongoing savings and \$308,593 is one-time savings. These reductions would still allow an increase of \$445,037 or 0.6% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$498,013 in FY 2019-20. All of the \$498,013 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DBI - Department of Building Inspection

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Administration													
Data Processing Equipment			\$430,000	\$421,811	\$8,189		x			\$0	\$0	\$0		
	Reduce to reflect actual amount of vendor quotes. These are carry-forward funds from FY 2017-18.							One time savings						
1822 Administrative Analyst	1.00	0.00	\$98,363	\$0	\$98,363			1.00	0.00	\$98,363	\$0	\$98,363		
Mandatory Fringe Benefits			\$41,544	\$0	\$41,544					\$42,552	\$0.00	\$42,552		
	Total Savings \$139,907							Total Savings \$140,915						
	Delete 1.0 FTE vacant 1822 Administrative Analyst. This position has been vacant since February 2015 and is part of a unit that conducts Office Operations, which already has a filled 1.0 FTE 1452 Executive Secretary II position.							Ongoing savings.						
	Permit Services													
9993 Attrition Savings	(12.00)	(11.00)	(\$1,205,118)	(\$1,331,761)	\$126,643			(12.00)	(11.00)	(\$1,205,118)	(\$1,331,761)	\$126,643		
Mandatory Fringe Benefits			(\$501,017)	(\$551,787)	\$50,770					(\$514,145)	(\$566,051)	\$51,906		
	Total Savings \$177,413							Total Savings \$178,549						
	Increase Attrition Savings due to anticipated delays in hiring and vacancies.							Increase Attrition Savings due to anticipated delays in hiring and vacancies.						
6321 Permit Technician	1.00	0.77	\$63,094	\$48,582	\$14,512		x							
Mandatory Fringe Benefits			\$31,873	\$24,542	\$7,331		x							
5207 Associate Engineer	1.00	0.77	\$131,463	\$101,227	\$30,236		x							
Mandatory Fringe Benefits			\$50,446	\$38,843	\$11,603		x							
5214 Building Plans Engineer	2.00	1.54	\$335,553	\$258,376	\$77,177		x					\$0		
Mandatory Fringe Benefits			\$116,008	\$89,326	\$26,682		x					\$0		
	Total Savings \$167,541							Total Savings \$0						
	Reduce 2.0 FTE 5214 Building Plans Engineer by 0.23 FTE each, 1.0 FTE 5207 Associate Engineer by 0.23 FTE, and 1.0 FTE 6321 Permit Technician I by 0.23 FTE to reflect anticipated delays in hiring and vacancies.							One time savings						

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DBI - Department of Building Inspection

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Inspection Services													
9993 Attrition Savings	(14.00)	(13.00)	(\$1,693,988)	(\$1,820,631)	\$126,643			(14.00)	(13.00)	(\$1,693,988)	(\$1,820,631)	\$126,643		
Mandatory Fringe Benefits			(\$690,203)	(\$740,974)	\$50,771					(\$707,175)	(\$759,081)	\$51,906		
	Total Savings \$177,414							Total Savings \$178,549						
	Increase Attrition Savings due to anticipated delays in hiring and vacancies.							Increase Attrition Savings due to anticipated delays in hiring and vacancies.						
6248 Electrical Inspector	1.00	0.77	\$126,643	\$97,515	\$29,128		x					\$0		
Mandatory Fringe Benefits			\$51,704	\$39,812	\$11,892		x					\$0		
	Total Savings \$41,020							Total Savings \$0						
	Reduce 1.0 FTE 6248 Electrical Inspector by 0.23 FTE to reflect anticipated delays in hiring.							One time savings						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DBI - Department of Building Inspection

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
6321 Permit Technician I	1.00	0.77	\$63,094	\$48,582	\$14,512		x					\$0		
Mandatory Fringe Benefits			\$31,873	\$24,542	\$7,331		x					\$0		
	Total Savings \$21,843							Total Savings \$0						
	Reduce 1.0 FTE 6321 Permit Technician I by 0.23 FTE to reflect anticipated delays in hiring.							One time savings						
Automotive & Other Vehicles			\$35,000	\$0	\$35,000		x					\$0		
Automotive & Other Vehicles			\$35,000	\$0	\$35,000		x							
	Total Savings \$70,000							Total Savings \$0						
	Reduce the number of replacement vehicles by two. Since 2004, one replacement vehicle has been driven 19,879 miles (approximately 6 miles per work day). Since 2005, one replacement vehicle has been driven 25,526 (approximately 9 miles per work day). DBI will still be able to replace eight Honda Civic CNG with over 50,000 miles. The Department has not shown sufficient justification for replacement vehicles and the City is trying to "right size" its fleet of vehicles.							One time savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
Non-General Fund	\$308,593	\$494,734	\$803,327
Total	\$308,593	\$494,734	\$803,327

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
Non-General Fund	\$0	\$498,013	\$498,013
Total	\$0	\$498,013	\$498,013

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$21,965,767 budget for FY 2018-19 is \$1,115,671 or 4.8% less than the original FY 2017-18 budget of \$23,081,438.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 66.00 FTEs, which are 0.90 FTEs less than the 66.90 FTEs in the original FY 2017-18 budget. This represents a 1.3% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$21,965,767 in FY 2018-19, are \$1,115,671 or 4.8% less than FY 2017-18 revenues of \$23,081,438.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$22,045,518 budget for FY 2019-20 is \$79,751 or 0.4% more than the Mayor's proposed FY 2018-19 budget of \$21,965,767.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 66.00 FTEs, which is the same as the 66.00 FTEs in the Mayor's proposed FY 2018-19 budget. This represents no change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$22,045,518 in FY 2019-20, are \$79,751 or 0.4% more than FY 2018-19 estimated revenues of \$21,965,767.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: ENV – DEPARTMENT OF THE ENVIRONMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Department of the Environment	17,366,898	15,979,636	17,368,744	18,598,247	23,081,438	21,965,767
FTE Count	59.09	61.69	61.07	65.92	66.90	66.00

The Department's budget increased by \$4,598,869 or 26.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 6.91 or 11.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has decreased by \$1,115,671 largely due to fluctuations in federal and state grant awards. According to the Department, this is a regular occurrence and there are no material differences in the grant cycle from federal or state agencies.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$79,751 largely due to a Consumer Price Index (CPI) increase to the Solid Waste Impound funding.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ENV – DEPARTMENT OF THE ENVIRONMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$194,754 in FY 2018-19. Of the \$194,754 in recommended reductions, \$94,300 is ongoing savings and \$100,454 is one-time savings.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$94,300 in FY 2019-20. All of the \$94,300 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ENV - Department of the Environment

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Environmental Services													
Other Professional Services			\$25,800	\$18,300	\$7,500					\$25,800	\$18,300	\$7,500		
	Reduce by \$7,500 to reflect historical Department operating contract expenditures and actual need.							Ongoing savings.						
Other Professional Services			\$94,940	\$38,140	\$56,800					\$279,414	\$222,614	\$56,800		
	Reduce by \$56,800 to reflect historical Department solid waste contract expenditures and actual need.							Ongoing savings.						
Other Current Expenses			\$38,700	\$25,801	\$12,899					\$38,700	\$25,801	\$12,899		
	Reduce by \$12,899 to reflect historical operating expenditures and actual need.							Ongoing savings.						
Other Current Expenses			\$51,300	\$34,199	\$17,101					\$51,300	\$34,199	\$17,101		
	Reduce by \$17,101 to reflect historical Department expenditures and actual need.							Ongoing savings.						
Attrition Savings	(8.00)	(8.73)	(\$770,773)	(\$841,106)	\$70,333		x					\$0		
Mandatory Fringe Benefits			(\$330,097)	(\$360,218)	\$30,121		x					\$0		
	Total Savings \$100,454							Total Savings \$0						
	Increase attrition savings due to delay of hiring 1.0 FTE 5644 Principal Environmental Specialist by 0.5 FTE and 5638 1.0 FTE Environmental Assistant by 0.23 FTE, which became vacant in March 2018. The Department has a projected salary surplus of approximately \$374,000 in FY 2017-18 and had salary surpluses of \$229,400 in FY 2016-17 and \$509,500 in FY 2015-16 due to turnover, extended vacancies, and other delays in hiring.							One-time savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$100,454	\$94,300	\$194,754
Total	\$100,454	\$94,300	\$194,754

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$94,300	\$94,300
Total	\$0	\$94,300	\$94,300

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$174,354,417 budget for FY 2018-19 is \$41,152,390 or 30.9% more than the original FY 2017-18 budget of \$133,202,027.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 246.51 FTEs, which are 0.87 FTEs more than the 245.64 FTEs in the original FY 2017-18 budget. This represents a 0.4% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$174,354,417 in FY 2018-19, are \$41,152,390 or 30.9% more than FY 2017-18 revenues of \$133,202,027.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$147,698,264 budget for FY 2019-20 is \$26,656,153 or 15.3% less than the Mayor's proposed FY 2018-19 budget of \$174,354,417.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 246.95 FTEs, which are 0.44 FTEs more than the 246.51 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$147,698,264 in FY 2019-20, are \$26,656,153 or 15.3% less than FY 2018-19 estimated revenues of \$174,354,417.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: PRT – PORT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Port	91,674,259	109,885,192	109,731,648	141,159,032	133,202,027	174,354,417
FTE Count	236.79	241.34	241.29	244.19	245.64	246.51

The Department's budget increased by \$82,680,158 or 90.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 9.72 or 4.1% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$41,152,390 largely due to increases of \$15,016,678 in Buildings, Structures, and Improvement Projects, \$13,688,448 in Programmatic Projects, \$5,256,847 in work orders to other departments, and \$5,063,020 in anticipated reserve balance to fund future capital projects. The largest project budget increases are \$11,000,000 for the Mission Bay Ferry Terminal, \$8,000,000 for waterfront developments and \$5,000,000 for the Seawall Resiliency Project.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$26,656,153 largely due to a decrease of \$30,305,184 in Buildings, Structures, and Improvement Projects. This decrease in FY 2019-20 is largely due to the anticipated completion of projects budgeted in FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: PRT – PORT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$581,336 in FY 2018-19. Of the \$581,336 in recommended reductions, \$270,228 are ongoing savings and \$311,108 are one-time savings. These reductions would still allow an increase of \$40,571,055 or 30.5% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$576,483 in FY 2019-20. Of the \$576,483 in recommended reductions, \$392,853 are ongoing savings and \$183,360 are one-time savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PRT - Port

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Administration													
Equipment Purchase-Budget			\$99,496	\$65,408	\$34,088		X					\$0		
	Eliminate 1 replacement Ford Transit. The vehicle proposed for replacement, Ford E350 Van, has been driven only 16,843 miles since 1997, an average of 842 miles per year. The Port does not need this replacement vehicle, and the City is trying to "right size" its fleet of vehicles.							N/A						
Equipment Purchase-Budget					\$0					\$57,504	\$37,000	\$20,504		X
	N/A							Substitute 2 replacement Toyota Priuses with 1 Chevy Bolt. The vehicles proposed for replacement, 2001 and 2002 Toyota Priuses, have only been driven 35,320 and 28,185 miles, respectively; these vehicles average only 2,208 and 1,762 miles per year. The Chevy Bolt will help the Port reach its electrical vehicle goal by 2022.						
Equipment Purchase-Budget					\$0					\$315,434	\$217,558	\$97,876		X
	N/A							Eliminate 2 replacement Ford F250s. The vehicles proposed for replacement, 2001 Ford F250s, have only been driven 48,104 and 47,618 miles, respectively; these vehicles average only 2,832 and 2,801 miles per year. The Port does not need these replacement vehicles and the City is trying to "right size" its fleet of vehicles.						
Equipment Purchase-Budget					\$0					\$181,613	\$116,363	\$65,250		X
	N/A							Eliminate Cisco server equipment. The Port listed this as a "low priority" equipment request.						
Dp-Wp Equipment Maint					\$0					\$289,000	\$279,000	\$10,000		
	N/A							Reduce the Equipment Maintenance budget to reflect savings associated with purchasing new equipment.						
Attrition			(\$33,870)	(37,655)	\$3,785		X							
Mandatory Fringe Benefits			(\$12,832)	(13,615)	\$783		X							
	Total Savings \$4,568							Total Savings \$0						

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PRT - Port

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Adjust attrition savings to account for delay in finalizing position substitution from 1043 IS Senior Engineer to 1044 IS Engineer Principal position							N/A						
	Real Estate and Development													
Maint Svcs-Bldgs & Impvts-Bdgt			\$865,000	\$860,000	\$5,000					\$870,000	\$865,000	\$5,000		
	Reduce the Buildings Maintenance budget by \$5,000 to correct for overbudgeting Pest Control.							Ongoing savings						
9993 Attrition			\$0	(\$47,588)	\$47,588		X							
Mandatory Fringe Benefits			\$0	(\$19,249)	\$19,249		X							
	Total Savings \$66,837							Total Savings \$0						
	Adjust attrition savings to account for delay in hiring Manager II position.							N/A						
	Maritime													
5216 Chief Surveyor	1.00	0.00	\$142,095	\$0	\$142,095			1.00	0.00	\$142,095	\$0	\$142,095		
Mandatory Fringe Benefits			\$52,688	\$0	\$52,688					\$54,044	\$0	\$54,044		
5314 Survey Associate	1.00	2.00	\$109,718	\$219,436	(\$109,718)			1.00	2.00	\$109,718	\$219,436	(\$109,718)		
Mandatory Fringe Benefits			\$45,125	\$90,250	(\$45,125)					\$46,164	\$92,328.00	(\$46,164)		
	Total Savings \$39,940							Total Savings \$40,257						
	Deny substitution of 1.00 FTE 5312 Survey Assistant II position to 5216 Chief Surveyor. This recommendation would allow two Survey Associates under the Engineer.							Ongoing savings						
9993 Attrition			(\$70,571)	(83,667)	\$13,096		X							
Mandatory Fringe Benefits			(\$25,737)	(28,662)	\$2,925		X							
	Total Savings \$16,021							Total Savings \$0						
	Adjust attrition savings to account for delay in hiring 5241 Engineer position							N/A						
1825 Principal Administrative Analyst II	1.00	0.00	\$145,335	\$0	\$145,335			1.00	0.00	\$145,335	0	\$145,335		
Mandatory Fringe Benefits			\$53,358	\$0	\$53,358					\$54,711	0	\$54,711		

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PRT - Port

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
1824 Principal Administrative Analyst	0.00	1.00	\$0	\$132,668	(\$132,668)			0.00	1.00	\$0	132,668	(\$132,668)		
Mandatory Fringe Benefits			\$0	\$50,737	(\$50,737)					\$0	51,782	(\$51,782)		
	Total Savings \$15,288							Total Savings \$15,596						
	Deny substitution of 1.00 FTE 1824 Principal Administrative Analyst to 1825 Principal Administrative Analyst II. This position oversees two clerk positions and is appropriate at the 1824 level.							Ongoing savings						
Entertainment & Promotion Bdgt			\$95,400	\$70,400	\$25,000					\$97,400	\$72,400	\$25,000		
	Reduce the Maritime Promotional budget by \$25,000 to reflect the Port's needs.							Ongoing savings						
Other Current Expenses - Bdgt					\$0					\$76,775	\$63,775	\$13,000		
								Reduce Other Current Expenses by \$13,000 to account for a 3-year cyclical expense incorrectly applied to FY 2019-20.						
	Capital Investment													
9993 Attrition			(\$1,265,298)	(\$1,303,504)	\$38,206		X							
Mandatory Fringe Benefits			(\$504,935)	(\$520,424)	\$15,489		X							
	Total Savings \$53,695							Total Savings \$0						
	Adjust attrition savings to account for delay in hiring Senior Administrative Analyst position							N/A						
9993 Attrition			\$0	(\$24,406)	\$24,406		X							
Mandatory Fringe Benefits			\$0	(\$11,493)	\$11,493		X							
	Total Savings \$35,898							Total Savings \$0						
	Adjust attrition savings to account for delay in hiring Asphalt Worker							N/A						
Overtime	0.00	0.00	\$500,385	\$470,385	\$30,000					\$500,385	\$470,385	\$30,000		

GF = General Fund

1T = One Time

Budget and Finance Committee, May 24, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

PRT - Port

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Reduce the Overtime budget by \$30,000. The Port increased Overtime in Capital investment from \$270,385 in FY 2017-18 to \$500,385 in FY 2018-19 to account for additional cleaning and maintenance of the waterfront. An increase to \$470,385 is sufficient to improve cleanliness and maintenance.							Ongoing savings						
Other Current Expenses - Bdgt			\$118,000	\$113,000	\$5,000					\$75,782	\$71,782	\$4,000		
	Reduce Other Current Expenses by \$5,000 to correct for inflation on expenses that was budgeted too aggressively.							Ongoing savings						
Materials & Supplies			\$90,000	\$40,000	\$50,000					\$90,000	\$40,000	\$50,000		
	The department-wide budget for materials & supplies increased from \$1,581,784 in FY 2017-18 to \$1,633,150 in FY 2018-19. Actual department wide expenditures were \$1333,432 in FY 2015-16 and \$1,419,321 in FY 2016-17.							Ongoing savings						
	Enterprise Technology Projects													
Programmatic Projects-Budget			\$1,740,000	\$1,640,000	\$100,000		X					\$0		
	Reduce the Enterprise Technology Programmatic Projects budget by \$100,000 to reflect the Port's needs.							N/A						
	Waterfront Development Projects													
Programmatic Projects-Budget			\$8,000,000	\$7,900,000	\$100,000					\$10,100,000	\$9,900,000	\$200,000		
	Reduce the Waterfront Development Programmatic Projects budget by \$100,000 to reflect the Port's needs.							Ongoing savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$311,108	\$270,228	\$581,336
Total	\$311,108	\$270,228	\$581,336

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$183,630	\$392,853	\$576,483
Total	\$183,630	\$392,853	\$576,483

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$159,376,732 budget for FY 2018-19 is \$21,525,907 or 15.6% more than the original FY 2017-18 budget of \$137,850,825.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 697.14 FTEs, which are 0.46 FTEs less than the 697.60 FTEs in the original FY 2017-18 budget. This represents a 0.1% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$159,376,732 in FY 2018-19, are \$21,525,907 or 15.6 % more than FY 2017-18 revenues of \$137,850,825.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$150,509,345 budget for FY 2019-20 is \$8,867,387 or 5.6% less than the Mayor's proposed FY 2018-19 budget of \$159,509,345.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 694.57 FTEs, which are 2.57 FTEs less than the 697.14 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.4% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$150,509,345 in FY 2019-20, are \$8,867,387 or 5.6% less than FY 2018-19 estimated revenues of \$159,256,732.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: LIB – PUBLIC LIBRARY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Budget	\$100,531,375	\$109,483,373	\$117,128,318	\$126,008,847	\$137,850,825	\$159,376,732
FTE Count	652.22	660.70	662.28	682.99	697.60	697.14

The Department's budget increased by \$58,845,357 or 58.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 44.92 or 6.9% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FTE increases from FY 2015-16 to FY 2017-18 were driven by the expansion of service hours, the corresponding addition of custodial, security and engineering staff and the addition of youth librarians system wide. The primary driver of the budget increase from FY 2017-18 to FY 2018-19 is the capital funding for the Mission branch library, which fully funds the project.

FY 2018-19

The Department's FY 2018-19 budget is proposed to increase by \$ \$21,525,907 largely due to large capital projects to be launched in FY 2018-19, notably the renovation of the Mission branch, additional roofing renewals and other projects.

The Library is proposing an expenditure of \$2,992,772 to deploy a Radio Frequency Identification (RFID) system in FY 2018-19. The RFID system will equip library books and audio/visual materials with radio communication tags in order to improve the Library's collection management and check out procedures. The budget for the RFID project includes funding for hardware, software licensing, and temporary salaries to backfill permanent staff redirected for the RFID implementation.

FY 2019-20

The Department's FY 2019-20 budget is proposed to decrease by \$8,867,387 largely due to a decrease in capital project allocations.

The Library is proposing an expenditure of \$384,984 for the deployment of the Radio Frequency Identification (RFID) system in FY 2019-20 (discussed above).

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: LIB – PUBLIC LIBRARY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$352,600 in FY 2018-19. Of the \$352,600 in recommended reductions, \$341,350 are ongoing savings and \$11,250 are one-time savings. These reductions would still allow an increase of \$21,173,307 or 15.4% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$641,350 in FY 2019-20. Of the \$641,350 in recommended reductions, \$341,350 are ongoing savings and \$300,000 are one-time savings. These reductions would further reduce the Department's planned decrease of its FY 2019-20 budget, to a total decrease of \$9,508,737 or 6.0% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

LIB - Public Library

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Main Library Operations													
Attrition Savings			(\$1,374,486)	(\$1,443,486)	\$69,000					(1,374,486)	(1,443,486)	\$69,000		
Mandatory Fringe Benefits			(\$624,756)	(\$655,756)	\$31,000					(\$624,756)	(\$655,756)	\$31,000		
	Total Savings \$100,000							Total Savings \$100,000						
	Increase attrition savings to account for vacancies.							Ongoing savings						
Freight Delivery			\$50,000	\$20,000	\$30,000					\$50,000	\$20,000	\$30,000		
	Reduce Freight Delivery to expected expenditure.							Ongoing savings						
	Facilities Maintenance													
Property Rent			\$1,025,745	\$925,745	\$100,000					\$1,055,145	\$955,145	\$100,000		
	Decrease rent due to expected surplus in current fiscal year.							Ongoing savings						
Equipment Purchase-Budget			\$246,500	\$235,250	\$11,250		X					\$0		
	Eliminate purchase of one piece of unnecessary equipment.							One-time savings.						
	Administration													
Membership Fees			\$66,350	\$55,000	\$11,350					\$66,350	\$55,000	\$11,350		
	Reduce budget for Membership Fees to expected expenditure.							Ongoing savings						
	Information Technology													
Software Licensing Fees			\$1,207,737	\$1,107,737	\$100,000					\$1,172,737	\$1,072,737	\$100,000		
	Reduce Licensing Fees to expected expenditure.							Ongoing savings						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

LIB - Public Library

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Capital Improvement Project													
Bldgs.Struct&Imprv Pro-Budget					\$0					\$9,006,358	\$8,706,358	\$300,000		X
	Savings in FY 2019-20 only.							Reduce Capital Improvement Project Non-BLIP Branch Remodel Costs. Department has revised spending plan downward. The Library will continue to work with Public Works to further develop the scope & design work for the next phase of branch projects to refine the funding needs in FY 20						

FY 2018-19				FY 2019-20			
	Total Recommended Reductions				Total Recommended Reductions		
	One-Time	Ongoing	Total		One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0	General Fund	\$0	\$0	\$0
Non-General Fund	\$11,250	\$341,350	\$352,600	Non-General Fund	\$300,000	\$341,350	\$641,350
Total	\$11,250	\$341,350	\$352,600	Total	\$300,000	\$341,350	\$641,350

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$1,300,058,462 budget for FY 2018-19 is \$247,217,074 or 23% more than the original FY 2017-18 budget of \$1,052,841,388.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1,684.39 FTEs, which are 36.26 FTEs more than the 1,648.13 FTEs in the original FY 2017-18 budget. This represents a 2% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$1,300,058,462 in FY 2018-19, are \$247,217,074 or 23% more than FY 2017-18 revenues of \$1,052,841,388.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$1,402,330,591 budget for FY 2019-20 is \$102,272,129 or 8% more than the Mayor's proposed FY 2018-19 budget of \$1,300,058,462.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1,687.71 FTEs, which are 3.32 FTEs more than the 1,684.39 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$1,402,330,591 in FY 2019-20, are \$102,272,129 or 8% more than FY 2018-19 estimated revenues of \$1,300,058,462.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: PUC – PUBLIC UTILITIES COMMISSION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Budget	Budget	Budget	Budget	Budget	Proposed
SFPUC	\$873,552,638	\$939,577,779	\$973,661,875	\$993,383,879	\$1,052,841,388	\$1,300,058,462
FTE	1,621.27	1,618.25	1,633.53	1,636.96	1,648.13	1,684.39

The Department's budget increased by \$426,505,824 or 49% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 63.12 or 4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased largely due to the proposed expansion of CleanPowerSF, San Francisco's Community Choice Aggregation (CCA) program. CleanPowerSF launched in 2016 and currently serves approximately 80,000 customer accounts. The next auto-enrollment phase in July 2018 is expected to add approximately 150,000 customers, and final citywide enrollment is expected to add approximately 125,000 customers by July 2019, for a total of approximately 350,000 customer accounts with average electricity demand of approximately 400 megawatts (MW).

CleanPowerSF program revenues and costs are estimated to increase from \$38.0 million in FY 2017-18 to \$128.3 million in FY 2018-19.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased largely due to the proposed final expansion of CleanPowerSF. CleanPowerSF program revenues and costs are estimated to increase from \$128.3 million in FY 2018-19 to \$244.3 million in FY 2019-20.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: PUC – PUBLIC UTILITIES COMMISSION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$6,115,079 in FY 2018-19. Of the \$6,115,079 in recommended reductions, \$3,642,130 are ongoing savings and \$2,472,949 are one-time savings. These reductions would still allow an increase of \$241,101,995 or 23% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$4,460,467 in FY 2019-20. Of the \$4,460,477 in recommended reductions, \$4,394,249 are ongoing savings and \$66,218 are one-time savings. These reductions would still allow an increase of \$97,311,662 or 8% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WTR - Water Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Administration													
Facilities Maintenance			\$5,277,000	\$4,627,000	\$650,000		x							
	SFPUC increased the budget for 525 Golden Gate operations and maintenance from \$3,719,000 in FY 2017-18 to \$5,277,000 in FY 2018-19 to fund one-time expenditures. Actual expenditures in FY 2015-16 and FY 2016-17 for ongoing operations and maintenance were \$2.7 million and \$2.4 million respectively. The proposed reduction of \$650,000 adjusts for annual expenditures that are less than the budget will allow for the one-time budget increase for special maintenance activities.													
Step Adjustments			\$0	(\$10,266)	\$10,266					\$0	(\$10,266)	\$10,266		
Mandatory Fringe Benefits			\$0	(\$2,672)	\$2,672					\$0	(\$2,672)	\$2,672		
	Total Savings \$12,938							Total Savings \$12,938						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	CDD Shops													
Automotive & Other Vehicles			\$133,492	\$75,600	\$57,892		X					\$0		
	Eliminate 2 new Chevy Colorado pickups. The Water Enterprise has 264 pick up trucks of various sizes, including 144 in CDD. The increase in CDD staff to do field work is minimal and could share existing vehicles.							N/A						
7345 Electrician	3.00	2.00	\$328,189	\$218,793	\$109,396			3.00	2.00	\$328,189	\$218,793	\$109,396		
Mandatory Fringe Benefits			\$142,760	\$95,173	\$47,587					\$146,430	\$97,620	\$48,810		
9993 Attrition			(\$361,089)	(\$251,693)	(\$109,396)					(\$373,113)	(\$263,717)	(\$109,396)		
Mandatory Fringe Benefits			(\$156,832)	(\$109,245)	(\$47,587)					(\$166,470)	(\$117,660)	(\$48,810)		
	Total Savings \$0							Total Savings \$0						
	Eliminate 1.00 FTE 7345 Electrician Position vacant since 07/01/2014. Department is not planning to fill the position. The Water Enterprise has 7 Electrician positions in the budget. Position reduction offset by a reduction in attrition savings to allow the department sufficient funds for salaries.							Ongoing savings						
Step Adjustments			\$0	(\$46,046)	\$46,046					\$0	(\$46,046)	\$46,046		
Mandatory Fringe Benefits			\$0	(\$12,574)	\$12,574					\$0	(\$12,574)	\$12,574		
	Total Savings \$58,620							Total Savings \$58,620						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						

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GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WTR - Water Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	CDD Admin													
0941 Manager VI	1.00	0.00	\$191,316	\$0	\$191,316					\$191,316	\$0	\$191,316		
Mandatory Fringe Benefits			\$67,625	\$0	\$67,625					\$69,359	\$0	\$69,359		
0933 Manager V	0.00	1.00	\$0	\$178,221	(\$178,221)					\$0	\$178,221	(\$178,221)		
Mandatory Fringe Benefits			\$0	\$64,960	(\$64,960)					\$0	\$66,708	(\$66,708)		
	Total Savings \$15,760							Total Savings \$15,746						
	Deny proposed upward substitution of 1.00 FTE 7388 Utility Plumber to 1.00 FTE 0941 Manager VI to oversee Business Support Services. Based on the position's span of control, the 0933 Manager V classification is more appropriate.							Ongoing savings						
Automotive & Other Vehicles			\$61,375	\$28,992	\$32,383		X					\$0		
	Eliminate new Toyota Prius. The Water Enterprise budget has 5 new passenger vehicles. According to the explanation provided to the Budget and Legislative Analyst's Office, three vehicles are needed to transport staff to sites within the city and to accommodate new staff. The other two vehicles are needed for the CIP (one in each fiscal year). The Water Enterprise has 47 vehicles for staff which should be shared in accordance with City policy to reduce vehicle use.							N/A						
	CDD Bldgs. & Grounds													
Step Adjustments			\$0	(\$2,184)	\$2,184					\$0	(\$2,184)	\$2,184		
Mandatory Fringe Benefits			\$0	(\$596)	\$596					\$0	(\$596)	\$596		
	Total Savings \$2,780							Total Savings \$2,780						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	CDD Engineering													
Automotive & Other Vehicles			\$32,383	\$0	\$32,383		X					\$0		
	Eliminate new Toyota Prius. The Water Enterprise budget has 5 new passenger vehicles. According to the explanation provided to the Budget and Legislative Analyst's Office, three vehicles are needed to transport staff to sites within the city and to accommodate new staff. The other two vehicles are needed for the CIP (one in each fiscal year). The Water Enterprise has 47 vehicles for staff which should be shared in accordance with City policy to reduce vehicle use.							N/A						
Step Adjustments			\$0	(\$203,138)	\$203,138					\$0	(\$203,138)	\$203,138		
Mandatory Fringe Benefits			\$0	(\$55,472)	\$55,472					\$0	(\$55,472)	\$55,472		
	Total Savings \$258,610							Total Savings \$258,610						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						

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Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WTR - Water Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	CDD Const & Maint													
Automotive & Other Vehicles			\$3,007,030	\$2,971,647	\$35,383		X							
	Eliminate new Toyota Prius. The Water Enterprise budget has 5 new passenger vehicles. According to the explanation provided to the Budget and Legislative Analyst's Office, three vehicles are needed to transport staff to sites within the city and to accommodate new staff. The other two vehicles are needed for the CIP (one in each fiscal year). The Water Enterprise has 47 vehicles for staff which should be shared in accordance with City policy to reduce vehicle use.													
7514 General Laborer	21.00	20.00	\$1,507,178	\$1,435,408	\$71,770			21.00	20.00	\$1,507,178	\$1,435,408	\$71,770		
Mandatory Fringe Benefits			\$715,714	\$681,632	\$34,082					\$737,216	\$702,110	\$35,106		
9993 Attrition			(\$2,484,703)	(\$2,412,933)	(\$71,770)			21.00	20.00	(\$2,567,444)	(\$2,495,674)	(\$71,770)		
Mandatory Fringe Benefits			(\$1,079,071)	(\$1,044,989)	(\$34,082)					(\$1,145,279)	(\$1,110,173)	(\$35,106)		
	Total Savings \$0							Total Savings \$0						
	Eliminate 1.00 FTE 7514 General Laborer Positions vacant since 01/16/2016. Department does not plan to fill position. The Water Enterprise has 50 General Laborer positions, of which 2 were new in FY 2017-18 and never hired. Position reduction offset by a reduction in attrition savings to allow the department sufficient funds for salaries.							Ongoing savings						
	WQD Engineering													
Automotive & Other Vehicles			\$26,661	\$0	\$26,661		X					\$0		
	Eliminate 1 replacement Ford Escape. The Water Enterprise states that this vehicle is to comply with HACTO, but the replacement is not energy/carbon efficient. City policy is to reduce overall vehicles.							N/A						
	WQD Envrnmtl Services													
Automotive & Other Vehicles					\$0					\$37,605	\$0	\$37,605		X
	N/A							Eliminate 1 replacement Ford Transit. The Water Enterprise states that this is to comply with HACTO but are replacing existing vehicles with new gas-powered vehicles. This vehicle is to replace a 2007 Toyota Prius which still has useful life.						

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GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WTR - Water Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	WQD Labs													
Step Adjustments			\$0	(\$16,287)	\$16,287					\$0	(\$16,287)	\$16,287		
Mandatory Fringe Benefits			\$0	(\$4,387)	\$4,387					\$0	(\$4,387)	\$4,387		
	Total Savings \$20,674							Total Savings \$20,674						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	WQD Administration													
Step Adjustments			\$0	(\$3,924)	\$3,924					\$0	(\$3,924)	\$3,924		
Mandatory Fringe Benefits			\$0	(\$1,058)	\$1,058					\$0	(\$1,058)	\$1,058		
	Total Savings \$4,982							Total Savings \$4,982						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	WST Admin													
Step Adjustments			\$0	(\$23,683)	\$23,683					\$0	(\$23,683)	\$23,683		
Mandatory Fringe Benefits			\$0	(\$6,336)	\$6,336					\$0	(\$6,336)	\$6,336		
	Total Savings \$30,019							Total Savings \$30,019						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	WST Ops & Maint													
Automotive & Other Vehicles			\$438,244	\$350,142	\$88,102		X					\$0		
	Eliminate 2 new Ford F350 pickups. The Water Enterprise requested 4 new vehicles to accommodate hiring of staff for the Harry Tracy, Sunol and Tesla facilities; this recommendation allows for 2 new pickups.							N/A						
Automotive & Other Vehicles					\$0					\$113,954	\$85,341	\$28,613		X
	N/A							Eliminate 1 replacement Ford Escape. This vehicle is to replace a 2007 Escape Hybrid that still has useful life. City policy is to reduce overall vehicles.						
Step Adjustments			\$0	(\$29,835)	\$29,835					\$0	(\$29,835)	\$29,835		
Mandatory Fringe Benefits			\$0	(\$8,167)	\$8,167					\$0	(\$8,167)	\$8,167		
	Total Savings \$38,002							Total Savings \$38,002						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	WST Maint Engr													
Step Adjustments			\$0	(\$78,006)	\$78,006					\$0	(\$78,006)	\$78,006		
Mandatory Fringe Benefits			\$0	(\$21,146)	\$21,146					\$0	(\$21,146)	\$21,146		
	Total Savings \$99,152							Total Savings \$99,152						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WTR - Water Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	WST Systems Ops													
Step Adjustments			\$0	(\$34,917)	\$34,917					\$0	(\$34,917)	\$34,917		
Mandatory Fringe Benefits			\$0	(\$9,464)	\$9,464					\$0	(\$9,464)	\$9,464		
	Total Savings \$44,381							Total Savings \$44,381						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	Wtr Resources Planning													
Step Adjustments			\$0	(\$55,235)	\$55,235					\$0	(\$55,235)	\$55,235		
Mandatory Fringe Benefits			\$0	(\$14,793)	\$14,793					\$0	(\$14,793)	\$14,793		
	Total Savings \$70,028							Total Savings \$70,028						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						
	Natural Resources													
1842 Management Assistant	1.00	0.00	\$90,516	\$0	\$90,516			1.00	0.00	\$90,516	\$0	\$90,516		
Mandatory Fringe Benefits			\$39,391	\$0	\$39,391					\$39,391	\$0	\$39,391		
9993 Attrition			(\$499,399)	(\$408,883)	(\$90,516)			21.00	20.00	(\$499,399)	(\$408,883)	(\$90,516)		
Mandatory Fringe Benefits			(\$207,553)	(\$168,162)	(\$39,391)					(\$212,904)	(\$173,513)	(\$39,391)		
	Total Savings \$0							Total Savings \$0						
	Eliminate 1.00 FTE 1842 Management Assistant Position vacant since 07/01/2016.							Ongoing savings						
2483 Biologist	16.00	15.00	\$1,764,481	\$1,654,201	\$110,280			16.00	15.00	\$1,764,481	\$1,654,201	\$110,280		
Mandatory Fringe Benefits			\$724,480	\$679,200	\$45,280					\$741,055	\$694,739	\$46,316		
9993 Attrition			(\$499,399)	(\$389,119)	(\$110,280)			21.00	20.00	(\$499,399)	(\$389,119)	(\$110,280)		
Mandatory Fringe Benefits			(\$207,553)	(\$162,273)	(\$45,280)					(\$207,553)	(\$161,237)	(\$46,316)		
	Total Savings \$0							Total Savings \$0						
	Eliminate 1.00 FTE 2483 Biologist Position vacant since 06/18/2016. The Water Enterprise would still have 21 Biologist positions. Position reduction offset by reduction in attrition savings to allow the department sufficient funds for salaries.							Ongoing savings						
Step Adjustments			\$0	(\$185,031)	\$185,031					\$0	(\$185,031)	\$185,031		
Mandatory Fringe Benefits			\$0	(\$50,104)	\$50,104					\$0	(\$50,104)	\$50,104		
	Total Savings \$235,135							Total Savings \$235,135						
	Reduce Step Adjustments to FY 2017-18 amount.							Ongoing savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$922,804	\$891,081	\$1,813,885
Total	\$922,804	\$891,081	\$1,813,885

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$66,218	\$891,067	\$957,285
Total	\$66,218	\$891,067	\$957,285

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WWE - Wastewater Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Maintenance													
Ford F350 Super Cab Long Bed			\$373,021	\$305,574	\$67,447		x							
	Deny request for new truck for Green Infrastructure maintenance crew that has not yet been hired. Wastewater Enterprise has 24 F350s.													
5207 Associate Engineer (A)	8.00	7.00	\$1,051,704	\$920,241	\$131,463			8.00	7.00	\$1,051,704	\$920,241	\$131,463		
5207 Associate Engineer (O)	0.00	1.00						0.00	1.00					
Mandatory Fringe Benefits			\$403,565	\$353,119	\$50,446					\$411,672	\$360,213	\$51,459		
	Total Savings \$181,909							Total Savings \$182,922						
	Move 1.00 FTE 5207 Associate Engineer position that has been vacant since May 2016 off budget to support capital program.							On-going savings.						
Step Adjustments			\$0	(\$162,059)	\$162,059					\$0	(\$162,059)	\$162,059		
Mandatory Fringe Benefits			\$0	(\$44,323)	\$44,323					\$0	(\$44,323)	\$44,323		
	Total Savings \$206,382							Total Savings \$206,382						
	Reduce step adjustments to FY 2017-18 amount.							On-going savings.						
	Source Control													
Attrition Savings	(3.16)	(4.08)	(\$346,286)	(\$446,653)	\$100,367		x							
Mandatory Fringe Benefits			(\$145,352)	(\$187,480)	\$42,128		x							
	Total Savings \$142,495													
	Increase attrition savings to account for delays in hiring.													
Step Adjustments			\$0	(\$63,292)	\$63,292					\$0	(\$63,292)	\$63,292		
Mandatory Fringe Benefits			\$0	(\$17,249)	\$17,249					\$0	(\$17,249)	\$17,249		
	Total Savings \$80,541							Total Savings \$80,541						
	Reduce step adjustments to FY 2017-18 amount.							On-going savings.						
	Sewer Operations													
Step Adjustments			\$0	(\$5,678)	\$5,678					\$0	(\$5,678)	\$5,678		
Mandatory Fringe Benefits			\$0	(\$1,546)	\$1,546					\$0	(\$1,546)	\$1,546		
	Total Savings \$7,224							Total Savings \$7,224						
	Reduce step adjustments to FY 2017-18 amount.							On-going savings.						

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Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WWE - Wastewater Enterprise

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Bayside Operations													
Attrition Savings	(17.62)	(19.72)	(\$1,986,094)	(\$2,222,926)	\$236,832		x							
Mandatory Fringe Benefits			(\$824,877)	(\$923,239)	\$98,362		x							
	Total Savings \$335,194													
	Increase attrition savings to account for delays in hiring.													
Ford Fusion Hybrid			\$72,230	\$45,803	\$26,427		x					\$0		
	Deny request for replacement of 2007 Toyota Prius. This vehicle has useful life, indicated by low lifetime maintenance costs, and is for transporting staff to meetings and appointments, which are trips that can be accomplished on public transit.							One-time savings.						
Step Adjustments			\$0	(\$121,279)	\$121,279					\$0	(\$121,279)	\$121,279		
Mandatory Fringe Benefits			\$0	(\$33,103)	\$33,103					\$0	(\$33,103)	\$33,103		
	Total Savings \$154,382							Total Savings \$154,382						
	Reduce step adjustments to FY 2017-18 amount.							On-going savings.						
	Planning & Regulation													
Attrition Savings	(0.85)	(2.13)	(\$91,519)	(\$229,695)	\$138,176		x							
Mandatory Fringe Benefits			(\$38,007)	(\$95,390)	\$57,383		x							
	Total Savings \$195,559													
	Increase attrition savings to account for delays in hiring.													
	Administration													
Facilities Maintenance			\$1,634,000	\$1,534,000	\$100,000		x							
	The FY 2017-18 budget for 525 Golden Gate operations and maintenance is \$1,149,000, increasing to \$1,636,600 in FY 2018-19 to account for one-time maintenance costs. Actual expenditures for 525 Golden Gate operations and maintenance were \$862,281 in FY 2015-16 and \$995,535 in FY 2016-17.													
Step Adjustments			\$0	(\$40,646)	\$40,646					\$0	(\$40,646)	\$40,646		
Mandatory Fringe Benefits			\$0	(\$10,864)	\$10,864					\$0	(\$10,864)	\$10,864		
	Total Savings \$51,510							Total Savings \$51,510						
	Reduce step adjustments to FY 2017-18 amount.							On-going savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$867,122	\$681,948	\$1,549,070
Total	\$867,122	\$681,948	\$1,549,070

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$682,961	\$682,961
Total	\$0	\$682,961	\$682,961

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HHWP - Hetch Hetchy Water & Power

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Energy Services													
Attrition Savings	(3.11)	(4.22)	(\$393,571)	(\$533,863)	\$140,292		x							
Mandatory Fringe Benefits			(\$155,044)	(\$210,311)	\$55,267		x							
	Total Savings \$195,559													
	Increase attrition savings to account for delays in hiring.													
Professional & Specialized Services			\$4,682,082	\$4,582,082	\$100,000					\$2,932,082	\$2,832,082	\$100,000		
	Reduce the proposed, to-be-determined contract amount for business plan development from \$700,000 to \$600,000 in each year. Professional services budget increased from \$1.1 million in FY 2017-18 to \$4.7 million in FY 2018-19.							On-going savings.						
Step Adjustments			\$0	(\$29,470)	\$29,470					\$0	(\$29,470)	\$29,470		
Mandatory Fringe Benefits			\$0	(\$7,826)	\$7,826					\$0	(\$7,826)	\$7,826		
	Total Savings \$37,296							Total Savings \$37,296						
	Reduce step adjustments to the budget equal to the FY 2017-18 amount.							On-going savings.						
	Hetchy Power - Long Range Planning													
Step Adjustments			\$0	(\$143,775)	\$143,775					\$0	(\$143,775)	\$143,775		
Mandatory Fringe Benefits			\$0	(\$38,393)	\$38,393					\$0	(\$38,393)	\$38,393		
	Total Savings \$182,168							Total Savings \$182,168						
	Reduce step adjustments to the budget equal to the FY 2017-18 amount.							On-going savings.						
	Power Administration													
Step Adjustments			\$0	(\$29,541)	\$29,541					\$0	(\$29,541)	\$29,541		
Mandatory Fringe Benefits			\$0	(\$7,823)	\$7,823					\$0	(\$7,823)	\$7,823		
	Total Savings \$37,364							Total Savings \$37,364						
	Reduce step adjustments to the budget equal to the FY 2017-18 amount.							On-going savings.						

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GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HHWP - Hetch Hetchy Water & Power

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Hetchy Water													
Attrition Savings	(17.32)	(18.40)	(\$1,887,757)	(\$2,005,873)	\$118,116		x							
Mandatory Fringe Benefits			(\$791,898)	(\$841,446)	\$49,548		x							
	Total Savings \$167,664													
	Increase attrition savings to account for delays in hiring.													
Step Adjustments			\$0	(\$278,972)	\$278,972					\$0	(\$278,972)	\$278,972		
Mandatory Fringe Benefits			\$0	(\$75,550)	\$75,550					\$0	(\$75,550)	\$75,550		
	Total Savings \$354,522							Total Savings \$354,522						
	Reduce step adjustments to the budget equal to the FY 2017-18 amount.							On-going savings.						
	General Administration													
Facilities Maintenance			\$971,200	\$921,200	\$50,000		x							
	The FY 2017-18 budget for 525 Golden Gate operations and maintenance is \$692,000, increasing to \$971,200 in FY 2018-19 for one time maintenance costs. Actual expenditures in FY 2015-16 were \$434,456 and in FY 2016-17 were \$578,996.													

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$413,223	\$711,350	\$1,124,573
Total	\$413,223	\$711,350	\$1,124,573

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$711,350	\$711,350
Total	\$0	\$711,350	\$711,350

GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PUB - Public Utilities Bureau

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	External Affairs													
0941 Manager VI	1.00 O	1.00 A	\$0	\$191,316	(\$191,316)			1.00 O	1.00 A	\$0	\$191,316	(\$191,316)		
Mandatory Fringe Benefits			\$0	\$67,625	(\$67,625)					\$0	\$69,359	(\$69,359)		
Attrition Savings			(\$253,124)	(\$444,440)	\$191,316					(\$253,124)	(\$444,440)	\$191,316		
Mandatory Fringe Benefits			(\$99,280)	(\$166,905)	\$67,625					(\$101,753)	(\$171,112)	\$69,359		
	Total Savings \$0							Total Savings \$0						
	Move 0941 Manager VI position from off-budget (O) to on-budget (A).Increase attrition savings to account for salary and fringe benefit costs.							On-going change.						
Temporary Miscellaneous	2.37	1.62	\$238,466	\$163,466	\$75,000			2.29	1.57	\$238,466	\$163,466	\$75,000		
Mandatory Fringe Benefits			\$18,887	\$12,947	\$5,940					\$18,887	\$12,947	\$5,940		
	Total Savings \$80,940							Total Savings \$80,940						
	External Affairs increased temporary salaries by \$150,000 in part to support legislative and regulatory work for CleanPowerSF. An increase of \$75,000 should be sufficient because CleanPowerSF is also increasing staff.							On-going change.						
Step Adjustments			\$0	(\$68,483)	\$68,483					\$0	(\$68,483)	\$68,483		
Mandatory Fringe Benefits			\$0	(\$18,192)	\$18,192					\$0	(\$18,192)	\$18,192		
	Total Savings \$86,675							Total Savings \$86,675						
	Reduce step adjustments to FY 2017-18 amounts.							On-going savings.						
Professional & Specialized Services			\$767,400	\$717,400	\$50,000					\$767,400	\$717,400	\$50,000		
	External Affairs has \$100,000 budgeted in each year for contracts for which the scope and contractor are yet to be determined. This reduction allows the Department \$50,000 for new contracts in each year.							On-going savings.						
Step Adjustments			\$0	(\$76,162)	\$76,162					\$0	(\$76,162)	\$76,162		
Mandatory Fringe Benefits			\$0	(\$20,232)	\$20,232					\$0	(\$20,232)	\$20,232		
	Total Savings \$96,394							Total Savings \$96,394						
	Reduce step adjustments to FY 2017-18 amounts.							On-going savings.						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PUB - Public Utilities Bureau

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Business Services													
Step Adjustments			(\$169,680)	(\$69,680)	\$100,000					\$0	\$100,000	\$100,000		
Mandatory Fringe Benefits			(\$45,163)	(\$18,546)	\$26,617					\$0	\$26,617	\$26,617		
	Total Savings \$126,617							Total Savings \$126,617						
	Reduce step adjustments to FY 2017-18 amounts.							On-going savings.						
Step Adjustments			\$0	(\$120,000)	\$120,000					\$0	(\$120,000)	\$120,000		
Mandatory Fringe Benefits			\$0	(\$31,940)	\$31,940					\$0	(\$31,939.89)	\$31,940		
	Total Savings \$151,940							Total Savings \$151,940						
	Reduce step adjustments to FY 2017-18 amounts.							On-going savings.						
	General Manager													
Step Adjustments			\$0	(\$55,363)	\$55,363					\$0	(\$55,363)	\$55,363		
Mandatory Fringe Benefits			\$0	(\$14,937)	\$14,937					\$0	(\$14,937)	\$14,937		
	Total Savings \$70,300							Total Savings \$70,300						
	Reduce step adjustments to FY 2017-18 amounts.							On-going savings.						
Step Adjustments			(\$19,132)	(\$62,870)	\$43,738					(\$19,132)	(\$62,870)	\$43,738		
Mandatory Fringe Benefits			(\$5,096)	(\$16,964)	\$11,868					(\$5,106)	(\$16,964)	\$11,858		
	Total Savings \$55,606							Total Savings \$55,596						
	Reduce step adjustments to FY 2017-18 amounts.							On-going savings.						

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FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$718,472	\$718,472
Total	\$0	\$718,472	\$718,472

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$718,462	\$718,462
Total	\$0	\$718,462	\$718,462

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GF = General Fund
1T = One Time

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

CLP - CleanPowerSF

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	CleanPowerSF.													
Temporary Salaries	26.27	23.79	\$2,645,369	\$2,395,369	\$250,000		x	26.94	26.94	\$2,803,849	\$2,803,849	\$0		
Mandatory Fringe Benefits			\$209,513	\$189,713	\$19,800		x			\$222,063	\$222,063	\$0		
	Total Savings \$269,800							Total Savings \$0						
	This recommendation accounts for delays of approximately 2 months in hiring 10 of the 23 new positions.							One-time savings.						
Property Rent			\$1,000,000	\$825,000	\$175,000					\$1,500,000	\$575,000	\$925,000		
	CleanPowerSF budgeted \$1 million in FY 2018-19 and \$1.5 million in FY 2019-20 for rent for space for an additional 26 to 33 staff. This reduction should provide sufficient funds for rent (est. \$66/sf), tenant improvements, and operating expenses.							This reduction should provide sufficient funds for rent and operating expenses.						
0923 Manager II	0.77	0.00	\$109,929		\$109,929			1.00	0.00	\$142,764		\$142,764		
Mandatory Fringe Benefits			\$44,466		\$44,466					\$59,533		\$59,533		
1825 Principal Administrative Analyst II	0.00	0.77		\$111,908	(\$111,908)			0.00	1.00		\$145,337	(\$145,337)		
Mandatory Fringe Benefits				\$41,086	(\$41,086)						\$54,429	(\$54,429)		
	Total Savings \$1,401							Total Savings \$2,531						
	Reduce new 0923 Manager II position to 1825 Principal Administrative Analyst II. The position would manage up to 2 staff who have not yet been hired. The 1825 job class has necessary qualifications to supervise staff.							On-going savings.						
Attrition Savings			\$0	(\$180,627)	\$180,627					\$0	(\$180,627)	\$180,627		
Mandatory Fringe Benefits			\$0	(\$72,251)	\$72,251					\$0	(\$72,251)	\$72,251		
	Total Savings \$252,878							Total Savings \$252,878						
	Increase Attrition Savings equivalent to 4% of salaries and fringe benefits.							On-going savings.						
Step Adjustments			\$0	(\$150,000)	\$150,000					\$0	(\$150,000)	\$150,000		
Mandatory Fringe Benefits			\$0	(\$60,000)	\$60,000					\$0	(\$60,000)	\$60,000		
	Total Savings \$210,000							Total Savings \$210,000						
	Reduce Step Adjustments equivalent to approximately 5% of salaries and fringe benefits.							On-going savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$269,800	\$639,279	\$909,079
Total	\$269,800	\$639,279	\$909,079

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$1,390,409	\$1,390,409
Total	\$0	\$1,390,409	\$1,390,409

GF = General Fund
1T = One Time

Budget and Finance Committee, May 24, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

SFPUC - Public Utilities Commission

	FY 2018-19			FY 2019-20		
	Total Recommended Reductions			Total Recommended Reductions		
	One-Time	Ongoing	Total	One-Time	Ongoing	Total
Water Enterprise	\$922,804	\$891,081	\$1,813,885	\$66,218	\$891,067	\$957,285
Wastewater Enterprise	\$867,122	\$681,948	\$1,549,070	\$0	\$682,961	\$682,961
Hetch Hetchy Water & Power	\$413,223	\$711,350	\$1,124,573	\$0	\$711,350	\$711,350
PUC Bureaus	\$0	\$718,472	\$718,472	\$0	\$718,462	\$718,462
CleanPowerSF	\$269,800	\$639,279	\$909,079	\$0	\$1,390,409	\$1,390,409
Total	\$2,472,949	\$3,642,130	\$6,115,079	\$66,218	\$4,394,249	\$4,460,467

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$112,141,309 budget for FY 2018-19 is \$14,518,482 or 14.9% more than the original FY 2017-18 budget of \$97,622,827.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 107.96 FTEs, which are 1.99 FTEs more than the 105.97 FTEs in the original FY 2017-18 budget. This represents a 1.9% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$112,141,309 in FY 2018-19 are \$14,518,482 or 14.9% more than the FY 2017-18 estimated revenues of \$97,622,827.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$124,166,473 budget for FY 2019-20 is \$12,025,164 or 10.7% more than the Mayor's proposed FY 2018-19 budget of \$112,141,309.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 108.18 FTEs, which are 0.22 FTEs more than the 107.96 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$124,166,473 in FY 2019-20 are \$12,025,164 or 10.7% more than the FY 2018-19 estimated revenues of \$112,141,309.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: RET – RETIREMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Retirement	22,406,764	27,520,551	26,669,227	28,408,930	97,622,827	112,141,309
FTE Count	97.49	103.14	105.43	106.51	105.97	107.96

The Department's budget increased by \$89,734,545 from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. This increase is largely due to the shift of the Retirement Health Care Trust Fund from General City Responsibility to the Retirement System in FY 2017-18. This change is budget neutral on a city-wide basis. The Department's FTE count increased by 10.47 or 11% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$14,518,482 largely due to the Department's integration of environmental, social, and governance considerations, including engagement activities, into investment decisions. This has led to an increase in professional and personalized services.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$12,025,164 largely due to the Department's integration of environmental, social, and governance considerations, including engagement activities, into investment decisions. This has led to an increase in professional and personalized services.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: RET – RETIREMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$410,332 in FY 2018-19. Of the \$410,332 in recommended reductions, \$50,782 are ongoing savings and \$359,550 are one-time savings. These reductions would still allow an increase of \$14,108,150 or 14.5% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$45,180 in FY 2019-20. All of the \$45,180 in recommended reductions would be ongoing savings. These reductions would still allow an increase of \$11,979,984 or 10.7% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

RET - Retirement

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Administration													
1244 Senior Personnel Analyst	1.00	0.77	\$119,787	\$92,236	\$27,551		X	1.00	1.00	\$119,787	\$119,787	\$0		
Mandatory Fringe Benefits			\$46,566	\$35,856	\$10,710		X			\$48,110	\$48,110	\$0		
	Total Savings \$38,261							Total Savings \$0						
	Reduce 1.0 FTE 1244 Senior Personnel Analyst position to 0.77 FTE due to anticipated delays in hiring. The Department intends to fill the position within the next few months.							One-time savings.						
1054 IS Business Analyst Principal	4.00	3.50	\$584,018	\$511,016	\$73,002		X	4.00	4.00	\$584,018	\$584,018	\$0		
Mandatory Fringe Benefits			\$213,991	\$187,242	\$26,749		X			\$219,394	\$219,394	\$0		
	Total Savings \$99,751							Total Savings \$0						
	Reduce 4.00 FTE 1054 IS Business Analyst.Principal positions to 3.50 FTEs due to anticipated delays in hiring. The position has been vacant since July 2017 and the Department not begun the process of filling this position or defining its role and responsibilities.							One-time savings.						
1093 IT Operations Support Admin III	1.00	0.50	\$100,479	\$50,240	\$50,240		X	1.00	1.00	\$100,479	\$100,479	\$0		
Mandatory Fringe Benefits			\$42,597	\$21,299	\$21,299		X			\$43,642	\$43,642	\$0		
	Total Savings \$71,538							Total Savings \$0						
	Reduce 1.00 FTE 1093 IT Operations Support Admin III position to 0.50 FTE to reflect delayed hiring of 1.00 FTE IT Operations Support Admin III. The Department does not plan to begin recruitment for this position until approval of 1094 IT Operations Support Admin IV.							One-time savings.						
	Investment													
Attrition Savings			(\$498,582)	(\$598,582)	\$100,000		X			(\$498,582)	(\$498,582)	\$0		
Mandatory Fringe Benefits			(\$175,496)	(\$225,496)	\$50,000		X			\$ (175,496)	(\$175,496)	\$0		
	Total Savings \$150,000							Total Savings \$0						
	Increase Attrition Savings in FY 2018-19 due to anticipated delays in hiring and vacancies.							One time savings						
	San Francisco Deferred Compensation Plan													
Professional and Specialized Services			\$235,000	\$186,718	\$48,282					\$235,000	\$192,320	\$42,680		
	Reduce the Professional and Specialized Services to reflect historical underspending and actual contractual need.							Ongoing savings.						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

RET - Retirement

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Air Travel-Employees			\$3,500	\$2,500	\$2,500					\$3,500	\$2,500	\$2,500		
Reduce Travel to reflect historical underspending and actual need.								Ongoing savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$359,550	\$50,782	\$410,332
Total	\$359,550	\$50,782	\$410,332

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$45,180	\$45,180
Total	\$0	\$45,180	\$45,180

File # 180574

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

Budget Overview Report

To: Budget and Finance Committee
From: Budget and Legislative Analyst's Office
Re: Overview of the Mayor's Proposed FY 2018-20 Budget
Date: June 11, 2018

Growth in the City's Budget

Budget Growth Outstrips Population Growth and Inflation

The City's budget has grown by 29.1 percent over the past five years from \$8.6 billion in FY 2014-15 to \$11.1 billion in the Mayor's proposed FY 2018-19 budget, as shown in Table 1 below. The average annual growth rate in total budgeted expenditures during this period was 6.5 percent:

At the same time, as seen in Table 1 below, the City's population increased at a much slower rate of 3.6 percent from 853,258 as of July 1, 2014 to 884,363 as of July 1, 2017. Similarly, the consumer price index for the San Francisco area averaged 2.9 percent per year from 2014 to 2017.

General Fund Growth also Faster than Population Growth and Inflation

The City's General Fund budget has grown by 28.8 percent over the past five years from \$4.3 billion in FY 2014-15 to \$5.5 billion in the Mayor's proposed FY 2018-19 budget, as shown in Table 1 below. This average annual growth rate in General Fund budgeted expenditures during this period was 6.6 percent.

Table 1: Comparison of Growth in City Budget to Population Growth and Inflation - FY 2014-15 to FY 2018-19

	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed	% Increase FY 2014-15 to FY 2018-19
<i>General Fund</i>						
Expenditures	4,270,953,200	4,587,552,026	4,859,781,042	5,147,557,828	5,515,883,850	29.1%
Annual Growth Rate	n/a	7.4%	5.9%	5.9%	7.2%	
<i>Non General Fund</i>						
Expenditures	4,310,878,712	4,351,222,057	4,727,695,408	4,971,520,172	5,537,804,290	28.5%
Total Expenditures	8,581,831,912	8,938,774,083	9,587,476,450	10,119,078,000	11,053,688,140	28.8%
Annual Growth Rate		4.2%	7.3%	5.5%	9.2%	
City Population ^a	853,258	866,320	876,103	884,363	n/a	3.6%
Annual Growth Rate	n/a	1.5%	1.1%	0.9%	n/a	
Annual CPI Increase ^b	2.8%	2.6%	3.0%	3.2%	n/a	

Expenditures Source: Approved Annual Appropriation Ordinances (FY 2014-15 & 2015-16 through FY 2017-18 & 2018-19) and FY 2018-19 & 2019-20 Mayor's Budget Book.

^a Source: U.S. Census Bureau <https://www.census.gov/data/tables/2017/demo/popest/counties-total.html>; population as of July 1

^b Consumer Price Index (CPI) Source: U.S. Department of Labor, Bureau of Labor Statistics Historical CPI report (San Francisco-Oakland-Hayward): https://www.bls.gov/regions/west/data/consumerpriceindex_sanfrancisco_table.pdf

Position Growth

The City's budgeted full time equivalent (FTE) positions¹ have grown by 10.1 percent over the past five years from 28,435.37 in FY 2014-15 to 31,320.62 in the Mayor's proposed FY 2018-19 budget as shown in Table 2 below. The average annual rate of growth in positions over this period was 2.5 percent.

Table 2: Growth in Citywide Positions - FY 2014-15 to FY 2018-19 ^a

	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed	% Increase FY 2014-15 to FY 2018- 19
Position Count	28,435.37	29,552.57	30,626.47	30,834.61	31,320.62	10.1%
Annual Increase	n/a	1,117.20	1,073.90	208.14	486.01	
Annual Growth Rate	n/a	3.9%	3.6%	0.7%	1.6%	

Source: Approved Annual Appropriation Ordinances (FY 2014-15 & 2015-16 through FY 2017-18 & 2018-19) and FY 2018-19 & 2019-20 Mayor's Budget Book

^a Positions include all authorized FTEs in the operating budget, less attrition due to turnover and vacancies. These positions do not include off-budget positions allocated to capital and other off-budget projects.

¹ This represents the total authorized operating positions, less attrition due to position turnover and vacancies. Off-budget positions that are funded as part of multi-year capital projects or outside agencies are not included.

Total Salary and Fringe Benefit Growth

Budgeted salaries and mandatory fringe benefits have grown at a higher rate than the total positions. Total budgeted salary and mandatory fringe benefits have grown by 20.8 percent over the last five years from \$4.3 billion in FY 2014-15 to \$5.2 billion in the Mayor's proposed FY 2018-19 budget, shown in Table 3 below, compared to 10.1 percent growth in positions. The average annual growth rate of citywide salary and fringe costs over this period was 4.9 percent.

Table 3: Growth in Citywide Salary and Fringe Benefit Budgets - FY 2014-15 to FY 2018-19

	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed	% Increase FY 2014-15 to FY 2018-19
Salaries	2,928,402,763	3,125,339,766	3,334,097,142	3,456,800,600	3,618,115,010	23.6%
Annual Growth Rate	n/a	6.7%	6.7%	3.7%	4.7%	n/a
Mandatory Fringe Benefits	1,381,094,290	1,330,216,698	1,408,839,584	1,506,639,742	1,589,661,330	15.1%
Annual Growth Rate	n/a	-3.7%	5.9%	6.9%	5.5%	n/a
Total	4,309,497,053	4,455,556,464	4,742,936,726	4,963,440,342	5,207,776,340	20.8%
Total Growth Rate	n/a	3.4%	6.4%	4.6%	4.9%	n/a

Source: Approved Annual Appropriation Ordinances (FY 2014-15 & 2015-16 through FY 2017-18 & 2018-19); FY 2018-19 & 2019-20 Mayor's Budget Book; FY 2018-19 & 2019-20 Proposed Annual Appropriation Ordinance

General Fund Salary and Fringe Benefit Growth

General Fund budgeted salary and mandatory fringe benefits have grown at a higher rate over five years than overall budgeted salary and mandatory fringe benefits: 24.1 percent compared to 20.8 percent. The average annual growth rate of citywide General Fund salary and fringe costs over this period was 5.6 percent. Table 4 below shows budgets and growth rates for General Fund salaries and mandatory fringe benefits.

Table 4: Growth in Citywide General Fund Salary and Mandatory Fringe Benefit Budgets - FY 2014-15 to FY 2018-19

	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed	% Increase FY 2014- 15 to FY 2018-19
Salaries	1,399,701,082	1,493,905,280	1,611,668,310	1,658,267,335	1,746,812,281	24.8%
Annual Growth Rate	N/A	6.7%	7.9%	2.9%	5.3%	N/A
Mandatory Fringe Benefits	596,536,295	586,289,616	634,090,122	679,078,064	729,844,299	22.3%
Annual Growth Rate	N/A	-1.7%	8.2%	7.1%	7.5%	N/A
General Fund Total	1,996,237,377	2,080,194,896	2,245,758,432	2,337,345,399	2,476,656,580	24.1%
Total Growth Rate	N/A	4.2%	8.0%	4.1%	6.0%	N/A

Source: Approved Annual Appropriation Ordinances (FY 2014-15 & 2015-16 through FY 2017-18 & 2018-19); FY 2018-19 & 2019-20 Mayor's Budget Book; FY 2018-19 & 2019-20 Proposed Annual Appropriation Ordinance

General Fund Position Growth in FY 2018-19

The Mayor's proposed budget in FY 2018-19 increases the number of General Fund positions by 2 percent, from 19,462 FTE positions in FY 2017-18 to 19,816 FTE positions in FY 2018-19. Almost all of the City's General Fund departments increased the number of FTE positions in the FY 2018-19 budget, either through adding new positions or reducing the amount of budgeted attrition.² The City departments with the largest increase in positions in FY 2018-19 were Police (100 positions), and Public Health (97 positions).

Salary Savings

City departments spend from 2 percent to 3 percent less in General Fund salaries and mandatory fringe benefits than budgeted each year. These salary savings ranged from \$60.5 million in FY 2014-15 to \$47.2 million in FY 2016-17. Projected salary savings in FY 2017-18 are \$48.2 million, shown in Table 5 below. Some salary savings are offset by reductions in federal, state, or other reimbursements.

² As noted above, the number of positions authorized in the City's Annual Salary Ordinance is greater than the number of budgeted positions; the City subtracts from the total amount of salaries in the budget to account for position vacancies and turnover (attrition). City departments reduce their budgeted attrition (i.e., include a smaller negative number, or subtract less) to allow for more hiring.

Table 5: General Fund Salary and Fringe Benefit Savings – FY 2014-15 to FY 2017-18

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Projected
Salary and Fringe Benefit Savings	\$60,461,626	\$54,986,426	\$47,244,894	\$48,247,475

Source: FY 2014-15 to FY 2016-17 Controller's High Level Monthly Financial Report; FY 2017-18 Controller's Labor Budget vs. Projection Report

Discretionary General Fund

The Citywide General Fund budget increased by 7.2 percent from \$5.1 billion in FY 2017-18 to \$5.5 billion in FY 2018-19, as noted above. Not all General Fund revenues are discretionary. Some General Fund revenues have been set aside for specific uses by the voters.³ After subtracting General Fund revenues set aside for specific General Fund purposes, the Mayor's proposed budget includes \$2.2 billion in discretionary General Fund revenues in FY 2018-19.

Budgetary Reserves

The City's Administrative Code sets policies for budgetary reserves. These include:

- Rainy Day Reserve, in which General Fund revenues in the budget year exceeding 5 percent of prior year General Fund revenue are deposited; 75 percent of these excess revenues go to the City and 25 percent go to the San Francisco Unified School District.
- General Reserve, which equals 2.5 percent of General Fund revenues in FY 2018-19.
- Budget Stabilization Reserve, which augments the Rainy Day Reserve, and receives deposits of real property transfer taxes in excess of average annual receipts for the prior five fiscal years and unassigned General Fund balances in a given fiscal year.

According to the Controller's FY 2017-18 Nine-Month Budget Status Report, these reserves are expected to total \$448.9 million at the end of the fiscal year, equal to 9.2 percent of General Fund revenues. The Mayor's proposed FY 2018-19 continues this level of reserves.

Impact of June 2018 Ballot Propositions

The Mayor's proposed FY 2018-19 and FY 2019-20 budget includes programs in the Department of Homelessness and Supportive Housing to be funded by Proposition D, which would impose a 1.7 percent gross receipts tax on commercial leases to fund homeless services and housing for extremely low to middle income households. The proposed FY 2018-19 budget includes \$13.4 million for 100 new

³ The City currently has 19 budget set-asides approved by the voters.

rapid rehousing slots, a navigation center for transitional age youth, and a flexible housing subsidy pool. As of the writing of this report, this ballot proposition did not receive the required 2/3 approval by voters in the June 2018 election.

Use of One-time Funds to Balance the Budget

The *Five Year Financial Plan Update for General Fund Supported Operations FY 2018-19 through FY 2021-22*⁴ noted that projected revenue growth over the next five years is insufficient to match the projected growth in expenditures. In order to balance the budget in FY 2018-19, the Mayor has allocated \$190.9 million in prior year fund balance as a source of funds. While the use of one-time fund balance allows the City to avoid short-term budget deficits, over the long-term the City's structural deficit is increasing.

The Board's Budget Priority Areas and the Proposed Budget

In April and May 2018 the Board of Supervisors adopted three resolutions, which urged the Mayor to incorporate budget priority issues in the proposed budget. The citywide budget priorities adopted by the Board are:

- (1) Street cleaning (Resolution 125-18), including
 - expansion of the Pit Stop program, a one-time increase in City grant funding to non-profit organizations to provide localized manual cleaning in neighborhoods and commercial corridors; and investment in steam cleaners to assist in localized cleanup of potentially hazardous materials;
 - implementing the updated public trash can redesign program in the FY 2019-20 budget;
 - identifying opportunities for staff retention in street cleaning programs (Mayor's Office of Economic and Workforce Development, Human Services Agency, and Department of Public Works); and
 - considering geographic equity and citywide cleanliness demands a central tenant of any street cleaning program expansion.
- (2) Homelessness (Resolution 134-18), including
 - prioritizing prevention, problem solving, and speedy exits from homelessness;
 - resources for eviction defense legal services;
 - prioritizing the creation of a navigation center for transitional age youth and other resources/funding for transitional age youth;
 - increasing outreach and treatment beds for chronically homeless individuals with mental illness or substance use disorders; and
 - plans for reducing street encampments.

⁴ Joint Report by the Controller's Office, Mayor's Office, and Budget and Legislative Analyst's Office.

- (3) Other cross-departmental budget priorities (Resolution 150-18), including
- workforce development programs for transitional aged youth, and homeless and formerly homeless adults;
 - planning for use of existing workforce development infrastructure to develop a pipeline to City employment;
 - emphasizing programs for senior pedestrian safety and transportation;
 - hiring plan for school crossing guards;
 - out of school programs for youth, including summer and workforce development programs; and
 - support for cultural districts.

We will provide a separate report to the Board of Supervisors, identifying how these programs have been included in the Mayor's FY 2018-19 budget.

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 11, 2018

TO: Budget and Finance Committee

FROM: Budget and Legislative Analyst



SUBJECT: June 13, 2018 Special Budget and Finance Committee Meeting

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MANDATE STATEMENT/ DETAILS OF PROPOSED LEGISLATION

The proposed FY 2018-19 and FY 2019-20 Annual Appropriation Ordinance (File 18-0574) and Annual Salary Ordinance (File 18-0575) contain the administrative provisions governing these ordinances.

Administrative Provisions of the Annual Appropriation Ordinance

Major revisions recommended by the Controller to the Administrative Provisions of the Annual Appropriation Ordinance (AAO) are as follows:

- Section 12.14 – CleanPowerSF: Under the existing provision, customer payments and other CleanPowerSF revenues are deposited into a special revenue fund and appropriated to pay for power purchase obligations and CleanPowerSF operating expenses. The San Francisco Public Utilities Commission projects disbursement of \$40.8 million in CleanPowerSF revenues in FY 2017-18 and \$1.5 million to be carried forward to FY 2018-19, totaling \$42.3 million.

The revised provision (a) allows for the Controller to disburse prior years' unspent revenues as well revenues appropriated in FY 2018-19 and FY 2019-20 to pay for Clean PowerSF power purchase obligations and operating, and (b) estimates the amount of such revenues to be \$112,415,632 in FY 2018-19 and \$156,864,143 in FY 2019-20.

- Section 32 – Labor Cost Contingency Reserve: The FY 2017-18 AAO allocated \$50,000,000 to a budget contingency reserve designated for the Zuckerberg San Francisco General Hospital Operating Fund for the purpose of managing cost and revenue uncertainty related to federal and state changes to the administration and funding of the Affordable Care Act during the term of proposed budget. No funds were drawn from this reserve in FY 2017-18.

The FY 2018-19 AAO allocates \$70,000,000 of prior year unassigned fund balance to a new budget contingency reserve to pay for wage and salary provisions to be negotiated in the City's labor contracts in FY 2019-20 and increases in health and pension costs.

- Section 33 – State and Federal Revenue Risk Reserve: Under the existing provision \$10,000,000 of unassigned fund balance from FY 2016-17 was allocated to a budget contingency reserve in FY 2018-19 (the second year of the two-year FY 2017-18 and FY 2018-19 budget) for the purpose of managing state and federal revenue uncertainty. This reserve was depleted in FY 2017-18.

The proposed FY 2018-19 AAO creates a budget contingency reserve in FY 2018-19 and FY 2019-20 of \$40,000,000 to manage federal, state, and other revenue uncertainty.

This allocation is not included in the calculations of deposits to the Budget Stabilization Reserve as required in Administrative Code Section 10.60 (c).

- Section 34 – Transbay Joint Powers Authority Financing: The existing provision provides for the assignment of property tax increment to repay the bridge loan to the Transbay Joint Powers Authority approved by the Board of Supervisors in May 2017. As of May 2018, the Transbay Joint Powers Authority had drawn \$103 million of the authorized \$260 million loan.

The revised provision provides for the appropriation of funds from “sources received for purposes of payment of debt service” (which includes but is not limited to property tax increment) to pay debt service on Transbay Community Facilities District special tax bonds as well as the City’s bridge loan.

- Section 35 – Implementation of Proposed November 2018 Ballot Measure to Dedicate Hotel Tax Proceeds: A motion is pending before the Board of Supervisors (File 18-0122) to submit an ordinance to the voters in November 2018 to allocate a portion of hotel tax revenues to arts and cultural purposes. This ballot measure, if approved by the Board of Supervisors and the voters, would allocate \$34 million in hotel tax revenues each year to Grants for the Arts, Cultural Equity Endowment, Cultural Centers, and other arts and culture programs. This new Section 35 would allow the Controller to transfer funds from the General Fund to the respective arts programs if the ballot measure were to fail.

Administrative Provisions of the Annual Salary Ordinance

The Annual Salary Ordinance (ASO) administrative provisions revise several provisions for stipends to City employees to increase the stipend amount reflecting cost of living increases and collective bargaining agreements.

Recommendation

- Approval of the new Section 35 of the administrative provisions to the Annual Appropriation Ordinance (File 18-0574) is a policy matter for the Board of Supervisors because the Board has not yet approved the underlying legislation (File 18-0122) to submit a ballot measure to the voters in November 2018. The Budget and Legislative Analyst recommends approving the other administrative provisions to the AAO and the administrative provisions to the ASO.

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 19, 2018

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 2018-2019 to Fiscal Year 2019-2020 Budget.

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YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$11,721,172 budget for FY 2018-19 is \$276,917 or 2.4% more than the original FY 2017-18 budget of \$11,444,255.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 51.15 FTEs, which are 0.16 FTEs more than the 50.99 FTEs in the original FY 2017-18 budget. This represents a 0.3% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$11,721,172 in FY 2018-19, are \$220,077 or 1.9% more than FY 2017-18 revenues of \$11,501,095.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$12,018,314 budget for FY 2019-20 is \$297,142 or 2.5% more than the Mayor's proposed FY 2018-19 budget of \$11,721,172.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 51.15 FTEs, which are the same number of FTEs in the Mayor's proposed FY 2018-19 budget. This represents no change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$12,018,314 in FY 2019-20, are \$297,142 or 2.5% more than FY 2018-19 estimated revenues of \$11,721,172.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HSS – HEALTH SERVICE SYSTEM

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Health Service System	8,899,536	9,974,731	10,726,620	10,918,665	11,444,255	11,721,172
FTE Count	43.83	48.64	50.8	51.36	50.99	51.15

The Department's budget increased by \$2,821,636 or 31.71% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 7.32 or 16.70% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$276,917 largely due to salary and benefit cost increases.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$297,142 largely due to salary and benefit cost increases.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HSS – HEALTH SERVICE SYSTEM

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$87,035 in FY 2018-19. Of the \$87,035 in recommended reductions, \$87,035 are ongoing savings and none are one-time savings. These reductions would still allow an increase of \$189,882 or 1.7% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$1,755, for total General Fund savings of \$88,790.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$87,558 in FY 2019-20. Of the \$87,558 in recommended reductions, \$87,558 are ongoing savings and none are one-time savings. These reductions would still allow an increase of \$209,584 or 1.8% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HSS - Health Service System

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	HSS Health Service System													
9993 Attrition Savings	(1.61)	(2.19)	(\$171,144)	(\$232,798)	\$61,654	x		(1.61)	(2.19)	(\$171,113)	(\$232,756)	\$61,643	x	
Mandatory Fringe Benefits			(\$70,452)	(\$95,832)	\$25,380	x				(\$71,937)	(\$97,852)	\$25,915	x	
	Total Savings \$87,035							Total Savings \$87,558						
	Increase Attrition Savings to reflect anticipated delays in hiring and vacancies. The Department had salary surpluses in FY 2014-15, FY 2015-16, and FY 2016-17. The Department has a projected salary surplus of approximately \$305,000 in FY2017-18.							Ongoing savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$87,035	\$87,035
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$87,035	\$87,035

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$87,558	\$87,558
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$87,558	\$87,558

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Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
7/6/2016	291644	10000	18125	IRON MOUNTAIN OFF-SITE DATA PROTECTION	10001707	\$176.50
6/22/2017	291644	10000	11040	SHRED WORKS	10001707	\$108.00
7/21/2016	291644	10000	16221	LINK2GOV CORP	10001707	\$186.13
5/8/2017	291644	10000	10525	STAPLES BUSINESS ADVANTAGE	10001707	\$195.53
6/9/2017	291644	10000	10525	STAPLES BUSINESS ADVANTAGE	10001707	\$12.74
1/30/2017	291644	10000	19209	GRM INFORMATION MANAGEMENT SERVICES	10001707	\$351.94
7/5/2017	291644	10000	13856	OPENCOPY	10001707	\$704.84
7/28/2017	291644	10000	12182	RICOH USA INC	10001707	\$0.01
7/28/2017	291644	10000	12182	RICOH USA INC	10001707	\$0.01
10/27/2017	291644	10000	21375	DIGITAL ROOM INC DBA UPRINTING.COM	10001707	\$14.87
3/12/2018	291644	10000	8003	XTECH	10001707	\$5.02
Total						\$1,755.59

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$44,959,965 budget for FY 2018-19 is \$5,541,664 or 14.1% more than the original FY 2017-18 budget of \$39,418,301.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 174.10 FTEs, which are 3.85 FTEs more than the 170.25 FTEs in the original FY 2017-18 budget. This represents a 2.3% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$10,734,741 in FY 2018-19, are \$2,286,939 or 27.1% more than FY 2017-18 revenues of \$8,447,802.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$43,666,805 budget for FY 2019-20 is \$1,293,160 or 2.9% less than the Mayor's proposed FY 2018-19 budget of \$44,959,965.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 175.81 FTEs, which are 1.71 FTEs more than the 174.10 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$9,168,364 in FY 2019-20, are \$1,566,377 or 14.6% less than FY 2018-19 estimated revenues of \$10,734,741.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: ASR – ASSESSOR

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Assessor-Recorder	21,594,580	23,857,168	24,145,354	31,180,269	39,418,301	44,959,965
FTE Count	152.08	147.07	162.08	171.88	170.25	174.10

The Department's budget increased by \$23,365,385 or 108.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 22.02 or 14.48% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$5,541,664 largely driven by investments in the Department's technology systems, particularly the Property Assessment and Tax System (PATs) and the replacement of the Recorder system. The increase is also driven by investments in staff to streamline and improve internal processes, continue to work through the Department's property appraisal backlog, and modernize recorder processes.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$1,293,160 largely driven by the end of one-time expenditures in the Recorder modernization project.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ASR – ASSESSOR

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,017,829 in FY 2018-19. Of the \$1,017,829 in recommended reductions, \$215,508 are ongoing savings and \$802,321 are one-time savings. These reductions would still allow an increase of \$4,523,835 or 11.5% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$384,988 in FY 2019-20. Of the \$384,988 in recommended reductions, \$384,988 are ongoing savings and none are one-time savings. These reductions would allow a decrease of \$1,678,148 or 3.7% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ASR - Assessor-Recorder

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	ASR Administration													
0922 Manager I	0.77	0.00	\$78,850	\$0	\$78,850	x		1.00	0.00	\$132,989	\$0	\$132,989	x	
Mandatory Fringe Benefits			\$32,866	\$0	\$32,866	x				\$56,601	\$0	\$56,601	x	
	Total Savings \$111,716							Total Savings \$189,590						
	Deny new 0.77 FTE 0922 Manager I position. According to the Department, this new manager position will facilitate implementation of new projects and initiatives within the department. The Department has added 22 new positions in the past five years, many of which are management and analytical positions that can oversee and facilitate implementation of new projects within their division. This is one of four new positions requested by the Department in the operating budget in FY 2018-19, of which the Budget and Legislative Analyst is recommending approval of one.							Ongoing savings						
0931 Manager III	1.00	0.00	\$153,931	\$0	\$153,931	x		1.00	0.00	\$153,931	\$0	\$153,931	x	
Mandatory Fringe Benefits			\$59,692	\$0	\$59,692	x				\$61,139	\$0	\$61,139	x	
0923 Manager II	0.00	1.00	\$0	\$142,764	(\$142,764)	x		0.00	1.00	\$0	\$142,764	(\$142,764)	x	
Mandatory Fringe Benefits			\$0	\$57,420	(\$57,420)	x				\$0	\$58,879	(\$58,879)	x	
	Total Savings \$13,439							Total Savings \$13,427						
	The Department requested an upward substitution from a Manager I to a Manager III to oversee the Department's human resources functions. This recommendation would approve the substitution to a Manager II rather than a Manager III.							Ongoing savings						
Interpreters			\$12,500	\$7,500	\$5,000	x	x							
	Reduce to reflect historical Department expenditures and actual need							One-time savings						
Other Current Expenses - Bdgt			\$59,000	\$49,000	\$10,000	x	x							
	Reduce to reflect historical Department expenditures and actual need							One-time savings						
Materials & Supplies - Budget			\$58,850	\$48,850	\$10,000	x	x							
	Reduce to reflect historical Department expenditures and actual need							One-time savings						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

ASR - Assessor-Recorder

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Programmatic Projects-Budget			\$12,099,218	\$11,867,218	\$232,000	x	x							
4224_O Principal Personal Property Auditor	3.00	2.00												
4222_O Senior Personal Property Auditor	1.00	2.00												
1824_O Principal Administrative Analyst	1.00	0.00												
			Total Savings	\$232,000						Total Savings	\$0			
377	<p>The Department plans to begin development of the new Property Tax Assessment System in FY 2018-19. The Department will submit vendor contracts to the Board of Supervisors for approval in summer 2018.</p> <p>The Property Tax Assessment System project budget includes 16 positions, of which five are new in FY 2018-19. The proposed budget includes approval of one Manager V position as an interim exception to oversee the project. This position was filled on a temporary basis pending approval of the new position.</p> <p>The Department is also requesting a new Manager III position for ongoing facilitation of the project to ensure Assessor, Tax Collector, and Controller staff are fully integrated into system functions, and new Principal Administrative Analyst, Administrative Analyst, and Transaction Specialist positions. These five new positions are in addition to 11 positions previously authorized.</p> <p>The Budget and Legislative Analyst recommends (a) deleting the new Principal Administrative Analyst position (the Department has another Principal Administrative Analyst position allocated to this project), and (b) not approving the upward substitution of one vacant 4222 Senior Personal Property Auditor to 4224 Principal Property Auditor. In addition, the Budget and Legislative Analyst recommends reducing the total project allocation for salaries to reflect vacant project positions.</p>							One-time savings						

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ASR - Assessor-Recorder

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	ASR Real Property													
4267 Principal Real Property Appraiser	0.50	0.00	\$65,357	\$0	\$65,357	x		1.00	0.00	\$130,713	\$0	\$130,713	x	
Mandatory Fringe Benefits			\$24,996	\$0	\$24,996	x				\$51,258	\$0	\$51,258	x	
	Total Savings \$90,353							Total Savings \$181,971						
	<p>The Department has requested two new positions for the Standards and Mapping Units - one new 0931 Manager III to oversee the unit and one new 4267 Principal Real Property Appraiser. Under this proposal, the unit will have 14 positions, including two Principal Real Property Appraisers, four Senior Real Property Appraisers (of which two are dedicated to DBI), and three Real Property Appraisers (of which one is vacant). The Budget and Legislative Analyst recommends approval of the new Manager III position to oversee the unit but considers the unit to have sufficient appraiser and administrative staffing and therefore does not recommend approval of the new Principal Real Property Appraiser position. The Department has added 22 new positions in the past five years, many of which are management and analytical positions that can oversee and facilitate implementation of new projects within their division. This is one of four new positions requested by the Department in the operating budget in FY 2018-19, of which the Budget and Legislative Analyst is recommending approval of one.</p>							Ongoing savings						
	Departmentwide													
Attrition Savings			(\$1,675,528)	(\$2,060,000)	\$384,472	x	x							
Mandatory Fringe Benefits			(\$700,980)	(\$861,829)	\$160,849	x	x							
	Total Savings \$545,321							Total Savings \$0						
	<p>Increase Attrition Savings to reflect anticipated delays in hiring and vacancies. The Department had salary surpluses of approximately \$900,000 to \$1 million in FY 2014-15, FY 2015-16, and FY 2016-17, reduced to an estimated \$809,000 in FY 2017-18.</p>							One-time savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$802,321	\$215,508	\$1,017,829
Non-General Fund	\$0	\$0	\$0
Total	\$802,321	\$215,508	\$1,017,829

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$384,988	\$384,988
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$384,988	\$384,988

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$68,284,289 budget for FY 2018-19 is \$1,000,002 or 1.5% more than the original FY 2017-18 budget of \$67,284,287.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 251.61 FTEs, which are 5.50 FTEs less than the 257.11 FTEs in the original FY 2017-18 budget. This represents a 2.1% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$57,620,219 in FY 2018-19, are \$546,257 or 1.0% more than FY 2017-18 revenues of \$57,073,962.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$67,598,829 budget for FY 2019-20 is \$685,460 or 1.0% less than the Mayor's proposed FY 2018-19 budget of \$68,284,289.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 252.13 FTEs, which are 0.52 FTEs more than the 251.61 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$56,482,161 in FY 2019-20 are \$1,138,058 or 2.0% less than FY 2018-19 estimated revenues of \$57,620,219.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: CON – CONTROLLER

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Budget	Budget	Budget	Budget	Budget	Proposed
Controller	43,980,897	53,637,306	62,453,126	69,223,402	67,284,287	68,284,289
FTE Count	204.11	218.51	252.58	263.44	257.11	251.61

The Department's budget increased by \$24,303,392 or 55.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 47.50 or 23.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$1,000,002 largely due to three new positions in the City Services Auditor division.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$685,460 largely due to close out of projects related to the financial system replacement.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CON – CONTROLLER

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$120,000 in FY 2018-19. Of the \$120,000 in recommended reductions, \$100,000 are ongoing savings and \$20,000 are one-time savings. These reductions would still allow an increase of \$880,002 or 1.3% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$75,126, and one-time FY 2017-18 savings of \$125,000 for total General Fund savings of \$320,126.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$100,000 in FY 2019-20. All of the recommended reductions are ongoing savings. These reductions would contribute to the decrease of \$785,460 or 1.2% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

CON - Controller

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Administration													
Data Processing Supplies			\$85,000	\$65,000	\$20,000	x	x							
	Reduce budgeted amount for Data Processing Supplies due to historical underspending.							One-time savings.						
	Accounting													
Attrition Savings	(4.71)	(5.02)	(\$769,367)	(\$819,367)	\$50,000	x		(4.71)	(5.01)	(\$773,423)	(\$823,423)	\$50,000	x	
	Increase attrition savings to reflect rate of hire.							Ongoing savings.						
	Payroll													
Attrition Savings	(1.03)	(1.40)	(\$139,477)	(\$189,477)	\$50,000	x		(1.03)	(1.40)	(\$140,443)	(\$190,443)	\$50,000	x	
	Increase attrition savings to reflect rate of hire.							Ongoing savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$20,000	\$100,000	\$120,000
Non-General Fund	\$0	\$0	\$0
Total	\$20,000	\$100,000	\$120,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$100,000	\$100,000
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$100,000	\$100,000

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2017	229222	10000	20671	EN POINTE TECHNOLOGIES SALES LLC	10001643	9,500
2015	229227	10000	16036	LUX CONSULTING	10001644	6,000
2014	229227	10000	8155	WILLIAMS ADLEY & COMPANY CA LLP	10001644	7,633
2017	229222	10020	12749	PUBLIC FINANCIAL MANAGEMENT INC	10001643	5,449
2014	229227	10000	8155	WILLIAMS ADLEY & COMPANY CA LLP	10001644	18,979
2014	229222	10000	9675	THE MARTINET GROUP LLC	10001643	27,565
Total						75,126

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$1,399,223,023 budget for FY 2018-19 is \$136,043,833 or 10.8% more than the original FY 2017-18 budget of \$1,263,179,190.

Revenue Changes

The Department's revenues of \$4,868,235,185 in FY 2018-19, are \$356,118,824 or 7.9% more than FY 2017-18 revenues of \$4,512,116,361.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$1,280,878,196 budget for FY 2019-20 is \$118,344,827 or 8.5% less than the Mayor's proposed FY 2018-19 budget of \$1,399,223,023.

Revenue Changes

The Department's revenues of \$4,844,887,294 in FY 2019-20 are \$23,347,891 or 0.5% less than FY 2018-19 estimated revenues of \$4,868,235,185.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: GEN – GENERAL CITY RESPONSIBILITY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$200,000 in FY 2018-19. All of the \$200,000 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$135,843,833 or 10.8% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst has not proposed any reductions for FY 2019-20.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

GEN- General City Responsibility

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	GEN General City- Unallocated													
Judgements- Claims			\$3,100,000	\$3,000,000	\$100,000	x	x			\$3,100,000	\$3,100,000	\$0	x	
	Reduce Judgements-Claims to reflect actual need in the City's reserve for judgements and claims.							One-time savings						
Reserve for Litigation			\$11,000,000	\$10,900,000	\$100,000	x	x			\$11,000,000	\$11,000,000	\$0	x	
	Reduce Reserve for Litigation to reflect actual need in the City's litigation reserve.							One-time savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$200,000	\$0	\$200,000
Non-General Fund	\$0	\$0	\$0
Total	\$200,000	\$0	\$200,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

GEN- General City Responsibility

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Policy Recommendations														
Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	GEN General City- Unallocated													
Programmatic Projects- Budget			\$250,000	\$0	\$250,000	x	x			\$250,000	\$250,000	\$0		
	The proposed budget includes \$250,000 for participatory budgeting in District 8. Reprogramming these funds is a policy matter for the Board of Supervisors.							One-time savings.						

FY 2018-19			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$250,000	\$0	\$250,000
Non-General Fund	\$0	\$0	\$0
Total	\$250,000	\$0	\$250,000

FY 2019-20			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$86,006,153 budget for FY 2018-19 is \$3,650,766 or 4.4% more than the original FY 2017-18 budget of \$82,355,387.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 312.66 FTEs, which are 3.71 FTEs more than the 308.95 FTEs in the original FY 2017-18 budget. This represents a 1.2% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$66,370,195 in FY 2018-19, are \$837,629 or 1.3% more than FY 2017-18 revenues of \$65,532,566.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$87,982,476 budget for FY 2019-20 is \$1,976,323 or 2.3% more than the Mayor's proposed FY 2018-19 budget of \$86,006,153.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 313.64 FTEs, which are 0.98 FTEs more than the 312.66 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.3% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$65,901,454 in FY 2019-20, are \$468,741 or 0.7% less than FY 2018-19 estimated revenues of \$66,370,195.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CAT – CITY ATTORNEY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
City Attorney	73,004,864	75,751,194	76,189,394	78,780,781	82,355,387	86,006,153
FTE Count	308.14	308.19	306.39	306.82	308.95	312.66

The Department's budget increased by \$13,001,289 or 17.8% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 4.52 or 1.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$3,650,766 largely due to mandated increases in salaries and fringe benefits, and the addition of new positions to handle civil conservatorship cases, which are currently handled by the District Attorney's Office and will transfer to the Department on January 1, 2019.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$1,976,323 largely due to cost of living adjustments.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: CAT – CITY ATTORNEY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$269,578 in FY 2018-19. All of the recommended reductions are one-time savings. These reductions would still allow an increase of \$3,381,188 or 4.1% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$275,576 in FY 2019-20. All of the recommended reductions are ongoing savings. These reductions would still allow an increase of \$1,700,747 or 2.0% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

CAT - City Attorney

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	City Attorney													
8177 Attorney					\$0			1.00	0.00	\$207,117	\$0	\$207,117	x	
Mandatory Fringe Benefits					\$0					\$68,459	\$0.00	\$68,459	x	
	Total Savings \$0							Total Savings \$275,576						
								Deny 1.00 FTE new 8177 Attorney position proposed for handling civil conservatorship proceedings. The Board of Supervisors approved an ordinance designating the City Attorney rather than the District Attorney to institute proceedings under the Lanterman-Petris-Short Act to appoint conservators for persons with mental health disorders and compel participation in assisted outpatient treatment (Ord. 117-18, File 18-0156). Approximately 491 cases will be transferred from the District Attorney to the City Attorney on January 1, 2019.						
								The District Attorney's Office had assigned 0.5 FTE 8177 Attorney and 0.4 FTE 8132 Investigative Assistant to handle such conservatorships, or a total of 0.9 FTE. The City Attorney's Office is now proposing 2.0 FTE Attorneys and 1.0 FTE 8173 Legal Assistant to handle such conservatorships, or a total of 3.0 FTE or over a 233 percent increase from the previously budgeted staffing in the District Attorney's Office. The City Attorney considered the 233 percent increase in staffing to be necessary because of the (1) increase in homelessness and associated referrals, and (b) pending State legislation that could expand Lanterman-Petris-Short Act conservatorships.						
								Instead of three new positions, the Budget and Legislative Analyst recommends approval of two of the requested new positions, one Attorney and one Claims Investigator, as of January 2019 in the City Attorney's Office to handle such conservatorships. The Budget and Legislative Analyst's recommendations would still provide an increase of 1.1 FTE or over 122 percent as compared to the current staffing in the District Attorney's Office. The Budget and Legislative Analyst recommends disapproval of the second 8177 Attorney position in FY 2019-20. It should be noted that State legislation has not yet been adopted expanding Lanterman-Petris-Short Act conservatorships.						
Attrition Savings	(18.86)	(20.08)	(\$3,103,699)	(\$3,303,699)	\$200,000	x	x							
Mandatory Fringe Benefits			(\$1,079,742)	(\$1,149,320)	\$69,578	x	x							
	Total Savings \$269,578							Total Savings \$0						
	Increase Attrition Savings to reflect expected hiring dates for vacant positions.							One-time savings.						

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

CAT - City Attorney

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
FY 2018-19							FY 2019-20							
Total Recommended Reductions							Total Recommended Reductions							
	One-Time		Ongoing		Total			One-Time		Ongoing		Total		
General Fund	\$269,578		\$0		\$269,578		General Fund	\$0		\$275,576		\$275,576		
Non-General Fund	\$0		\$0		\$0		Non-General Fund	\$0		\$0		\$0		
Total	\$269,578		\$0		\$269,578		Total	\$0		\$275,576		\$275,576		

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$172,773,702 budget for FY 2018-19 is \$47,281,822 or 37.7% more than the original FY 2017-18 budget of \$125,491,880.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 62.55 FTEs, which are 4.54 FTEs more than the 58.01 FTEs in the original FY 2017-18 budget. This represents a 7.8% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$136,286,281 in FY 2018-19, are \$42,539,032 or 45.4% more than FY 2017-18 revenues of \$93,747,249.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$151,691,425 budget for FY 2019-20 is \$21,082,277 or 12.2% less than the Mayor's proposed FY 2018-19 budget of \$172,773,702.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 59.10 FTEs, which are 3.45 FTEs less than the 62.55 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 5.5% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$117,891,507 in FY 2019-20, are \$18,394,774 or 13.5% less than FY 2018-19 estimated revenues of \$136,286,281.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: MYR – MAYOR

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Budget	Budget	Budget	Budget	Budget	Proposed
Mayor	52,089,662	90,168,352	112,238,807	166,845,498	125,491,880	172,773,702
FTE Count	49.45	50.21	54.68	56.00	58.01	62.55

The Department's budget increased by \$120,684,040 or 232% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 13.10 or 26% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

The vast majority of this growth is driven by non-General Fund sources for housing development and the mandated growth in the Housing Trust Fund, approved by voters as Proposition C in 2012. Additional investments in immigration services and eviction prevention through nonprofit grants have also been made during this time period.

The FY 2018-19 budget also reflects expenditures on reserve pending the outcome of ballot measures, notably \$16.4 million that will not move forward due to the failure of Proposition D in June 2018.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$47,281,822 largely due to a \$2.8 million annual increase in the Housing Trust Fund and one-time appropriation of \$40,000,000 of fee revenue to the Downtown Neighborhoods Preservation Fund (Oceanwide Center at 50 First Street) for affordable housing.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$21,082,277 largely due to the elimination of the one-time appropriation related to the Downtown Neighborhoods Preservation Fund.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: MYR – MAYOR

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$75,000 in FY 2018-19. All of the recommended reductions are one-time savings. These reductions would still allow an increase of \$47,206,822 or 37.6% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$154,688 and one-time FY 2017-18 savings of \$200,000, for total General Fund savings of \$429,688.

In addition, we recommend placing \$1,500,000 on Budget and Finance Committee Reserve pending the results of a November 2018 ballot initiative which, if passed, would dedicate funding to supporting the implementation of Cultural Districts.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst does not recommend reductions to the proposed budget in FY 2019-20. We recommend placing \$3,100,000 on Budget and Finance Committee Reserve pending the results of a November 2018 ballot initiative which, if passed, would dedicate funding to supporting the implementation of Cultural Districts.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

MYR - Mayor's Office

	FY 2018-19							FY 2019-20						
Account Title	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Office of the Mayor													
Attrition Savings	(0.69)	(1.14)	(\$81,553)	(\$134,242)	\$52,689	x	x					\$0		
Mandatory Fringe Benefits			(\$34,534)	(\$56,845)	\$22,311	x	x					\$0		
	Total Savings \$75,000							Total Savings \$0						
	Increase Attrition Savings for Administration to reflect anticipated turnover due to new mayoral administration.							One-time savings.						
0901 Mayoral Staff XIII	0.77 O	0.77 L	\$0	\$0	\$0	x		1.00 O	0.00	\$0	\$0	\$0	x	
	Total Savings \$0							Total Savings \$0						
	Change the proposed new 0901 Mayoral Staff XIII position from a continuing position to a Limited Tenure (L) position for one year. There are no salary or fringe benefits in the budget for this off-budget position. This new position will assist the Department of Human Resources in FY 2018-19 with labor negotiations.							Delete the requested 0901 Mayoral Staff XIII position in FY 2019-20, which should only be budgeted in FY 2018-19 as a Limited Tenure (L) position and extend for only one year. This new position is intended to assist the Department of Human Resources in FY 2018-19 with labor negotiations.						
	Housing & Community Development													
9774 Senior Community Development Specialist I	0.77 N	0.77 L	\$0	\$0	\$0	x		1.00 N	0.23 L	\$0	\$0	\$0	x	
	Total Savings \$0							Total Savings \$0						
	Change the proposed new off-budget 9774 Senior Community Development Specialist I position in FY 2018-19 to Limited Tenure (L) for one year. There are no salary or fringe benefits in the budget for this off-budget position. This position will be in place for 12 months.							Reduce the requested off-budget 9774 Senior Community Development Specialist I position from 1.00 FTE to 0.23 FTE in FY 2019-20 to reflect the one-year Limited Tenure (L) of the position.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$75,000	\$0	\$75,000
Non-General Fund	\$0	\$0	\$0
Total	\$75,000	\$0	\$75,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

MYR - Mayor's Office

	FY 2018-19							FY 2019-20						
Account Title	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
Budget and Finance Committee Reserve Recommendation														
	Housing & Community Development													
Programmatic Projects			\$1,500,000	\$0	\$1,500,000					\$3,100,000	\$0	\$3,100,000		
	Place \$1,500,000 on Budget & Finance Committee Reserve in FY 2018-19 pending the results of a November 2018 ballot initiative which, if passed, would dedicate funding to supporting the implementation of Cultural Districts.							Place \$3,100,000 on Budget & Finance Committee Reserve in FY 2019-20 pending the results of a November 2018 ballot initiative which, if passed, would dedicate funding to supporting the implementation of Cultural Districts.						

FY 2018-19			
Total Reserve Recommendation			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$1,500,000	\$1,500,000
Total	\$0	\$1,500,000	\$1,500,000

FY 2019-20			
Total Reserve Recommendation			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$3,100,000	\$3,100,000
Total	\$0	\$3,100,000	\$3,100,000

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2017	232065	10010	10648	SPECIALTY'S CAFE & BAKERY INC	10023903	1,072.12
2017	232065	10010	10648	SPECIALTY'S CAFE & BAKERY INC	10023903	287.45
2017	232065	10010	10648	SPECIALTY'S CAFE & BAKERY INC	10023903	110.01
2017	232065	10010	10648	SPECIALTY'S CAFE & BAKERY INC	10023903	34.62
2016	232065	10010	11535	SAN FRANCISCO PARKS ALLIANCE	10023915	24,505.49
2016	232065	10010	11535	SAN FRANCISCO PARKS ALLIANCE	10023912	4,214.00
2016	232065	10010	24140	BOOKER T WASHINGTON COMMUNITY SVCS CTR	10023906	23.20
2016	232065	10010	24724	BAR ASSOCIATION OF SAN FRANCISCO	10023885	50,206.71
2016	232065	10010	12416	REBUILDING TOGETHER-SF	10023885	59,441.61
2017	232065	10010	11511	SAN FRANCISCO STUDY CENTER INC	10023912	2,050.00
2017	232065	10010	21257	DOLORES STREET COMMUNITY SERVICES INC	10023912	847.67
2016	232065	10010	14118	NORTHERN CALIFORNIA COMMUNITY LOAN FUND	10023906	2,141.15
2016	232065	10010	26066	AIDS LEGAL REFERRAL PANEL OF THE S F BAY	10023915	1.23
2016	232055	10000	19209	GRM INFORMATION MANAGEMENT SERVICES	10001887	698.80
2016	232055	10000	12182	RICOH USA INC	10001887	18.58
2016	232055	10000	10525	STAPLES BUSINESS ADVANTAGE	10001736	105.16
2016	232055	10000	10525	STAPLES BUSINESS ADVANTAGE	10001887	2,677.36
2016	232055	10000	10525	STAPLES BUSINESS ADVANTAGE	10001731	200.00
2017	232055	10000	10525	STAPLES BUSINESS ADVANTAGE	10001887	500.00
2016	232055	10000	20367	EXPRESS OVERNITE	10001887	100.00
2016	232055	10000	9046	U S PURE WATER CORP	10001887	516.56
2016	232055	10000	9046	U S PURE WATER CORP	10001887	100.00
2017	232055	10000	12182	RICOH USA INC	10001887	62.33
2016	232055	10000	16611	LANGUAGELINE SOLUTIONS(SM)	10001887	926.39
2016	232055	10000	13132	PINNACLE PRINT SOLUTIONS INC	10001887	270.00
2016	232055	10000	13132	PINNACLE PRINT SOLUTIONS INC	10001887	30.00
2016	232055	10000	12182	RICOH USA INC	10001887	135.74
2016	232055	10000	12182	RICOH USA INC	10001887	411.41
2016	232055	10000	16585	LASERLINK INTERNATIONAL INC	10001887	3,000.00
Total						154,687.59

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$18,735,746 budget for FY 2018-19 is \$3,888,514 or 26.2% more than the original FY 2017-18 budget of \$14,847,232.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 49.04 FTEs, which are 1.54 FTEs more than the 47.50 FTEs in the original FY 2017-18 budget. This represents a 3.2% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$975,465 in FY 2018-19, are \$828,640 or 564.4% more than FY 2017-18 revenues of \$146,825.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$22,015,020 budget for FY 2019-20 is \$3,279,274 or 17.5% more than the Mayor's proposed FY 2018-19 budget of \$18,735,746.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 61.40 FTEs, which are 12.36 FTEs more than the 49.04 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 25.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$125,402 in FY 2019-20, are \$850,063 or 87.1% less than FY 2018-19 estimated revenues of \$975,465.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: REG— ELECTIONS

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Department of Elections	16,696,145	16,341,790	18,841,748	14,413,993	14,847,232	18,735,746
FTE Count	52.17	48.51	57.01	47.9	47.50	49.04

The Department's budget increased by \$ 2,039,601 or 12.22% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count decreased by 3.13 or 6% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$3,888,514 largely primarily related to growth in salary and benefit costs, the cost of leasing a new voting system, and cost increases related to election material printing.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$3,279,274 largely due to the fact that the City and County will hold two elections during the fiscal year.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: REG- ELECTIONS

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$115,000 in FY 2018-19. Of the \$115,000 in recommended reductions, \$70,000 are ongoing savings and \$45,000 are one-time savings. These reductions would still allow an increase of \$3,773,514 or 25.4% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$135,044, for total General Fund savings of \$250,044.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$175,000 in FY 2019-20. Of the \$175,000 in recommended reductions, \$175,000 are ongoing savings and none are one-time savings. These reductions would still allow an increase of \$3,104,274 or 16.6% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REG - Elections

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	REG Elections Services													
Systems Consulting Services					\$15,000	x	x					\$0		
	Reduce to reflect historical Department expenditures and actual need							One-time savings						
Miscellaneous Facilities Rental					\$30,000	x	x					\$0		
	Reduce to reflect historical Department expenditures and actual need							One-time savings						
Postage					\$50,000	x						\$25,000	x	
	Reduce to reflect the number of voters who require election materials to be mailed in various languages							Ongoing savings						
Printing					\$20,000	x						\$150,000	x	
	Reduce to reflect historical Department expenditures and actual need							Ongoing savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$45,000	\$70,000	\$115,000
Non-General Fund	\$0	\$0	\$0
Total	\$45,000	\$70,000	\$115,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$175,000	\$175,000
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$175,000	\$175,000

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
6/20/2017	232302	10000	18466	IMPARK	10026787	\$ 98,000.00
6/20/2017	232302	10000	10525	STAPLES BUSINESS ADVANTAGE	10026787	\$ 21,284.12
6/5/2017	246641	10000	10525	STAPLES BUSINESS ADVANTAGE	10026787	\$ 5,000.00
7/28/2016	232302	10000	26079	AGURTO CORPORATION DBA PESTEC	10026787	\$ 2,232.36
7/14/2016	232302	10000	19315	GRAINGER	10026787	\$ 2,037.05
8/17/2016	232302	10000	12182	RICOH USA INC	10026787	\$ 1,000.00
8/3/2016	232302	10000	18466	IMPARK	10026787	\$ 914.00
6/12/2017	232302	10000	21253	DOMINION VOTING SYSTEMS INC	10026787	\$ 875.00
8/24/2016	232302	10000	18871	HERC RENTALS INC	10026787	\$ 495.27
8/24/2016	232302	10000	9046	U S PURE WATER CORP	10026787	\$ 485.00
8/17/2016	232302	10000	12182	RICOH USA INC	10026787	\$ 462.05
8/31/2016	232302	10000	18871	HERC RENTALS INC	10026787	\$ 413.26
10/31/2016	232302	10000	18871	HERC RENTALS INC	10026787	\$ 338.24
9/21/2016	232302	10000	8698	VERIZON WIRELESS	10026787	\$ 264.42
10/31/2016	232302	10000	18871	HERC RENTALS INC	10026787	\$ 221.46
12/19/2016	232302	10000	12182	RICOH USA INC	10026787	\$ 202.00
6/5/2017	232302	10000	17230	K & H INTEGRATED PRINT SOLUTIONS	10026787	\$ 189.08
6/20/2017	232302	10000	8698	VERIZON WIRELESS	10026787	\$ 155.24
8/24/2016	232302	10000	9046	U S PURE WATER CORP	10026787	\$ 135.12
10/3/2016	232302	10000	13298	PENSKE TRUCK LEASING CO LP	10026787	\$ 103.61
5/22/2017	232302	10000	13966	OFFICE RELIEF INC	10026787	\$ 61.77
12/19/2016	232302	10000	12182	RICOH USA INC	10026787	\$ 61.72
12/7/2016	232302	10000	12182	RICOH USA INC	10026787	\$ 59.02
10/4/2016	232302	10000	18871	HERC RENTALS INC	10026787	\$ 38.49
2/8/2017	232302	10000	19209	GRM INFORMATION MANAGEMENT SERVICES	10026787	\$ 16.00
Total						\$135,044.28

DEPARTMENT: HRD – HUMAN RESOURCES

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$101,319,776 budget for FY 2018-19 is \$8,023,554 or 8.6% more than the original FY 2017-18 budget of \$93,269,222.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 168.45 FTEs, which are 20.67 FTEs more than the 147.78 FTEs in the original FY 2017-18 budget. This represents a 14% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$82,319,827 in FY 2018-19 are \$4,752,142 or 6.1% more than FY 2017-18 revenues of \$77,594,685.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$99,142,538 budget for FY 2019-20 is \$2,177,238 or 2.1% less than the Mayor's proposed FY 2018-19 budget of \$101,319,776.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 160.55 FTEs, which are 7.90 FTEs less than the 168.45 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 4.7% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$82,911,694 in FY 2019-20 are \$591,867 or 0.7% more than FY 2018-19 estimated revenues of \$82,319,827.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HRD – HUMAN RESOURCES

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Department of Human Resources	77,898,019	81,400,546	87,992,304	95,016,164	93,296,222	101,319,776
FTE Count	135.32	143.28	152.41	154.88	147.78	168.45

The Department's budget increased by \$101,319,776 or 30.1% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 33.13 or 24.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$8,023,554 largely due to:

One time funding for upcoming labor negotiations. In addition, the Department made increases in Workers' Compensation and the Equal Opportunity and Client Services divisions have added staff due to increased demand for services. Finally, the budget includes one-time funds for hiring modernization projects.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$2,177,238 largely due to:

The expiration of one time funds for labor negotiations.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HRD – HUMAN RESOURCES

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$330,568 in FY 2018-19. All of the \$330,568 in recommended reductions are one-time savings. These reductions would still allow an increase of \$7,692,986 or 8.2% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$19,788, for total General Fund savings of \$350,356.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst does not propose any reductions in FY 2019-20.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HRD - Human Resources

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	HRD Recruit-Assess-Client Svc													
Attrition Savings			(\$323,060)	(\$438,999)	\$115,939	x	x					\$0		
Mandatory Fringe Benefits			(\$130,467)	(\$177,289)	\$46,822	x	x					\$0		
	Total Savings \$162,761							Total Savings \$0						
	Increase Attrition Savings to reflect delayed hiring for Recruitment and Client Services positions.							One time saving.						
	HRD Equal Emplmtn Opportunity													
Attrition Savings			(\$33,061)	(\$153,945.00)	\$120,884	x	x					\$0		
Mandatory Fringe Benefits			(\$12,833)	(\$59,756)	\$46,923	x	x					\$0		
	Total Savings \$167,807							Total Savings \$0						
	Increase Attrition to reflect delays in hiring for EEO positions.							One time saving.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$330,568	\$0	\$330,568
Non-General Fund	\$0	\$0	\$0
Total	\$330,568	\$0	\$330,568

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HRD - Human Resources

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Policy/Reserve Recommendations														
	HRD Equal Emplmnt Opportunity													
1233 Equal Employment Opportunity Programs Specialist	3.08	3.08			\$0			4.00	4.00			\$0		
Mandatory Fringe Benefits					\$0							\$0		
	Total Savings \$0							Total Savings \$0						
	Fund 3.08 FTE new 1233 Equal Employment Opportunity Programs Specialist positions on a three-year limited term basis rather than as permanent positions. The Department cites a 300% increase in EEO complaints since FY 2012-13, however the increase can be attributed in part to increased media attention on workplace harassment and the addition of MTA cases to the general HR caseload in FY 2015-16 (two EEO investigator positions were added in FY 2016-17). While it is important to investigate complaints in a timely manner, it is unclear whether present trends will continue indefinitely or if complaints will decrease to a level closer to the historical average. Making the positions three year limited term would allow the Department to address their increased caseload while also exercising caution with staffing resources. After this period the Board could renew the positions assuming demand remained the same, or adjust staffing if demand decreases in a meaningful way.							Fund new 1233 Equal Employment Opportunity Programs Specialist FTE Positions on a three-year limited term basis. Savings would be realized in FY 2021-22 if positions are deleted at the end of the three year term.						

FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2016	232025	10000	20223	FIELDS CONSULTING GROUP INC	10026742	6,300
2016	232025	10020	10486	STATE OF CALIFORNIA / DEPT OF JUSTICE	10024337	13,488
Total						19,788

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$22,536,444 budget for FY 2018-19 is \$264,820 or 1.2% more than the original FY 2017-18 budget of \$22,271,624.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 110.06 FTEs, which are 0.74 FTEs less than the 110.80 FTEs in the original FY 2017-18 budget. This represents a 0.7% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$4,266,650 in FY 2018-19, are \$560,850 or 11.6% less than FY 2017-18 revenues of \$4,827,500.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$23,152,264 budget for FY 2019-20 is \$615,820 or 2.7% more than the Mayor's proposed FY 2018-19 budget of \$22,536,444.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 109.97 FTEs, which are 0.09 FTEs less than the 110.06 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.1% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$4,348,403 in FY 2019-20 are \$81,753 or 1.9% more than FY 2018-19 estimated revenues of \$4,266,650.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: FAM – FINE ARTS MUSEUM

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Fine Arts Museum	17,107,968	17,602,878	18,262,298	19,361,422	22,271,624	22,536,444
FTE Count	111.14	112.53	113.58	108.70	110.80	110.06

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$264,820 largely due to:

COLA adjustments and new and increased spending for two capital projects: a masonry repair project at the Legion of Honor and a project to replace security doors at the entrance to special exhibition galleries in the de Young Museum.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$615,820 largely due to:

Four capital projects: A tower drainage project at the de Young Museum and skylight structure, clearstory window, and sump pump replacement projects at the Legion of Honor.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: FAM – FINE ARTS MUSEUM

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$15,703 in FY 2018-19. All of the \$15,703 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$249,117 or 1.1% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$50,000 in FY 2019-20. All of the \$50,000 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$565,820 or 2.5% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

FAM - Fine Arts Museum

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	FA Public Art and Culture													
Attrition Savings	(8.69)	(8.84)	(\$676,465)	(\$687,102)	\$10,637	x	x	(8.69)	(8.69)	(\$676,465)	(\$676,465)	\$0		
Mandatory Fringe Benefits			(\$316,323)	(\$321,389)	\$5,066	x	x			(\$323,700)	(\$323,700)	\$0		
	Total Savings				\$15,703			Total Savings				\$0		
	Increase attrition savings by 0.15 FTEs to account for hiring process for 1.0 FTE vacant 8226 Museum Guard. A requisition has been sent to Mayor's Office.							One-time savings						
Capital Renewal Projects										\$500,000	\$450,000	\$50,000	x	x
	One-time saving in FY 2019-20							Decrease expenditure on de Young Tower Drainage Project by 10% due to lack of detailed cost estimate.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$15,703	\$0	\$15,703
Non-General Fund	\$0	\$0	\$0
Total	\$15,703	\$0	\$15,703

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$50,000	\$0	\$50,000
Non-General Fund	\$0	\$0	\$0
Total	\$50,000	\$0	\$50,000

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$12,014,112 budget for FY 2018-19 is \$1,051,715 or 9.6% more than the original FY 2017-18 budget of \$10,962,397.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 58.30 FTEs, which are 0.48 FTEs more than the 57.82 FTEs in the original FY 2017-18 budget. This represents a 0.8% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$695,000 in FY 2018-19, are the same as FY 2017-18 revenues of \$695,000.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$11,484,312 budget for FY 2019-20 is \$529,800 less than the Mayor's proposed FY 2018-19 budget of \$12,014,112

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 58.18 FTEs, which are 0.12 FTEs less than the 58.30 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$695,000 in FY 2019-20, are the same as FY 2018-19 estimated revenues of \$695,000.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AAM— ASIAN ART MUSEUM

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Asian Art Museum	8,744,439	9,456,379	10,289,633	10,856,486	10,962,397	12,014,112
FTE Count	57.83	57.76	57.15	57.14	57.82	58.30

The Department's budget increased by \$3,269,673 or 37.4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 0.47 or 0.81% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$1,051,715 largely due to changes primarily driven by capital projects.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$529,800 largely due to changes primarily driven by capital projects.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: AAM– ASIAN ART MUSEUM

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$16,119 in FY 2018-19. Of the \$16,119 in recommended reductions, \$16,119 are ongoing savings and none are one-time savings. These reductions would still allow an increase of \$1,035,596 or 9.4% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$16,230 in FY 2019-20. Of the \$16,230 in recommended reductions, \$16,230 are ongoing savings and none are one-time savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

AAM - Asian Art Museum

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	AAM Asian Art Museum													
9993 Attrition Savings	(2.00)	(2.12)	(\$185,695)	(\$196,837)	\$11,142	x		(2.00)	(2.12)	(\$185,695)	(\$196,837)	\$11,142	x	
Mandatory Fringe Benefits			(\$82,955)	(\$87,932)	\$4,977	x				(\$84,808)	(\$89,896)	\$5,088	x	
	Total Savings \$16,119							Total Savings \$16,230						
	Increase Attrition Savings to reflect anticipated delays in hiring and vacancies. The Department has a projected salary surplus of approximately \$43,000 in FY2017-18.							Ongoing savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$16,119	\$16,119
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$16,119	\$16,119

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$16,230	\$16,230
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$16,230	\$16,230

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$460,532,499 budget for FY 2018-19 is \$69,225,596 or 17.7% more than the original FY 2017-18 budget of \$391,306,903.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 884.23 FTEs, which are 39.22 FTEs more than the 845.01 FTEs in the original FY 2017-18 budget. This represents a 4.6% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$390,652,811 in FY 2018-19, are \$65,089,744 or 20.0% more than FY 2017-18 revenues of \$325,563,067.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$452,753,784 budget for FY 2019-20 is \$7,778,715 or 1.7% less than the Mayor's proposed FY 2018-19 budget of \$460,532,499.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 895.41 FTEs, which are 11.18 FTEs more than the 884.23 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.3% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$365,794,200 in FY 2019-20, are \$24,858,611 or 6.4% less than FY 2018-19 estimated revenues of \$390,652,811.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ADM– CITY ADMINISTRATOR

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
City Administrative Services	294,559,401	309,169,005	372,101,195	364,813,180	391,306,903	460,532,499
FTE Count	716.24	749.61	802.64	829.52	845.01	884.23

The Department's budget increased by \$165,973,098 or 56.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 167.99 or 23.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$69,225,596 largely due to costs related to the Hall of Justice Exit, budget growth in the Digital Services program due to a transfer of staff from the Department of Technology to the City Administrator, and a program promoting the count for 2020 census.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$7,778,715 largely due to expiration of one-time capital projects budgeted in FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ADM– CITY ADMINISTRATOR

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$420,713 in FY 2018-19. Of the \$420,713 in recommended reductions, \$296,576 are ongoing savings and \$124,137 are one-time savings. These reductions would still allow an increase of \$68,804,883 or 17.6% in the Department's FY 2018-19 budget.

In addition, we have identified \$13,334,310 to be placed on Budget and Finance Committee Reserve pending detailed cost expenditures for the exit from the Hall of Justice. We have also identified \$71,991 in reductions that are policy recommendations for the Committee's consideration.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$229,063 in FY 2019-20. All the recommended reductions are ongoing. These reductions would still allow a decrease of \$8,007,778 or 1.7% in the Department's FY 2019-20 budget.

In addition, we have identified \$8,000,000 to be placed on Budget and Finance Committee Reserve pending detailed cost expenditures for the exit from the Hall of Justice.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	City Administrators Program, OCEIA													
1823 Senior Administrative Analyst	1.00	0.86	\$114,618	\$98,571	\$16,047	X				\$114,618	\$114,618	\$0	X	
Mandatory Fringe Benefits			\$46,216	\$39,746	\$6,470	X				\$47,000	\$47,000	\$0	X	
	Total Savings \$22,517							Total Savings \$0						
	Deny interim exception and approve 0.86 FTE 1823 Senior Administrative Analyst to reflect realistic hiring date for this new position. The candidates for this position are still being screened and no offer has been extended yet. The Department is projected to have over \$3.2 million in salary savings in FY 2017-18 and had \$4.4 million in FY 2016-17.							One-time savings						
	Medical Examiner													
Attrition Savings	(2.40)	(2.90)	(\$336,485)	(\$406,586)	\$70,101	X	X					\$0		
Mandatory Fringe Benefits			(\$122,566)	(\$148,101)	\$25,535	X	X					\$0		
	Total Savings \$95,636							Total Savings \$0						
	Increase attrition savings to account for the hiring timeline of 1.00 FTE 1823 Senior Administrative Analyst. The Department has only recently requested to fill the position, and may change the job classification due to needs. The Department is projected to have over \$3.2 million in salary savings in FY 2017-18 and had \$4.4 million in FY 2016-17.							One-time savings						
	Real Estate Division													
Manager V	1.00	0.00	\$178,221	\$0	\$178,221			1.00	0.00	\$178,221		\$178,221		
Mandatory Fringe Benefits			\$64,633	\$0	\$64,633					\$66,054		\$66,054		
Manager II	0.00	0.77	\$0	\$109,928	(\$109,928)			0.00	0.77	\$0	\$142,764	(\$142,764)		
Mandatory Fringe Benefits			\$0	\$44,213	(\$44,213)					\$0	\$58,879	(\$58,879)		
	Total Savings \$88,712							Total Savings \$42,632						
	Deny the interim exception for 1.00 FTE new Manager V position. Approve 0.77 FTE for Manager II for the Permit Center. This position will oversee 3.00 FTE who will not be hired until FY 2019-20. Manager II classification is sufficient to perform the duties described by the Department, and to provide adequate supervision of the unit and staff.							On going savings						
	Risk Management													
1822 Administrative Analyst	1.00	0.00	\$98,363	\$0	\$98,363					\$98,363		\$98,363		

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Mandatory Fringe Benefits			\$41,302	\$0	\$41,302					\$42,072		\$42,072		
	Total Savings \$139,665							Total Savings \$140,435						
	Delete 1.00 FTE 1822 Administrative Analyst position that has been vacant since 2013. The Department has three vacant 1822 positions since at least 2016. The Department is projected to have over \$3.2 million in salary savings in FY 2017-18 and had \$4.4 million in FY 2016-17.							Ongoing savings						
	Digital Services													
1054 IS Business Analyst-Principal	1.00	0.00	\$146,005		\$146,005	X				\$146,005		\$146,005	X	
Mandatory Fringe Benefits			\$53,246		\$53,246	X				\$54,349		\$54,349	X	
1053 IS Business Analyst-Senior	0.00	1.00		\$126,107	(\$126,107)	X					\$126,107	(\$126,107)	X	
Mandatory Fringe Benefits				\$48,754	(\$48,754)	X					\$49,525	(\$49,525)	X	
	Total Savings \$24,390							Total Savings \$24,722						
	Deny proposed upward substitution of 1.00 FTE 1053 IS Business Analyst-Senior to 1.00 FTE 1054 IS Business Analyst-Principal due to inadequate justification. The Department of Technology is transferring Digital Services to ADM in order to "streamline operations." Denying this upward substitution will still result in a net gain of 1.00 FTE IS Business Analyst-Principal to this project in FY 2018-19. Digital Services is also adding 5.00 FTE positions in FY 2019-20, including 1.00 FTE IS Business Analyst-Principal.							Ongoing savings						
1053 IS Business Analyst-Senior	1.00	0.00	\$126,107		\$126,107	X				\$126,107		\$126,107	X	
Mandatory Fringe Benefits			\$48,754		\$48,754	X				\$49,525		\$49,525	X	
1052 IS Business Analyst	0.00	1.00		\$108,914	(\$108,914)	X					\$108,914	(\$108,914)	X	
Mandatory Fringe Benefits				\$44,655	(\$44,655)	X					\$45,444	(\$45,444)	X	
	Total Savings \$21,292							Total Savings \$21,274						
	Deny proposed upward substitution of 1.00 FTE 1052 IS Business Analyst to 1.00 FTE 1053 IS Business Analyst-Senior due to inadequate justification. The Department of Technology is transferring Digital Services to ADM in order to "streamline operations." Denying this upward substitution will still result in a net gain of 1.00 FTE IS Business Analyst to this project in FY 2018-19. Digital Services is also adding 5.00 FTE positions in FY 2019-20, including 1.00 FTE IS Business Analyst-Principal.							Ongoing savings						
1043 IS Engineer-Senior	1.00	0.86	\$149,593	\$128,650	\$20,943	X	X					\$0		

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Mandatory Fringe Benefits			\$53,990	\$46,431	\$7,559	X	X					\$0		
	<i>Total Savings \$28,502</i>							<i>Total Savings \$0</i>						
	Deny interim exception and reduce 1.00 FTE 1043 IS Engineer-Senior to 0.86 FTE to reflect hiring timeline. According to the Mayor, this position is funded through the General Fund.							One-time savings						

FY 2018-19
Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$124,137	\$68,199	\$192,336
Non-General Fund	\$0	\$228,377	\$228,377
Total	\$124,137	\$296,576	\$420,713

FY 2019-20
Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$0	\$45,996	\$45,996
Non-General Fund	\$0	\$183,067	\$183,067
Total	\$0	\$229,063	\$229,063

Policy Recommendation

	Office of Cannabis													
1823 Senior Administrative Analyst	1.00	0.00	\$114,618		\$114,618	X				\$114,618		\$114,618	X	
Mandatory Fringe Benefits			\$46,216		\$46,216	X				\$47,000		\$47,000	X	
1840 Junior Management Assistant	0.00	1.00		\$79,724	(\$79,724)	X					\$79,724	(\$79,724)	X	
Mandatory Fringe Benefits				\$36,190	(\$36,190)	X					\$36,982	(\$36,982)	X	
	Total Savings \$44,920							Total Savings \$44,912						
	Deny proposed upward substitution of 1.00 FTE 1840 Junior Management Assistant to 1.00 FTE 1823 Senior Administrative Analyst. The Board of Supervisors approved the Office of Cannabis in July 2017 (File 17-0275). At that time, the Board of Supervisors approved three new positions with the Department, to be funded through a programmatic budget of \$700,000: 1.00 FTE Manager III, 1.00 FTE 1824 Principal Administrative Analyst and 0.77 FTE 1840 Junior Management Assistant. The Department claims to have already hired a person to fill the 1840 position in a classification above what the Board approved. This is a policy matter for the Board's consideration.							Ongoing savings						
	Administration													
0932 Manager IV	1.00	0.00	\$165,259		\$165,259	X				\$165,259		\$165,259	X	
Mandatory Fringe Benefits			\$61,996		\$61,996	X				\$66,054		\$66,054	X	
0923 Manager II	0.00	1.00		\$142,764	(\$142,764)	X					\$142,764	(\$142,764)	X	

GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Mandatory Fringe Benefits				\$57,420	(\$57,420)	X					\$58,879	(\$58,879)	X	
	Total Savings				\$27,071			Total Savings				\$29,670		
	Deny proposed upward substitution of 1.00 FTE 0535 Development Services Manager to 1.00 FTE 0932 Manager IV, and approve upward substitution to 1.00 FTE 0923 Manager II. The position will oversee 2.00 FTE and the job description is more aligned with an 0923 Manager II, which would provide sufficient supervision. The Department claims to have already filled this position at the 0932 level, without Board approval. This is a policy matter for the Board's consideration.							Ongoing savings						

Reserve Recommendations

		Real Estate													
Programmatic Budgets				\$5,400,000		\$5,400,000	X	X					\$0		
424		Place \$5,400,000 in Programmatic Budgets on Budget and Finance Committee Reserve. According to the Department, these funds are for furnishings, fixtures and equipment related to the Justice Facilities Improvement Program, which encompasses the exit from the Hall of Justice and relocations within the Hall of Justice. The Department has not provided sufficient documentation of these costs. The Board of Supervisors should place these funds on B&F Committee Reserve until the Department can provide sufficiently detailed cost plans for the expenditures.													
Buildings, Structure and Improvement				\$7,934,310	\$0	\$7,934,310	X	X			\$8,000,000	\$0	\$8,000,000	X	X
57		Place \$7,934,310 in Buildings, Structure and Improvement on Budget and Finance Committee Reserve. According to the Department, these funds are for new leases to begin the process of relocating staff from the Hall of Justice. The Department has not provided sufficient documentation of these costs. The Board of Supervisors should place these funds on B&F Committee Reserve until the Department is able to provide sufficient detail regarding these expenditures. The Board of Supervisors previously appropriated \$8 million for FY 2017-18, and as of May, no funds have been expended. In addition to the programmatic budget above, and the \$15.9 million in the current proposed budget, the total allocated funds for the Justice Facilities Project would be \$29.3 million from FY 2016-17 through FY 2019-20.							Place \$8,000,000 in Buildings, Structure and Improvement on Budget and Finance Committee Reserve. According to the Department, these funds are for new leases to begin the process of relocating staff from the Hall of Justice. The Department has not provided sufficient documentation of these costs. The Board of Supervisors should place these funds on B&F Committee Reserve until the Department is able to provide sufficient detail regarding these expenditures.						

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$13,334,310	\$71,991	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$13,334,310	\$71,991	\$13,406,301

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$8,000,000

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$128,185,113 budget for FY 2018-19 is \$11,481,035 or 9.8% more than the original FY 2017-18 budget of \$116,704,078.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 225.29 FTEs, which are 6.69 FTEs less than the 231.98 FTEs in the original FY 2017-18 budget. This represents a 2.9% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$116,584,627 in FY 2018-19, are \$3,439,851 or 3.0% more than FY 2017-18 revenues of \$113,144,776.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$125,272,763 budget for FY 2019-20 is \$2,912,350 or 2.3% less than the Mayor's proposed FY 2018-19 budget of \$128,185,113.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 225.59 FTEs, which are 0.30 FTEs more than the 225.29 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.1% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$117,909,272 in FY 2019-20, are \$1,324,645 or 1.1% more than FY 2018-19 estimated revenues of \$116,584,627.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: TIS-GSA - TECHNOLOGY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
GSA - Technology	82,746,946	93,483,133	96,741,403	113,191,513	116,704,078	128,185,113
FTE Count	215.64	209.44	220.60	227.80	231.98	225.29

The Department's budget increased by \$45,438,167 or 54.9% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 9.65 or 4.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$11,481,035 largely due to increases of \$5,521,480 in programmatic projects, \$3,167,353 in services of other departments, and \$2,244,905 in non-personnel services.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$2,912,350 largely due to reductions of \$1,742,251 in capital outlay, \$1,572,274 in non-personnel services, and \$472,000 in programmatic projects.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: TIS-GSA - TECHNOLOGY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,927,361 in FY 2018-19. Of the \$1,927,361 in recommended reductions, \$26,732 are ongoing savings and \$1,900,629 are one-time savings. These reductions would still allow an increase of \$9,553,674 or 8.2% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$26,709 in FY 2019-20. All \$26,709 of the recommended reductions are ongoing savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

TIS- GSA-Technology

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DT SD Service Delivery													
5504 Project Manager II	1.00	0.00	\$163,171	\$0	\$163,171			1.00	0.00	\$163,171	\$0	\$163,171		
Mandatory Fringe Benefits			\$56,799	\$0	\$56,799					\$57,885	\$0	\$57,885		
5502 Project Manager I	0.00	1.00	\$0	\$141,023	(\$141,023)			0.00	1.00	\$0	\$141,023	(\$141,023)		
Mandatory Fringe Benefits			\$0	\$52,215	(\$52,215)					\$0	\$53,324	(\$53,324)		
	Total Savings \$26,732							Total Savings \$26,709						
	Deny upward substitution of 1.0 FTE 1042 IS Engineer-Journey position to 5504 Project Manager II, and approve substitution to 5502 Project Manager I instead. 5502 classification is sufficient to carry out the duties of this position.							Ongoing savings						
	DT Public Safety													
9993 Attrition			(\$297,796)	(\$342,170)	\$44,374		X							
Mandatory Fringe Benefits			(\$127,134)	(\$146,467)	\$19,333		X							
	Total Savings \$63,707							Total Savings \$0						
	Increase Attrition to reflect hiring timeline for vacant 8234 Fire Alarm Dispatcher position. Position has been vacant since 3/18/16 and RTF has not yet been approved by DHR.							N/A						
	DT Chief Technology Officer													
9993 Attrition			(\$33,664)	(\$59,971)	\$26,307		X							
Mandatory Fringe Benefits			(\$11,561)	(\$22,176)	\$10,615		X							
	Total Savings \$36,922							Total Savings \$0						
	Increase Attrition to reflect hiring timeline for vacant 1063 IS Programmer Analyst position. Position has been vacant since 7/28/17.							N/A						
	DT Communications													
Bldgs,Struct&Imprv Proj-Budget			\$3,350,000	\$1,550,000	\$1,800,000	X	X							
	Reduce budget for FiberSF project to reflect revised project scope. Additional analysis is needed and RFP will not be issued in FY 2018-19.							N/A						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$1,864,201	\$17,055	\$1,881,256
Non-General Fund	\$36,428	\$9,677	\$46,105
Total	\$1,900,629	\$26,732	\$1,927,361

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$17,040	\$17,040
Non-General Fund	\$0	\$9,669	\$9,669
Total	\$0	\$26,709	\$26,709

*Fund 28070 (for personnel expenditures) is derived 63.8% from the General Fund and 36.2% from Non-General Fund sources.

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$374,255,101 budget for FY 2018-19 is \$18,803,092 or 5.3% more than the original FY 2017-18 budget of \$355,452,009.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1,060.66 FTEs, which are 34.14 FTEs more than the 1,026.52 FTEs in the original FY 2017-18 budget. This represents a 3.3% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$257,250,203 in FY 2018-19 are \$24,519,718 or 10.5% more than FY 2017-18 revenues of \$232,730,485.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$306,355,688 budget for FY 2019-20 is \$67,899,413 or 18.1% less than the Mayor's proposed FY 2018-19 budget of \$374,255,101.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1,064.68 FTEs, which are 4.02 FTEs more than the 1,060.66 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.4% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$189,009,688 in FY 2019-20 are \$68,240,515 or 26.5% less than FY 2018-19 estimated revenues of \$257,250,203.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: DPW – PUBLIC WORKS

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Public Works	159,380,342	220,180,380	260,213,596	290,244,640	355,452,009	374,255,101
FTE Count	825.03	852.17	924.94	981.44	1,026.52	1,060.66

The Department's budget increased by \$214,874,759 or 135% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 235.63 or 29% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$18,803,092 largely due to:

An expansion of funding for street cleaning and the Pit Stop program, as well as additional capital expenditures, such as street resurfacing.

In April 2018, the Board of Supervisors approved a resolution urging the Mayor to fund specific city-wide street cleaning as a priority in the FY 2018-19 budget, including the Pit Stop program expansion, non-profit partner funding expansion, and equipment purchases (File 18-0390). The proposed budget has \$1,530,814 for General Fund equipment expenditures. In addition, the proposed budget has approximately \$3.3 million per year for 44 new temporary street cleaning staff for the Community Corridors Program. Finally, the proposed budget includes \$885,000 annually to create new Pit Stops and \$165,000 annually to expand operating hours at existing Pit Stop locations.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$67,899,413 largely due to the expiration of one time capital expenditures.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DPW – PUBLIC WORKS

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,386,262 in FY 2018-19. Of the \$1,386,262 in recommended reductions, \$926,554 are ongoing savings and \$459,708 are one-time savings. These reductions would still allow an increase of \$17,416,830 or 4.9% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$990,277 in FY 2019-20. Of the \$990,277 in recommended reductions, \$941,331 are ongoing savings and \$48,946 are one-time savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

DPW- Public Works

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Building, Design and Construction (BDC)													
Hybrid Vehicle			\$75,156	\$0	\$75,156		X					\$0		
	Delete two replacement Hybrid Vehicles. The vehicles to be replaced have only 22,983 and 45,454 miles after 14 years of service. The City is trying to right-size its fleet. The Department will still receive 2 replacement Hybrid Vehicles.							One-time savings						
Attrition Savings	(7.81)		(\$958,628)	(\$1,024,962)	\$66,334			(7.81)		(\$958,628)	(\$1,024,962)	\$66,334		
Mandatory Fringe Benefits	0.00		(\$369,617)	(\$395,193)	\$25,576			0.00		(\$379,216)	(\$405,457)	\$26,241		
	Total Savings \$91,910							Total Savings \$92,575						
	Increase Attrition Savings to reflect actual needs. The Department ended FY 2016-17 with \$478,974 in General Fund salary savings.							Increase Attrition Savings to reflect actual needs.						
	Building Repair (BBR)													
1 Ton Cargo Van			\$48,946	\$0	\$48,946		X					\$0		
	Delete one replacement 1 Ton Cargo Van. The vehicle to be replaced has only 52,851 and still has remaining useful life.							One-time savings						
1 Ton Cargo Van with Electricians Package										\$48,946	\$0	\$48,946		X
	One-time savings							Delete one replacement 1 Ton Cargo Van with Electricians Package. The						
	Infrastructure, Design and Construction (IDC)													
1/2 Ton Truck			\$45,528	\$0	\$45,528		X					\$0		
	Delete one replacement 1/2 Ton Truck. The vehicle to be replaced has only 64,900							One-time savings						
Attrition Savings	(4.11)		(\$535,272)	(\$591,606)	\$56,334			(4.11)		(\$535,272)	(\$591,606)	\$56,334		
Mandatory Fringe Benefits	0.00		(\$201,471)	(\$222,675)	\$21,204			0.00		(\$206,167)	(\$227,865)	\$21,698		
	Total Savings \$77,538							Total Savings \$78,032						
	Increase Attrition Savings to reflect actual needs. The Department ended FY 2016-17 with \$478,974 in General Fund salary savings.							Increase Attrition Savings to reflect actual needs.						
	Bureau of Street Use and Mapping (BSM)													
Attrition Savings	(2.05)		(\$198,824)	(\$333,074)	\$134,250	X		(2.05)		(\$198,824)	(\$333,074)	\$134,250	X	
Mandatory Fringe Benefits	0.00		(\$84,611)	(\$141,742)	\$57,131	X				(\$86,285)	(\$141,742)	\$55,457	X	
	Total Savings \$191,381							Total Savings \$189,707						
	Increase Attrition Savings to reflect actual needs. The Department ended FY 2016-17 with \$478,974 in General Fund salary savings.							Increase Attrition Savings to reflect actual needs.						
	Street Environmental Services (SES)													
Attrition Savings	(2.84)		(\$218,443)	(\$272,910)	\$54,467	X		(2.85)		(\$218,499)	(\$246,303)	\$27,804	X	
Mandatory Fringe Benefits			(\$100,874)	(\$137,709)	\$36,835	X				(\$103,294)	(\$126,723)	\$23,429	X	
	Total Savings \$91,302							Total Savings \$51,232						
	Increase Attrition Savings to reflect actual needs. The Department ended FY 2016-17 with \$478,974 in General Fund salary savings.							Increase Attrition Savings to reflect actual needs.						

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPW- Public Works

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
5408 Coordinator Of Citizen Involvement	1.00	0.00	\$126,053		\$126,053			1.00	0.00	\$126,053		\$126,053		
Mandatory Fringe Benefits			\$48,739		\$48,739					\$49,510		\$49,510		
1314 Public Relations Officer	0.00	1.00		\$108,164	(\$108,164)			0.00	1.00		\$108,164	(\$108,164)		
Mandatory Fringe Benefits				\$44,449	(\$44,449)						\$45,240	(\$45,240)		
	Total Savings \$22,179							Total Savings \$22,159						
	Deny proposed upward substitution of 1.00 FTE 1314 Public Relations Officer to 1.00 FTE 5408 Coordinator of Citizen Involvement. The responsibilities of this position can be carried out by the existing classification as there are only 5.00 FTEs within this Division, including one vacant position, and a Communication Coordinator who has a supervisory role.							On going savings						
0932 Manager IV	1.54	0.77	\$254,498	\$127,249	\$127,249	X		2.00	1.00	\$330,518	\$165,259	\$165,259		
Mandatory Fringe Benefits			\$95,476	\$47,738	\$47,738	X				\$126,866	\$63,433	\$63,433		
	Total Savings \$174,987							Total Savings \$228,692						
	Delete 0.77 FTE new 0932 Manager IV positions due to inadequate justification. One of these new proposed positions is for the swing and night shift, which does not need a Manager IV position and already has a supervisor. The Division already has three 0932 Manager IV positions.							On going savings						
Cisco Catalyst Switch			\$40,078	\$0	\$40,078		X					\$0		
	The Department is receiving two new Dell Server Blades that will increase the bandwidth at Yard Operations. The Department does not need this item.							One time savings						
	GEN Budgetary													
Attrition Savings	(7.22)		(\$861,697)	(\$1,060,320)	\$198,623			(7.22)		(\$861,697)	(\$1,060,320)	\$198,623		
Mandatory Fringe Benefits	0.00		(\$341,144)	(\$419,778)	\$78,634			0.00		(\$348,420)	(\$428,732)	\$80,312		
	Total Savings \$277,257							Total Savings \$278,935						
	Increase Attrition Savings to reflect actual needs. The Department ended FY 2016-17 with \$478,974 in General Fund salary savings.													
Systems Consulting Services			\$1,180,000	\$930,000	\$250,000		X			\$1,130,000	\$1,130,000	\$0		
	Reduce Systems Consulting Services to reflect unknown timeline and cost. Many consulting services have not fully been determine, and the vendor has not yet been found. This includes a \$480,000 project on Capital Project Lifecycle Management, \$140,000 project on Advance Document Management, and \$130,000 on Advance Document Management.							One time savings						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPW- Public Works

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19 Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$90,802	\$545,914	\$636,715
Non-General Fund	\$368,906	\$380,640	\$749,547
Total	\$459,708	\$926,554	\$1,386,262

FY 2019-20 Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$5,306	\$558,333	\$563,639
Non-General Fund	\$43,640	\$382,998	\$426,638
Total	\$48,946	\$941,331	\$990,277

Policy/Reserve Recommendations

Division Description														
Attrition Savings													\$0	
Mandatory Fringe Benefits													\$0	
	Total Savings \$0							Total Savings \$0						
	Increase Attrition Savings due to ...							Ongoing savings						
#### Position Title					\$0								\$0	
Mandatory Fringe Benefits					\$0								\$0	
	Total Savings \$0							Total Savings \$0						
	Rationale							Ongoing savings						

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YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$231,324,667 budget for FY 2018-19 is \$9,779,314 or 4.4% more than the original FY 2017-18 budget of \$221,545,353.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 934.79 FTEs, which are 0.55 FTEs more than the 934.24 FTEs in the original FY 2017-18 budget. This represents a 0.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$154,185,286 in FY 2018-19 are \$6,062,068 or 4.1% more than FY 2017-18 revenues of \$148,123,218.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$207,471,781 budget for FY 2019-20 is \$23,852,886 or 10.3% less than the Mayor's proposed FY 2018-19 budget of \$231,324,667.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 936.54 FTEs, which are 1.75 FTEs more than the 934.79 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$129,025,418 in FY 2019-20 are \$25,159,868 or 16.3% less than FY 2018-19 estimated revenues of \$154,185,286.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: REC – RECREATION AND PARKS

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Recreation and Parks	160,938,278	163,224,442	178,699,938	208,806,728	221,545,353	231,324,667
FTE Count	870.27	893.18	916.35	935.45	934.24	934.79

The Department's budget increased by \$70,386,389 or 41.1% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 64.52 or 7.4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$9,779,314 largely due to onetime capital projects such as Sargent John Macaulay Park, Potrero Hill Recreation Center, Indian Basin, and the Geneva Car Barn.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$23,852,886 largely due to expiration of one-time capital expenditures.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: REC – RECREATION AND PARKS

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,024,489 in FY 2018-19. All of the \$1,024,489 in recommended reductions are one-time savings. These reductions would still allow an increase of \$8,754,825 or 4.0% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$56,749, for total General Fund savings of \$996,987.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$55,755 in FY 2019-20. All of the \$55,755 in recommended reductions are one-time savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Urban Forestry													
9993 Attrition Savings	(4.84)		(\$420,650)	(\$442,944)	\$22,294	X	X							
Mandatory Fringe Benefits			(\$183,881)	(\$195,028)	\$11,147	X	X							
	Total Savings \$33,441													
	Increase attrition savings due to delayed hiring by three months of 1.00 FTE 3436 Arborist Technician Supervisor I. The Urban Forestry division currently has 35.00 budgeted FTE but only 27.00 filled FTE positions.							One-time savings						
	Golden Gate Park													
9993 Attrition Savings	(23.46)		(\$1,782,330)	(\$1,849,072)	\$66,742	X	X							
Mandatory Fringe Benefits			(\$826,042)	(\$859,413)	\$33,371	X	X							
	Total Savings \$100,113													
	Increase attrition savings due to delayed hiring of 2.00 FTE 3417 Gardener positions. The Department currently has 30 vacant gardener positions.							One-time savings						
	Structural Maintenance- Overhead													
Skid Steer Stump Grinder			\$12,718	\$0	\$12,718	X	X					\$0		
	Delete one Skid Steer Stump Grinder. The Department does not need this item.							One-time savings						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Support of Parks & Open Space													
9993 Attrition Savings	(5.89)		(\$435,677)	(\$494,109)	\$58,432	X	X							
Mandatory Fringe Benefits			(\$204,626)	(\$233,842)	\$29,216	X	X							
	Total Savings \$87,648													
	Increase attrition savings due to delayed hiring of 2.00 FTE 2708 Custodian positions. The Department currently has 16 vacant custodian positions.							One-time savings						
Chevrolet Colorado			\$46,235	\$0	\$46,235	X	X					\$0		
	Delete one replacement Chevrolet Colorado. The vehicle to be replaced, a Ford Ranger, only has 47,747 miles and still has remaining useful life. This deletion would still allow Recreation and Parks to replace another Ford Ranger with a Chevrolet Colorado. The Department currently has 51 Ford Rangers and 17 Chevrolet Colorados.							One-time savings						
	Park Patrol													
9993 Attrition Savings	(4.33)		(\$318,653)	(\$507,132)	\$188,479	X	X							
Mandatory Fringe Benefits			(\$149,827)	(\$244,067)	\$94,240	X	X							
	Total Savings \$282,719													
	Increase attrition savings due to delayed hiring of 7.00 FTE 8208 Park Ranger positions. The Department currently has 10 vacant Park Patrol positions.							One-time savings						
	Support of Recreation													
Materials and Supplies			\$1,000,000	\$966,576	\$33,424	X	X			\$1,293,570	\$1,268,570	\$25,000	X	X
	Reduce Materials and Supplies to reflect historical spending.							Reduce Materials and Supplies to reflect future need.						
Non Professional Services			\$160,000	\$105,000	\$55,000	X	X			\$185,000	\$154,245	\$30,755	X	X
	Reduce Non Professional Services to reflect historical spending.							Reduce Non Professional Services to reflect anticipated need						
9993 Attrition Savings	(9.37)		(\$687,556)	(\$880,183)	\$192,627	X	X							
Mandatory Fringe Benefits			(\$325,693)	(\$422,006)	\$96,313	X	X							
	Total Savings \$288,940													
	Increase attrition savings due to delayed hiring of 6.00 FTE 3286 Recreation Coordinator positions. The Department as a whole currently has 29 vacant Recreation Coordinator positions.							Ongoing savings						

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	CD Administration													
9993 Attrition Savings	(0.10)		(\$12,292)	(\$68,459)	\$56,167		X							
Mandatory Fringe Benefits			(\$4,792)	(\$32,876)	\$28,084		X							
	Total Savings \$84,251							\$0						
	Increase attrition savings due to delayed hiring of 1.00 FTE 1824 Principal Administrative Analyst position.							One time savings						

FY 2018-19 Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$940,238	\$0	\$940,238
Non-General Fund	\$84,251	\$0	\$84,251
Total	\$1,024,489	\$0	\$1,024,489

FY 2019-20 Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$55,755	\$0	\$55,755
Non-General Fund	\$0	\$0	\$0
Total	\$55,755	\$0	\$55,755

Policy Recommendations														
	CD Administration													
1204 Senior Personnel Clerk	1.00	0.00	\$78,358	\$0	\$78,358	X		1.00	0,00	\$78,358	\$0	\$78,358	X	
Mandatory Fringe Benefits			\$35,816	\$0	\$35,816	X				\$36,609	\$0	\$36,609	X	
2708 Custodian	0.00	1.00	\$0	\$63,522	(\$63,522)	X		0.00	1.00	\$0	\$63,522	(\$63,522)	X	
Mandatory Fringe Benefits			\$0	\$31,748	(\$31,748)	X				\$0	\$32,557	(\$32,557)	X	
	Total Savings \$18,904							Total Savings \$18,888						
	Approval of the proposed upward substitution 1.00 FTE 2708 Custodian to 1.00 FTE 1204 Senior Personnel Clerk was done prior to Board approval. Board approval for this upward substitution for the FY 2018-19 budget is a policy matter for the Board. Human Resources currently has 2.00 FTE Personnel Clerk and 2.00 1204 Senior Personnel Clerk. The Department reports that there is a temporary employee currently in the position.							On going savings						
	Golden Gate Park													
Ford F250 Extended Cab			\$50,097	\$0	\$50,097	X	X					\$0		
	Delete one replacement Ford 250 Extended Cab. The vehicle has only 72,591 miles and still has remaining useful life. This reduction would still allow Recreation and Parks to replace one Ford F250. The Department currently has 99 Ford F250s.							One-time savings						

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19
Total Policy Recommendations

	One-Time	Ongoing	Total
General Fund	\$0	\$18,904	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$50,097	\$18,904	\$69,001

FY 2019-20
Total Policy Recommendations

	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$18,888	\$0

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2014	262676	10020	16829	KOFFLER ELEC MECH APPARATUS REPAIR INC	10013617	6,124
2015	262692	10080	22814	CITY CARSHARE	10001739	9,404
2015	262676	10010	11535	SAN FRANCISCO PARKS ALLIANCE	10016945	7,000
2015	150705	10000	15706	MARIPOSA LEADERSHIP INC	10001737	9,800
2016	262684	10080	13773	OTIS ELEVATOR CO	10001738	10,000
2016	262684	10080	14394	NEOFUNDS BY NEOPOST	10001738	5,809
2016	262692	10080	25188	ARC	10001739	8,612
Total						\$56,749

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$398,429,004 budget for FY 2018-19 is \$16,871,294 or 4.42% more than the original FY 2017-18 budget of \$381,557,710.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1,665.42 FTEs, which are 19.86 FTEs more than the 1,645.56 FTEs in the original FY 2017-18 budget. This represents a 1.21% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$143,055,460 in FY 2018-19 are \$7,388,095 or 5.45% more than FY 2017-18 revenues of \$135,667,365.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$409,250,154 budget for FY 2019-20 is \$10,821,150 or 2.72% more than the Mayor's proposed FY 2018-19 budget of \$398,429,004.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1,666.04 FTEs, which are 0.62 FTEs more than the 1,665.42 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.04% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$144,453,523 in FY 2019-20 are \$1,398,063 or 0.98% more than FY 2018-19 estimated revenues of \$143,055,460.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: FIR – FIRE DEPARTMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Fire Department	333,614,911	343,967,112	355,800,902	373,728,683	381,557,710	398,429,004
FTE Count	1,463.99	1,493.61	1,575.39	1,619.78	1,645.56	1,665.42

The Department's budget increased by \$64,814,093 or 19.43% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 201.43 or 13.76% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$16,871,294 largely due to continuations of multi-year hiring and fleet/equipment replacement initiatives and the recently agreed-upon Memorandum of Understanding between the City and the firefighters' union. Under the hiring plan the Department has been allocated funding for three firefighter academies during FY 2018-19 and FY 2019-20, and the Department is also absorbing the costs related to the expiration of federal FEMA grant funding that funded the salaries and benefits of 72 newly-hired employees. The proposed FY 2018-19 budget also expands the Department's multi-year equipment plan. The new Memorandum of Understanding between the City and the firefighters' union will take effect July 1, 2018 and results in salary and benefit cost increases, including a 3 percent wage increase effective July 1, 2018 and increases related to premium pays for training and education and special assignments.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$10,821,150 largely due to continuations of multi-year hiring and fleet/equipment replacement initiatives and the recently agreed-upon Memorandum of Understanding between the City and the firefighters' union. Under the hiring plan the Department has been allocated funding for three firefighter academies during FY 2018-19 and FY 2019-20, and the proposed FY 2019-20 budget also continues the Department's multi-year fleet/equipment replacement plan. The Memorandum of Understanding between the City and the firefighters' union will take effect July 1, 2018 and will result in salary and benefit cost increases during FY 2019-20, including a 3 percent wage increase effective July 1, 2019 and increases related to premium pays for training and education and special assignments.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: FIR – FIRE DEPARTMENT

Staffing Levels

In November 2005, San Francisco voters passed Proposition F – Neighborhood Firehouses, which requires the City to maintain and operate neighborhood firehouses and emergency apparatus at the same locations and to the same extent as existed on January 1, 2004. Although modern fire prevention systems and better equipment have likely reduced the need for on-duty firefighters since 2004 and analyses that show that coverage areas and travel times would not be negatively impacted by closures of certain stations, the Fire Department is required to maintain 2004 staffing levels. As a result, Fire Department management is unable to adjust staffing levels and work schedules in response to changing conditions in the most cost-effective manner, and the Budget and Legislative Analyst is unable to recommend adjustments to firefighter staffing levels at the Department.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: FIR – FIRE DEPARTMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,135,096 in FY 2018-19. Of the \$1,135,096 in recommended reductions, all are one-time savings. These reductions would still allow an increase of \$15,736,198 or 4.12% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$45,707.61, for total General Fund savings of \$45,707.61.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$796,634 in FY 2019-20. Of the \$796,634 in recommended reductions, \$96,634 are ongoing savings and \$700,000 are one-time savings. These reductions would still allow an increase of \$10,024,516 or 2.52% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

FIR - Fire Department

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Administration													
Equipment Purchase			\$1,137,132	\$437,132	\$700,000	X	X			\$1,137,132	\$437,132	\$700,000	X	X
	Deny purchase of four replacement ambulances costing a total of \$700,000. In total, the Department has been allocated funding for eight ambulances in FY 2018-19. The Department has not expended the full amount budgeted for ambulance purchases in the current year (FY 2017-18) and plans to carry forward \$1.4 million of previously budgeted funds for ambulance purchases into FY 2018-19. The Department currently has a pilot program for the use of Vision Zero compatible ambulances in the place of the proposed replacement ambulances. The Budget and Legislative Analyst's recommended reduction of \$700,000 will still allow the Department to purchase either eight non-Vision Zero compatible ambulances or 16 Vision Zero compatible ambulances in FY 2018-19, depending on the results of the pilot program, by using carryforward funds of \$1.4 million. The Budget and Legislative Analyst is recommending approval of the separate funding allocated for four Vision Zero compatible ambulances in FY 2018-19.							Deny purchase of four replacement ambulance costing a total of \$700,000. The Department is currently piloting the use of Vision Zero compatible ambulances in the place of the proposed ambulances.						
Senior Administrative Analyst	0.77	0.50	\$88,257	\$57,310	\$30,947	X	X					\$0		
Mandatory Fringe Benefits			\$35,588	\$23,109	\$12,479	X	X					\$0		
	Total Savings \$43,426							Total Savings \$0						
	Reduce proposed new 1823 Senior Administrative Analyst from 0.77 FTE to 0.5 FTE to account for delays in hiring.													
Programmatic Projects			\$700,000	\$615,000	\$85,000	X	X					\$0		
	Reduce amount budgeted for furniture, fixtures, and supplies based on the Department's projected costs.													

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

FIR - Fire Department

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Operations													
Overtime - Uniform			\$28,206,103	\$27,904,619	\$301,484	X	X			\$28,206,103	\$28,111,103	\$95,000	X	
Mandatory Fringe Benefits			\$485,145	\$479,959	\$5,186	X	X			\$485,145	\$483,511	\$1,634	X	
	Total Savings \$306,670							Total Savings \$96,634						
	Decrease budgeted Overtime amount to (1) reflect anticipated overtime expenditures for staffing the Quick Response Vehicle, and (2) reflect an adjustment to the relief factor in the Department's staffing model, which has increased from 18.96% in FY 2016-17 to 19.59% in FY 2018-19. Using the one-year relief factor average from CY 2017 of 19.49% rather than a two-year average of 19.59% results in a savings of \$206,484, plus mandatory fringe benefits. In general, because the Department has held several new recruit academies in recent years, the relief factor should decrease rather than increase, as newer firefighters have accrued less sick time and vacation time.							Ongoing savings based on anticipated overtime expenditures for staffing the Quick Response Vehicle.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$1,135,096	\$0	\$1,135,096
Non-General Fund	\$0	\$0	\$0
Total	\$1,135,096	\$0	\$1,135,096

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$700,000	\$96,634	\$796,634
Non-General Fund	\$0	\$0	\$0
Total	\$700,000	\$96,634	\$796,634

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GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$95,653,856 budget for FY 2018-19 is \$7,803,775 or 8.9% more than the original FY 2017-18 budget of \$87,850,081.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 270.41 FTEs, which are 13.19 FTEs more than the 257.22 FTEs in the original FY 2017-18 budget. This represents a 5.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$28,084,811 in FY 2018-19 are \$650,205 or 2.4% more than FY 2017-18 revenues of \$27,434,606.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$92,456,938 budget for FY 2019-20 is \$3,196,918 or 3.3% less than the Mayor's proposed FY 2018-19 budget of \$95,653,856.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 279.22 FTEs, which are 8.81 FTEs more than the 270.41 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 3.3% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$27,508,428 in FY 2019-20 are \$576,383 or 2.1% less than FY 2018-19 estimated revenues of \$28,084,811.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DEM – DEPARTMENT OF EMERGENCY MANAGEMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Department of Emergency Management	69,492,934	76,100,127	82,869,070	93,693,797	87,850,081	95,653,856
FTE Count	243.55	253.31	258.10	251.43	257.22	270.41

The Department's budget increased by \$26,160,922 or 37.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 26.86 or 11.0% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$7,803,775 largely due to capital and information technology projects and additional funding for emergency dispatchers to offset dispatcher attrition and to meet increasing service demands. Capital and information technology continuing projects include a multi-year project to replace the City's 800MHz radio system and a project funding infrastructure improvements to expand the 9-1-1 Operations floor. New projects funded in the proposed FY 2018-19 budget include initiatives to automate fire station dispatching and to scope the replacement of the City's Computer Aided Dispatch (CAD) System. The Department's proposed FY 2018-19 budget also includes funding for three new dispatcher academies for a total of 45 new recruits, in order to offset dispatcher attrition and meet increasing service demands.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$3,196,918 largely due to expirations of one-time capital and information technology projects in the proposed FY 2018-19 budget. The Department's proposed FY 2019-20 budget includes funding for three new dispatcher academies for a total of 45 new recruits, in order to offset dispatcher attrition and meet increasing service demands.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DEM – DEPARTMENT OF EMERGENCY MANAGEMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$427,999 in FY 2018-19. Of the \$427,999 in recommended reductions, \$75,197 are ongoing savings and \$352,802 are one-time savings. These reductions would still allow an increase of \$7,375,776 or 8.4% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$7,038.62, for total General Fund savings of \$435,038.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$82,937 in FY 2019-20. All of the \$82,937 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DEM - Emergency Management

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DEM Administration													
Programmatic Projects			\$850,000	\$827,492	\$22,508	X				\$800,000	\$770,795	\$29,205	X	
Manager V	0.77	0.00	\$0	\$0	\$0	X		1.00	0.00	\$0	\$0	\$0	X	
Manager III	0.00	0.77	\$0	\$0	\$0	X		0.00	1.00	\$0	\$0	\$0	X	
	Replace proposed 0.77 FTE 0933 Manager V funded for Computer-Aided Dispatch (CAD) Replacement Scoping to 0.77 FTE 0931 Manager III. The 0931 Manager III classification is more appropriate for the responsibilities and duties of the proposed position. The proposed position will manage the CAD Replacement Scoping project funded by the Committee on Information Technology for the first time in FY 2018-19. The responsibilities of a Manager V position, as outlined by the Department of Human Resources, include division-wide responsibility for multiple functional or complex program areas, and individuals in Manager V positions typically manage a division of a medium or large Department. The other Manager V positions in the DEM Information Technology unit are the Chief Information Officer, who will supervise the proposed position, and a project manager, who supervises a Manager II project manager. For comparison purposes, the supervisory responsibility of the proposed Manager V position would be to manage a single project and to supervise one project analyst (1054 IS Business Analyst - Principal) and one subject matter expert (8240 Public Safety Communications Coordinator).							Ongoing savings.						
Attrition Savings			(\$125,249)	(\$156,299)	\$31,050	X	X					\$0		
Mandatory Fringe Benefits			(\$48,905)	(\$60,627)	\$11,722	X	X					\$0		
	Total Savings \$42,772							Total Savings \$0						
	Adjust attrition savings by 0.23 FTE to account for hiring delay of 1.00 FTE 1042 IS Engineer - Journey position to 0.77 FTE in conformance with the Department's hiring plan.													
Step Adjustments			(\$67,564)	(\$92,178)	\$24,614	X				(\$57,464)	(\$82,894)	\$25,430	X	
Mandatory Fringe Benefits			(\$17,818)	(\$24,309)	\$6,491	X				(\$15,181)	(\$21,899)	\$6,718	X	
	Total Savings \$31,105							Total Savings \$32,148						
	Increase Step Adjustments to correct an omission in the Department's step adjustment calculations.							Ongoing savings.						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DEM - Emergency Management

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DEM Emergency Services													
Temporary - Miscellaneous			\$67,180	\$47,180	\$20,000	X				\$67,180	\$47,180	\$20,000	X	
Mandatory Fringe Benefits			\$5,320	\$3,736	\$1,584	X				\$5,320	\$3,736	\$1,584	X	
	Total Savings \$21,584							Total Savings \$21,584						
	Reduce temporary salaries to reflect the Department's historical and projected expenditures. In FY 2016-17 the Department expended \$47,000 in Emergency Services temporary salaries, and to date has only expended \$18,383 in FY 2017-18.							Ongoing savings.						
	DEM Emergency Communications													
Attrition Savings			(\$3,371,924)	(\$3,592,182)	\$220,258	X	X							
Mandatory Fringe Benefits			(\$1,374,323)	(\$1,464,095)	\$89,772	X	X							
	Total Savings \$310,030							Total Savings \$0						
	Increase attrition savings to (1) correctly reflect the Department's projections for attrition for communications dispatchers; and (2) adjust for hiring dates for one 8240 Public Safety Communications Coordinator (equal of 0.09 FTE reduction) and one 0923 Manager II (equal to 0.23 FTE reduction) in conformance with the Department's hiring plan.													

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FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$352,802	\$75,197	\$427,999
Non-General Fund	\$0	\$0	\$0
Total	\$352,802	\$75,197	\$427,999

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$82,937	\$82,937
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$82,937	\$82,937

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GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$635,300,430 budget for FY 2018-19 is \$47,023,946 or 8.0% more than the original FY 2017-18 budget of \$588,276,484.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 3,064.83 FTEs, which are 93.78 FTEs more than the 2,971.05 FTEs in the original FY 2017-18 budget. This represents a 3.2% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$145,317,355 in FY 2018-19, are \$17,010,875 or 13.3% more than FY 2017-18 revenues of \$128,306,480.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$676,179,530 budget for FY 2019-20 is \$40,879,100 or 6.4% more than the Mayor's proposed FY 2018-19 budget of \$635,300,430.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 3,197.42 FTEs, which are 132.59 FTEs more than the 3,064.83 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 4.3% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$161,075,334 in FY 2019-20, are \$15,757,979 or 10.8% more than FY 2018-19 estimated revenues of \$145,317,355.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: POL- POLICE DEPARTMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Police	526,936,867	528,843,173	544,721,549	577,745,503	588,276,484	635,300,430
FTE Count	2,727.26	2,783.70	2,870.79	3,013.38	2,971.05	3,064.83

The Department's budget increased by \$108,363,563 or 20.6% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 337.57 or 12.4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2017-18

The Department has a General Fund salary savings of approximately \$6,174,381 (after a supplement appropriation in March 2018 of \$1,176,768 salary savings) and has introduced legislation to re-appropriate these funds to pay for one-time workers compensation costs.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$47,023,946 largely due to:

- \$4.5 million for an additional 50 sworn staff to be assigned within the City: 39 Police Officers, 10 sergeants, and 1 Lieutenant.
- \$889,423 for the creation of six civilian management and analyst positions to staff the new Strategic Management Division.
- \$2.4 million for 25 additional civilian positions to civilianize positions in the Property, Crime Scene Investigations, Background Investigations, and Professional Standards & Principled Policing divisions currently occupied by sworn staff.
- \$4.5 million for 82 replacement vehicles for marked and unmarked police cars.
- \$2 million for the purchase of electronic control weapons (Tasers). In addition, the Department plans to request that the Budget and Finance committee release \$500,000 from reserve in order to fund data integration services between body worn cameras and electronic control weapons.
- \$4.4 million for furniture and equipment for the new Crime Lab and Traffic Company building.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: POL– POLICE DEPARTMENT

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$40,879,100 largely due to:

- \$13.3 million to fund the annualization of 50 sworn staff created in FY 2018-19 and for an additional 50 sworn staff created in FY 2019-20 to be assigned within the City: 39 Police Officers, 10 sergeants, and 1 Lieutenant (totaling 78 new Officers, 20 new Sergeants, and 2 Lieutenants created in years FY 2018-19 and FY 2019-20.)
- \$4.1 million for 71 replacement vehicles for marked and unmarked police cars.
- Note: the Department intends to make a technical adjustment after the Board phase of the budget review to reduce the number of replacement vehicles in FY 2019-20 from 70 to 50 and re-allocate \$1.1 million currently proposed for replacement vehicles for the purchase of electronic control weapons (Tasers), for a total of \$3.5 million for electronic control weapons in FY 2018-19 and FY 2019-20.

The mayor's proposed budget does not have sufficient funds to pay for the complete implementation of electronic control weapons, which our office estimates will cost \$7.2 million in one-time costs and \$2.6 million in annual ongoing costs. As a result, the Police Department will have to request additional funding for these weapons in subsequent appropriations.

- \$4.6 million for the annualization of civilian positions created in FY 2018-19.
- \$7 million for furniture and equipment the new Crime Lab and Traffic Company building.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: POL- POLICE DEPARTMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$2,967,921 in FY 2018-19. Of the \$2,967,921 in recommended reductions, \$2,567,921 are ongoing savings and \$400,000 are one-time savings. These reductions would still allow an increase of \$44,056,025 or 7.5% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$69,447 for total General Fund savings of \$3,037,368.

Our policy recommendations total \$4,508,272 in FY 2018-19, all of which are ongoing savings.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$600,000 in FY 2019-20. Of the \$600,000 in recommended reductions, \$400,000 are ongoing savings and \$200,000 are one-time savings. These reductions would still allow an increase of 40,279,100 or 6.3% in the Department's FY 2019-20 budget.

Our policy recommendations total \$13,337,353 in FY 2019-20, all of which are ongoing savings.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

POL - Police Department

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Field Operations													
Mandatory Fringe Benefits	0.00	0.00	\$56,882,755	\$55,882,755	\$1,000,000	X	X							
	Reduce fringe benefits to account for new hires and their expected use of benefits.							One-time savings in FY 2018-19.						
	Admin													
Programmatic Projects-Budget			\$3,477,973	\$3,077,973	\$400,000	X				\$3,477,973	\$3,077,973	\$400,000	X	
	Reduce the Body Worn Camera budget to reflect project carry-forward balance from FY 2017-18 and expected FY 2018-19 expenditures.							Reduce the Body Worn Camera budget to reflect expected FY 2019-20 expenditures.						
Equipment Purchase-Budget										\$200,000	\$0	\$200,000	X	X
								Reduce this equipment budget line to zero. This line is not associated with any equipment purchase and is an accounting error.						
IS Business Analyst-Principal	0.77	0.50	\$112,423	\$73,002	\$39,421	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$41,001	\$26,624	\$14,377	X	X							
IS Programmer Analyst-Senior	0.77	0.50	\$88,070	\$57,188	\$30,882	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$35,536	\$23,075	\$12,461	X	X							
	Total Savings				\$97,140									
	Reduce FTE counts of new information technology positions to account for expected delays in hiring.							One-time savings in FY 2018-19.						
Senior Personnel Analyst	3.23	1.62	\$386,912	\$193,456	\$193,456	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$149,640	\$74,820	\$74,820	X	X							
Public Relations Assistant	0.77	0.50	\$52,727	\$34,238	\$18,489	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$25,491	\$16,553	\$8,938	X	X							
Senior Administrative Analyst	3.08	2.00	\$353,024	\$229,236	\$123,788	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$142,349	\$92,434	\$49,915	X	X							
Principal Administrative Analyst	0.77	0.50	\$102,154	\$66,334	\$35,820	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$38,875	\$25,244	\$13,631	X	X							
Storekeeper	6.15	2.00	\$409,108	\$132,827	\$276,281	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$200,310	\$65,036	\$135,274	X	X							
Buildings And Grounds Maintenance	0.77	0.50	\$107,124	\$69,561	\$37,563	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$40,805	\$26,497	\$14,308	X	X							
Legal Assistant	0.77	0.50	\$72,275	\$46,932	\$25,343	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$31,211	\$20,267	\$10,944	X	X							
	Total Savings				\$1,018,571									

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

POL - Police Department

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Reduce FTE counts of new positions to account for expected delays in hiring.							One-time savings in FY 2018-19.						
	Crime Lab													
Forensic Latent Examiner II	4.62	1.65	\$471,882	\$153,208	\$318,674	X	X							
Mandatory Fringe Benefits	0.00	0.00	\$197,736	\$64,200	\$133,536	X	X							
	Total Savings \$452,210													
	Reduce FTE counts of new new positions to account for expected delays in hiring.							One-time savings in FY 2018-19.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$2,567,921	\$400,000	\$2,967,921
Non-General Fund	\$0	\$0	\$0
Total	\$2,567,921	\$400,000	\$2,967,921

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$200,000	\$400,000	\$600,000
Non-General Fund	\$0	\$0	\$0
Total	\$200,000	\$400,000	\$600,000

GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

POL - Police Department

Account Title	FY 2018-19							FY 2019-20							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T	
	From	To	From	To				From	To	From	To				
Policy Recommendations															
	FOB														
Police Officer III	21.00	0.00	\$2,702,236	\$0	\$2,702,236	X		39.00	0.00	\$5,168,991	\$0	\$5,168,991	X		
Mandatory Fringe Benefits	0.00	0.00	\$885,498	\$0	\$885,498	X		0.00	0.00	\$1,707,919	\$0	\$1,707,919	X		
Police Officer III	0.00	0.00	\$0	\$0	\$0	X		21.00	0.00	\$2,783,303	\$0	\$2,783,303	X		
Mandatory Fringe Benefits	0.00	0.00	\$0	\$0	\$0	X		0.00	0.00	\$480,605	\$0	\$480,605	X		
Sergeant III	4.23	0.00	\$631,645	\$0	\$631,645	X		10.00	0.00	\$1,538,051	\$0	\$1,538,051	X		
Mandatory Fringe Benefits	0.00	0.00	\$195,985	\$0	\$195,985	X		0.00	0.00	\$480,605	\$0	\$480,605	X		
Sergeant III	0.00	0.00	\$0	\$0	\$0	X		4.23	0.00	\$650,595	\$0	\$650,595	X		
Mandatory Fringe Benefits	0.00	0.00	\$0	\$0	\$0	X		0.00	0.00	\$203,295	\$0	\$203,295	X		
Lieutenant III	0.42	0.00	\$71,647	\$0	\$71,647	X		1.00	0.00	\$175,707	\$0	\$175,707	X		
Mandatory Fringe Benefits	0.00	0.00	\$21,261	\$0	\$21,261	X		0.00	0.00	\$52,455	\$0	\$52,455	X		
Lieutenant III	0.00	0.00	\$0	\$0	\$0	X		0.42	0.00	\$73,796	\$0	\$73,796	X		
Mandatory Fringe Benefits	0.00	0.00	\$0	\$0	\$0	X		0.00	0.00	\$22,031	\$0	\$22,031	X		
	Total Savings				\$4,508,272	Total Savings								\$13,337,353	
	<p>Delete 25.65 new sworn FTEs in each year (annualized to 100 total positions). The Department is requesting the addition of 100 new sworn officers to the Field Operations Bureau to increase foot patrol and investigations staffing. These new 100 FTEs (on an annualized basis) are being requested prior to the Department conducting a workload analysis to evaluate staffing needs for the purposes of determining the necessity of these 100 new sworn positions. The Department's workload analysis, to determine how many positions are needed, is scheduled to begin in FY 2018-19.</p> <p>Our June 2018 performance audit of the Department found surplus capacity in the Department's patrol units in the 10 police districts. Our audit recommended that the Department develop productivity targets to better allocate sworn staff; specifically we found that actual patrol staff productivity varied between the ten police districts and on average fell below the productivity target (i.e. percent of time spent on calls for service) recommended by the 2008 Police Executive Research Forum (PERF) report. Based on our analysis, 200 patrol officers could be reassigned to (a) increase the number of foot patrols, (b) to investigations, and/or (c) to other critical needs.</p> <p>In addition, our audit identified up to 200 officers currently performing administrative and other non-police functions that could potentially be reassigned to police duties, including patrol and investigations. We recommended in the audit that the Police Department and Controller evaluate which of these positions should be civilianized.</p> <p>The Department is on schedule to meet its 1,971 staffing mandate with current staffing, including academy graduates, and without the requested 100 new positions, which have not been justified at this time. The Department will still realize an increase of 105 available police officers by civilianizing 25 positions filled by sworn staff (as proposed in the Mayor's FY 2018-19 budget) and two previously planned academy classes.</p>														

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

POL - Police Department

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$4,508,272	\$4,508,272
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$4,508,272	\$4,508,272

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$13,337,353	\$13,337,353
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$13,337,353	\$13,337,353

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance	Reduction Amount
2017	POL	10000	11131	SHANNON LAYER	10001893	\$25,083.33	\$10,000.00
2017	POL	10000	12765	PSYCHEMEDICS CORPORATION	10001893	\$21,688.00	\$10,000.00
2017	POL	10000	16333	LEVEL II INC	10001893	\$19,560.00	\$19,560.00
2017	POL	10000	11648	SAN BRUNO PET HOSPITAL	10001911	\$17,488.59	\$5,000.00
2017	POL	10000	18543	IBARRA BROTHERS PRINTING	10001893	\$13,746.92	\$4,590.00
2018	POL	10000	9476	THOMSON REUTERS/BARCLAYS	10001893	\$10,000.00	\$10,000.00
2017	POL	10000	24164	BODE CELLMARK FORENSICS INC	10001909	\$8,500.00	\$2,660.00
2017	POL	10000	18543	IBARRA BROTHERS PRINTING	10001893	\$6,450.32	\$5,636.57
2017	POL	10000	10729	SOUNDS GOOD SOUND	10001893	\$5,820.00	\$2,000.00
Total							\$69,446.57

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$8,588,576 budget for FY 2018-19 is \$1,388,438 or 19.3% more than the original FY 2017-18 budget of \$7,200,138.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 46.31 FTEs, which are 3.89 FTEs more than the 42.42 FTEs in the original FY 2017-18 budget. This represents a 9.2% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department has no revenues in FY 2018-19 but had \$8,000 in revenues in FY 2017-18.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$8,698,769 budget for FY 2019-20 is \$110,193 or 1.3% more than the Mayor's proposed FY 2018-19 budget of \$8,588,576.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 47.23 FTEs, which are 0.92 FTEs more than the 46.31 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 2.0% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department has no revenues in FY 2019-20.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DPA – DEPARTMENT OF POLICE ACCOUNTABILITY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Budget	Budget	Budget	Budget	Budget	Proposed
OCC/DPA	\$4,829,125	\$5,135,411	\$5,570,081	\$6,870,659	\$7,200,138	\$8,588,576
FTE Count	34.64	34.76	37.20	42.41	42.42	46.31

The Department's budget increased by \$3,759,451 or 77.8% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 11.67 or 33.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. Prior to FY 2017-18, the Department's functions were carried out by the Office of Citizen Complaints (OCC), which was included in the Police Department's budget.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$1,388,438 largely due to:

- \$640,510 in salaries and benefits for 4 new positions to staff the newly created Audit Division.
- \$320,000 for contract expert witnesses to support investigations of officer involved shootings.
- \$100,000 for training to support officer involved shooting investigations.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$110,193 largely due to:

- Annualization of 4 new positions created in FY 2018-19 to staff the Department's Audit Division.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DPA – DEPARTMENT OF POLICE ACCOUNTABILITY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$225,000 in FY 2018-19, all of which are one-time savings. These reductions would still allow an increase of \$1,163,438 or 16.2% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst does not have recommended budget reductions for FY 2019-20.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPA - Department of Police Accountability

Account Title	FY 2018-19								FY 2019-20							
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T		
	From	To	From	To				From	To	From	To					
Division Description (Dept. ID Description if No Division)																
Attrition Savings - Miscellaneous			(\$90,319)	(\$265,319)	\$175,000	X	X					\$0				
Attrition Savings - Miscellaneous			(\$35,863)	(\$85,863)	\$50,000	X	X					\$0				
	Total Savings				\$225,000			Total Savings				\$0				
	Increase attrition savings to account for delays in filling positions and vacancies. The Department is projected to have a salary surplus of approximately \$850,000 this year, currently has seven vacancies, and is creating four new positions in FY 2018-19.							One-time savings in FY 2018-19.								

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$225,000	\$0	\$225,000
Non-General Fund	\$0	\$0	\$0
Total	\$225,000	\$0	\$225,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$34,384,417 budget for FY 2018-19 is \$264,274 or 0.8% more than the original FY 2017-18 budget of \$34,120,153.

Revenue Changes

The Department's revenues of \$2,804,850 in FY 2018-19, are \$8,606 or 0.3% more than FY 2017-18 revenues of \$2,796,244.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$34,385,196 budget for FY 2019-20 is \$769 more than the Mayor's proposed FY 2018-19 budget of \$ 34,384,427.

Revenue Changes

The Department's revenues of \$2,803,600 in FY 2019-20 are \$1,250 less than FY 2018-19 estimated revenues of \$2,804,850.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CRT- SUPERIOR COURT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Superior Court	37,323,115	35,058,716	34,764,617	33,685,324	34,400,153	34,384,417
FTE Count	-	-	-	-	-	-

The Department's budget decreased by \$2,938,698 or 7.9% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$264,274 largely due to:
Increase in salary and benefit growth associated with civil and criminal grand jury programs administered on behalf of the City.

FY 2019-20

The Department's proposed FY 2019-20 budget has no significant changes from FY 2018-19.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: CRT- SUPERIOR COURT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$21,000 in FY 2018-19. All of the \$ 21,000 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$243,274 or 0.7% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$21,000 in FY 2019-20. All of the \$ 21,000 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

CRT- Superior Court

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	CRT Superior Court													
Other Fees			\$7,381,949	\$7,360,949	\$21,000	x				\$7,381,949	\$7,360,949	\$21,000	x	
	Decrease Funding for the Indigent Defense and Foster Care programs to reflect actual expenditures. The funds have a combined projected surplus of \$88,529.							On-going savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$21,000	\$21,000
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$21,000	\$21,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$21,000	\$21,000
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$21,000	\$21,000

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$41,233,225 budget for FY 2018-19 is \$6,058,551 or 17.22 % more than the original FY 2017-18 budget of \$35,174,674.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 155.25 FTEs, which are 6.17 FTEs more than the 149.08 FTEs in the original FY 2017-18 budget. This represents a 4.14 % increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$17,298,660 in FY 2018-19, are \$1,346,631 or 7.22% less than FY 2017-18 revenues of \$ 18,645,291.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$44,091,803 budget for FY 2019-20 is \$2,858,578 or 6.93% more than the Mayor's proposed FY 2018-19 budget of \$41,233,225.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 155.15 FTEs, which are 0.1 FTEs more than the 155.25 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0% change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$18,025,641 in FY 2019-20, are \$726,981 or 4.2% more than FY 2018-19 estimated revenues of \$17,298,660.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ADP – ADULT PROBATION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Adult Probation	26,608,644	30,756,242	33,546,031	34,019,907	35,174,674	41,233,225
FTE Count	138.10	142.75	148.52	146.34	149.08	155.25

The Department's budget increased by \$14,624,581, or 55% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 10.98, or 7.95% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$6,058,551 largely due to an increase in property rent of \$1,506,984; an increase in Community Based Org Services of \$1,435,715, and an increase in Other Current Expenses of \$599,396.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$2,858,578 largely due to the second year increase in property rents of \$1,823,374, and Other Current Expenses – Budget of \$224,670.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ADP – ADULT PROBATION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$828,904 in FY 2018-19. Of the \$828,904 in recommended reductions, \$750,998 are ongoing savings and \$77,906 are one-time savings. These reductions would still allow an increase of \$5,229,647 or 14.9 % in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$1,200, for total General Fund savings of \$1,200.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$750,998 in FY 2019-20, which are ongoing savings. These reductions would still allow an increase of \$2,107,580 or 5% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ADP - Adult Probation

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Realignment Services													
Professional & Specialized Services			\$2,836,475	\$2,700,475	\$136,000	X				\$2,836,475	\$2,700,475	\$136,000	X	
	Department has consistently underspent for these services by the amounts of \$102,378m \$516,394, and \$159,385 for FYs 16,17, and 18. The Department currently has \$2.3 million in prior years' appropriations for Professional & Specialized Services that have been encumbered but not spent. Of this total, \$215,239 represents enbracnes for the period piro to 2017.							Ongoing savings						
	Realignment Services													
Attrition Savings			\$0	(\$196,227)	\$196,227	X				\$0	(\$196,227)	\$196,227	X	
Mandatory Fringe Benefits			\$0	(\$145,037)	\$145,037	X				\$0	(\$145,037)	\$145,037	X	
	Total Savings \$341,264							Total Savings \$341,264						
	The Department does not budget attrition savings in Realignment Services. Overall, over the past three fiscal years the Department has had \$939,675, \$694,256, and \$613,952 in salary savings. Our total recommendations for attrition savings and step adjustments equal \$613,536, which is less than the Department's annual average salary savings over this 3 year period.							Ongoing savings						
	Realignment Services													
Step Adjustment			\$0	(\$164,864)	\$164,864	X				\$0	(\$164,864)	\$164,864	X	
Mandatory Fringe Benefits			\$0	(\$47,811)	\$47,811	X				\$0	(\$47,811)	\$47,811	X	
	Total Savings \$212,675							Total Savings \$212,675						
	The Department does not budget step adjustments in Realignment Services. Over the past three fiscal years, the Department has had \$939,675, \$694,256, and \$613,952 in salary savings. Our total recommendations for attrition savings and step adjustments equal \$613,536, which is less than the Department's annuā average salary savings over this 3 year period.							Ongoing savings						

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 GF = General Fund
 1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ADP - Adult Probation

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Reentry Services													
Step Adjustment			\$0	(\$47,333)	\$47,333	X				\$0	(\$47,333)	\$47,333	X	
Mandatory Fringe Benefits			\$0	(\$13,727)	\$13,727	X				\$0	(\$13,727)	\$13,727	X	
	Total Savings \$61,060							Total Savings \$61,060						
	The Department does not budget step adjustments in Reentry Services.							Ongoing savings						
	Information Management													
Materials and Supplies			\$235,000	\$200,000	\$35,000	X	x							
	Department currently has \$360,000 in prior years' appropriations for materials and supplies that have been encumbered but not spent.							Ongoing savings						
	HS PA IPO													
City Grants			\$1,435,715	\$1,300,000	\$42,906	X	x							
	The Department has added \$1.4 million for new grants to community based organizations in FY 2018-19, for which not all grantees have been determined.													

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$77,906	\$750,998	\$828,904
Non-General Fund	\$0	\$0	\$0
Total	\$77,906	\$750,998	\$828,904

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$750,998	\$750,998
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$750,998	\$750,998

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$41,264,202 budget for FY 2018-19 is \$419,716 or 1% less than the original FY 2017-18 budget of \$41,683,918.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 219.65 FTEs, which are 13.28 FTEs less than the 232.93 FTEs in the original FY 2017-18 budget. This represents a 5.7% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$8,596,113 in FY 2018-19, are \$226,289 or 2.7% more than FY 2017-18 revenues of \$8,369,824.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$48,824,199 budget for FY 2019-20 is \$7,559,997 or 18.3% more than the Mayor's proposed FY 2018-19 budget of \$41,264,202.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 217.41 FTEs, which are 2.24 FTEs less than the 219.65 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.0% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$8,676,113 in FY 2019-20, are \$80,000 or 0.93% more than FY 2018-19 estimated revenues of \$8,596,113.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: JUV – JUVENILE PROBATION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Juvenile Probation	36,815,789	38,619,911	42,159,630	41,866,035	41,683,918	\$41,264,202
FTE Count	236.02	238.12	240.95	238.60	232.93	219.65

The Department's budget increased by \$4,448,413 or 12.1% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count decreased by 16.37 or -6.92% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has decreased by \$419,716 largely due to the reduction in FTE by -13.28, as this has reduced base salary and fringe benefits. There has also been a reduction in the Facilities maintenance budget of -\$421,376. The effects of these reductions are partially offset by an increase in non-personnel services of \$500,297.

FY 2019-20

The Department's proposed FY 2019-20 budgets has increased by \$7,559,997 largely due to increase in fringe benefits driven by Retirement Non-City (Pers), and dependent coverage, and \$7,173,306 in debt service.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: JUV – JUVENILE PROBATION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$159,830 in FY 2018-19, which are one-time recommendations. These reductions would still allow a decrease of -\$579,546 or 1.39% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst does not have recommendations for FY 2019-20.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

JUV - Juvenile Probation

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Probation													
Attrition Savings	0.00	0.35	(1,135,534)	(1,217,500)	81,966	X	X							
Mandatory Fringe Benefits	10.60	10.25	(451,229)	(480,879)	29,650	X	X							
	Total Savings \$111,616													
	Adjust attrition savings to account for delays in hiring for 8530 Deputy Probation Officer and 8414 Specialty Deputy Probation Officer that are being reclassified. Department expects to fill these positions by December 2018							One time saving						
	Juvenile Hall													
Attrition Savings	18.60	18.25	(1,499,026.00)	(1,466,549.40)	\$32,477	X	X							
Mandatory Fringe Benefits			(734,281.00)	(750,018.12)	\$15,737	X	X							
480	Total Savings \$48,214													
	Adjust attrition savings to account for delays in hiring for 8318 Counselor II that is being reclassified. Department expects to fill these positions by December 2018							One time saving						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$159,830	\$0	\$159,830
Non-General Fund	\$0	\$0	\$0
Total	\$159,830	\$0	\$159,830

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$38,956,522 budget for FY 2018-19 is \$2,313,053 or 6.3% more than the original FY 2017-18 budget of \$36,643,469.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 187.08 FTEs, which are 8.44 FTEs more than the 178.64 FTEs in the original FY 2017-18 budget. This represents a 4.7% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$877,166 in FY 2018-19 are \$55,659 or 6.0% less than FY 2017-18 revenues of \$932,825.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$ 39,115,470 budget for FY 2019-20 is \$158,948 or 0.4 % more than the Mayor's proposed FY 2018-19 budget of \$38,956,522.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 184.23 FTEs, which are 2.85 FTEs less than the 187.08 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.5% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$927,166 in FY 2019-20 are \$50,000 or 5.7% more than FY 2018-19 estimated revenues of \$877,166.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: PDR - PUBLIC DEFENDER

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Public Defender	28,819,705	30,433,821	31,961,511	34,015,988	36,643,469	39,115,470
FTE Count	157.87	157.47	162.19	170.9	178.64	187.08

The Department's budget increased by \$10,295,756 or 35.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 29.21 or 18.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$2,313,053 largely due to:

The expansion of legal representation and assistance for detained immigrants, continuation of the pre-trial release unit, and addition of paralegal support for the assisted outpatient treatment program.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$158,948 largely due to:

Increases in salary and fringe costs.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: PDR - PUBLIC DEFENDER

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$253,704 in FY 2018-19. Of the \$253,704 in recommended reductions, \$176,698 are ongoing savings and \$77,006 are one-time savings. These reductions would still allow an increase of \$2,059,349 or 5.6% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$2,760, for total General Fund savings of \$256,464.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$208,554 in FY 2019-20. All of the \$208,554 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PDR- Public Defender

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	PDR Public Defender													
8173 Legal Assistant	0.77	0.00	\$72,275	\$0	\$72,275	x		1.00	0.00	\$93,846	\$0	\$93,846	x	
Mandatory Fringe Benefits			\$31,211	\$0	\$31,211	x				\$41,339	\$0	\$41,339	x	
	Total Savings \$103,486							Total Savings \$135,185						
	Deny one new 8173 Legal Assistant position requested by the Public Defender to assist with individuals referred to Assisted Outpatient Treatment (AOT or Laura's Law). The Board of Supervisors authorized the AOT program in 2014. The program enables immediate family, providers, and other qualified requesting parties to work with the City to petition the court if an individual with a severe mental illness has dangerously decompensated and after 30 days of outreach will not participate voluntarily in treatment. Such court proceedings are civil, not criminal, proceedings.							Ongoing savings.						
	Currently, the Department of Public Health has the Forensic and Justice Involved Behavioral Health Services program that interacts with individuals participating in AOT. According to the March 2017 AOT-Annual Report, of 60 AOT program participants, only 6 were court-ordered AOT participants. Because the Department of Public Health has programs interacting with participants in AOT, only a small number of AOT participants are court-ordered, court proceedings are civil and not criminal, and court orders do not include commitment to an institution or locked facility, the Budget and Legislative Analyst does not consider this position in the Public Defender's Office to be justified.													
Attrition Savings	7.25	7.50	(\$1,141,097)	(\$1,180,445)	\$39,348	x		7.25	7.50	(\$1,141,097)	(\$1,180,445)	\$39,348	x	
Mandatory Fringe Benefits			(\$402,044)	(\$415,908)	\$13,864	x				(\$409,217)	(\$423,328.00)	\$14,111	x	
	Total Savings \$53,212							Total Savings \$53,459						
	Increase attrition savings to reflect historical salary savings, which have averaged over \$460,000 since FY 2014-15.							One time saving.						
Crt Reporter Transcripts Svcs			\$126,000	\$106,000	\$20,000	x								
	Reduce Court reporter transcript services budget to reflect actual spending.							Ongoing savings.						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

PDR- Public Defender

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
1426 Sr. Clerk Typist	1.00	0.25	\$69,334	\$17,334	\$52,000	x	x					\$0		
Mandatory Fringe Benefits			\$33,342	\$8,336	\$25,006	x	x					\$0		
	Total Savings \$77,006							Total Savings \$0						
	Reduce 1.0 FTE 1426 Sr. Clerk Typist. to 0.25 FTE to reflect anticipated delay in filling the vacant position.							One time saving.						

	FY 2018-19		
	Total Recommended Reductions		
	One-Time	Ongoing	Total
General Fund	\$77,006	\$176,698	\$253,704
Non-General Fund	\$0	\$0	\$0
Total	\$77,006	\$0	\$253,704

	FY 2019-20		
	Total Recommended Reductions		
	One-Time	Ongoing	Total
General Fund	\$0	\$208,644	\$208,644
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$208,644	\$208,644

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$68,863,546 budget for FY 2018-19 is \$5,722,537 or 9.1 % more than the original FY 2017-18 budget of \$63,141,009.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 278.44 FTEs, which are 0.30 FTEs more than the 278.14 FTEs in the original FY 2017-18 budget. This represents a 0.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$8,406,593 in FY 2018-19 are \$869,877 or 9.4% less than FY 2017-18 revenues of \$9,276,470.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$67,777,797 budget for FY 2019-20 is \$1,085,749 or 1.6% less than the Mayor's proposed FY 2018-19 budget of \$68,863,546.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 274.41 FTEs, which are 4.03 FTEs less than the 278.44 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.4% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$8,449,339 in FY 2019-20, are \$42,746 or 0.5 % more than FY 2018-19 estimated revenues of \$8,406,593.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DAT- DISTRICT ATTORNEY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
District Attorney	46,716,897	48,581,611	51,844,781	58,255,036	62,861,009	68,863,546
FTE Count	253.39	256.87	267.35	273.53	278.14	278.44

The Department's budget increased by \$22,146,649 or 47.4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 25.05 or 9.9% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$5,722,537 largely due to:

Real estate costs related to the Department's move from the Hall of Justice, and salary and benefits increases across the Department.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$1,085,749 largely due to:

An expiration of one time funding allocated for an upgrade to the Department's case management system and Weekend Rebooking pilot.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DAT- DISTRICT ATTORNEY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$419,234 in FY 2018-19. All of the \$419,234 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$5,303,303 or 8.4% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$11,264, for total General Fund savings of \$430,498.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's has no recommended reductions in FY 2019-20.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

DAT - District Attorney														
Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DAT District Attorney													
Programmatic Projects-Budget			\$2,708,666	\$2,696,358	\$12,308	x	x					\$0		
	Utilize \$12,308 in carry-forward monies from Independent investigative Bureau budget from FY 2016-17 rather than budget new funds.							One time saving.						
Perm Salaries-Misc-Regular			\$1,281,120	\$981,120	\$300,000	x	x					\$0		
	Utilize \$300,000 in carry-forward monies from the DA Victim Services Budget in FY 2017-18 rather than budget new funds.							One time saving.						
Attrition Savings			(\$575,041)	(\$633,119)	\$58,078	x	x					\$0		
Mandatory Fringe Benefits			(\$198,260)	(\$218,338)	\$20,078	x	x					\$0		
	Total Savings \$78,156							Total Savings \$0						
	Increase Attrition to reflect delays in hiring for DAT positions.							One time saving.						
Attrition Savings			(1,947,713.00)	(\$1,969,107)	\$21,394	x	x					\$0		
Mandatory Fringe Benefits			(671,316.00)	(\$678,692)	\$7,376	x	x					\$0		
	Total Savings \$28,770							Total Savings \$0						
	Increase Attrition to reflect delays in hiring for DAT positions.							One time saving.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$419,234	\$0	\$419,234
Non-General Fund	\$0	\$0	\$0
Total	\$419,234	\$0	\$419,234

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$248,086,015 budget for FY 2018-19 is \$16,251,046 or 7.0% more than the original FY 2017-18 budget of \$231,834,969.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 1,019.73 FTEs, which are 19.2 FTEs more than the 1,000.53 FTEs in the original FY 2017-18 budget. This represents a 1.92% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$55,972,397 in FY 2018-19, are \$208,353 or 0.37% more than FY 2017-18 revenues of \$55,764,044.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$248,326,390 budget for FY 2019-20 is \$240,375 or approximately 1/10th of 1% more than the Mayor's proposed FY 2018-19 budget of \$248,086,015.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 1,021.21 FTEs, which are 1.48 FTEs more than the 1,019.73 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.14% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$55,694,147 in FY 2019-20, are \$278,250 or 0.5% less than FY 2018-19 estimated revenues of \$55,972,397.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: SHF – SHERIFF

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Sheriff	179,368,715	192,594,114	205,975,205	221,236,892	231,834,969	248,086,015
FTE Count	1,013.20	1,014.92	1,005.76	1,056.16	1,000.53	1,019.73

The Department's budget increased by \$68,717,300 or 38.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 6.53 or 0.6% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$16,251,046 largely due to salary and benefit cost related to the increase in 19.2 FTE, increased budgeted expenditures for CBO services, and increased Capital Renewal Projects.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$240,375 that represents a negligible change from the prior budget year. Factors reducing the budget include a fall in CBO services, a reduction in Capital Renewal Projects, and a smaller increase in salary costs due to 0.14% proposed increase in FTE.

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$424,621 in FY 2018-19. Of the \$424,621 in recommended reductions, \$424,621 are one-time savings. These reductions would still allow an increase of \$15,826,425 or 6.8 % in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst does not have recommended reductions to the proposed budget in FY 2018-19.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

SHF - Sheriff

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Various													
Materials and Supplies			\$273,506	\$256,506	\$17,000	X	X							
Materials and Supplies			\$47,620	\$40,000	\$7,620	X	X							
Materials and Supplies			\$1,023,126	\$1,003,126	\$20,000	X	X							
Materials and Supplies			\$501,481	\$451,481	\$50,000	X	X							
Materials and Supplies			\$3,269,501	\$3,200,000	\$69,501	X	X							
492	The Department has \$2.5 million in prior years' appropriations that were encumbered for materials and supplies but not yet spent; of the \$2.5 million, \$220,000 was encumbered more than two years ago. Of the \$2.5 million in prior years' encumbrances, \$500,000 is for miscellaneous office and building supplies. The Department's total materials and supplies budget in FY 2018-19 is \$5.4 million; our recommended reduction of \$164,121 will still give the Department \$5.26 million for materials and supplies.							One time savings						
	Various													
Maint Servcies - Bldgs &Improvement			\$170,219	\$167,719	\$2,500	X	X							
Copy Machine			\$52,999	\$47,999	\$5,000	X	X							
Other Current Expenses - Budget			\$225,259	\$220,259	\$5,000	X	X							
Membership			\$8,000	\$0	\$8,000	X	X							
Software Licensing Fees			\$126,293	\$121,293	\$5,000	X	X							
	The Department has \$535,648 in prior years' appropriations that have not yet been spent; of this amount, \$124,013 was encumbered more than two years ago. The Department's budget in FY 2018-19 is \$595,400 for the services noted above; our recommended reductions of \$25,500 will still leave the Department with \$569,000 for these specific services. (The Department's total budget for non-personnel services is \$12.9 million).							One time savings						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

SHF - Sheriff

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Alternative Programs													
Community Based Organizations			\$800,000	\$750,000	\$50,000	X	X					\$0		
	The Mayor's proposed FY 2018-19 budget added \$800,000 in new community based programs, including \$500,000 for pretrial diversion. The Department has \$1.8 million in prior years' appropriations that were encumbered for contracts with community based organizations but not yet spent, of which nearly \$600,000 are for the contract with San Francisco Pretrial Diversion Project. According to the Department, the impact of the Humphrey decision will be to increase pretrial workload by 60%. The Department has not provided sufficient justification as to why the total budgeted increase of \$600,000 is required to absorb the additional workload requirement.							One time savings						
	Re Entry Programs													
Community Based Organizations			\$4,497,036	\$4,312,036	\$185,000	X	X					\$0		
	The Departmentwide budget for contracts with community based organizations increased by \$2.0 million from \$4,964,552 million in FY 2017-18 to \$6,964,910 million in FY 2018-19, and to \$6,314,910 in FY20. Based on the Chart of Account, the budgeted amounts represent an increase over base of \$1,875,000 for FY19 and \$1,225,000 for FY20. In addition, the Department has \$1.8 million in prior years' appropriations that were encumbered for contracts with community based organizations but not yet spent. Of the \$1.8 million in unspent funds, \$1.2 million are in the Re-entry program; \$150,000 of the \$1.2 million were encumbered more than two years ago and never spent. We recommend a one-time reduction of \$185,000 based on the failure of the Department to provide compelling explanation of why the CBOs that will be the recipients of these contracts require the full increase of \$2.0 million to carry out the required work. Unspent funds can be carried over into the next FY.							One time savings						

	One-Time	Ongoing	Total
General Fund	\$424,621	\$0	\$424,621
Non-General Fund	\$0	\$0	\$0
Total	\$424,621	\$0	\$424,621

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

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$40,434,682 budget for FY 2018-19 is \$667,573 or 1.6% less than the original FY 2017-18 budget of \$41,102,255.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 210.08 FTEs, which are 2.66 FTEs more than the 207.42 FTEs in the original FY 2017-18 budget. This represents a 1.3% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$16,461,680 in FY 2018-19, are \$644,189 or 3.8% less than FY 2017-18 revenues of \$17,105,869.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$40,391,795 budget for FY 2019-20 is \$42,887 or 0.1% less than the Mayor's proposed FY 2018-19 budget of \$40,434,682.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 209.61 FTEs, which are 0.47 FTEs less than the 210.08 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$16,347,276 in FY 2019-20, are \$114,404 or 0.7% less than FY 2018-19 estimated revenues of \$16,461,680.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: TTX-TREASURER/TAX COLLECTOR

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Treasurer/Tax Collector	35,085,239	40,193,704	39,243,067	42,206,966	41,102,255	40,434,682
FTE Count	211.19	225.76	218.81	218.64	207.42	210.08

The Department's budget increased by \$5,349,443 or 15.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 1.11 or 0.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has decreased by \$667,573 largely due to reductions of \$2,094,989 in non-personnel services, particularly a reduction of \$1,997,756 in financial services. These savings are partially offset by increases in programmatic projects, salaries, and fringe benefits.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$42,887 largely due to reductions in non-personnel services, programmatic projects, and community grants. These savings are partially offset by increases in salaries and fringe benefits.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: TTX-TREASURER/TAX COLLECTOR

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$389,969 in FY 2018-19. Of the \$389,969 in recommended reductions, \$25,000 are ongoing savings and \$364,969 are one-time savings.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$254,559, for total General Fund savings of \$619,528.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$25,000 in FY 2019-20. All of the \$25,000 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

TTX-Treasurer/Tax Collector

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	TTX Collection													
9993 Attrition			(\$657,758)	(\$770,689)	\$112,931	X	x							
Mandatory Fringe Benefits			(\$274,558)	(\$320,313)	\$45,755	X	x							
	Total Savings \$158,686							Total Savings \$0						
	Increase Attrition savings to reflect ongoing vacancies of 2.0 FTE 4222 Senior Personal Property Auditor positions. Positions have been vacant since 7/1/15.							N/A						
9993 Attrition			(\$657,758)	(\$687,822)	\$30,064	X	X							
Mandatory Fringe Benefits			(\$274,558)	(\$286,056)	\$11,498	X	X							
	Total Savings \$41,562							Total Savings \$0						
	Increase Attrition savings to reflect hiring timeline for vacant 4224 Principal Personal Property Auditor position. Position has been vacant since 7/1/10.							N/A						
9993 Attrition			(\$1,317,374)	(\$1,333,679)	\$16,305	X	x							
Mandatory Fringe Benefits			(\$562,386)	(\$570,156)	\$7,770	X	x							
	Total Savings \$24,075							Total Savings \$0						
	Increase Attrition savings to reflect hiring timeline for vacant 4310 Commercial Division Assistant Supervisor position. Position has been vacant since 9/26/15.							N/A						
9993 Attrition			(\$657,758)	(\$691,608)	\$33,850	X	x							
Mandatory Fringe Benefits			(\$274,558)	(\$291,005)	\$16,447	X	x							
	Total Savings \$50,297							Total Savings \$0						
	Increase Attrition savings to reflect ongoing vacancy of 4321 Cashier II position. Position has been vacant since 5/14/15.							N/A						
Temporary-Miscellaneous	1.09	0.84	\$109,873	\$86,708	\$23,165	X		1.06	0.81	\$109,873	\$86,708	\$23,165	X	
Mandatory Fringe Benefits			\$8,702	\$6,867	\$1,835	X				\$8,702	\$6,867.00	\$1,835	X	
	Total Savings \$25,000							Total Savings \$25,000						
	Reduce temporary salaries to reflect historical underspending in this area.							Ongoing savings						
9993 Attrition			(\$657,758)	(\$695,590)	\$37,832	X	X					\$0		
Mandatory Fringe Benefits			(\$274,558)	(\$289,184)	\$14,626	X	X					\$0		
	Total Savings \$52,458							Total Savings \$0						
	Increase Attrition savings to reflect hiring timeline for vacant 1053 IS Business Analyst-Senior position. Position has been vacant since 6/7/14, and RTF has not yet been issued.													

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

TTX-Treasurer/Tax Collector

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
9993 Attrition			\$0	(\$9,437)	\$9,437	X	X					\$0		
Mandatory Fringe Benefits			\$0	(\$4,379)	\$4,379	X	X					\$0		
	Total Savings \$13,815							Total Savings \$0						
	Increase Attrition savings to reflect hiring timeline for vacant 1632 Senior Account Clerk position. RTF was recently approved.													
9993 Attrition			\$0	(\$16,305)	\$16,305	X	X					\$0		
Mandatory Fringe Benefits				(\$7,770)	\$7,770	X	X					\$0		
	Total Savings \$24,075							Total Savings \$0						
	Increase Attrition savings to reflect hiring timeline for vacant 4310 Commercial Division Assistant Supervisor position. Position has been vacant since 2/25/17 and has not been posted.													

FY 2018-19
Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$364,969	\$25,000	\$389,969
Non-General Fund	\$0	\$0	\$0
Total	\$364,969	\$25,000	\$389,969

FY 2019-20
Total Recommended Reductions

	One-Time	Ongoing	Total
General Fund	\$0	\$25,000	\$25,000
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$25,000	\$25,000

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2015	232348	10000	16585	Laserlink International Inc	10001751	39.07
2015	232349	10000	16585	Laserlink International Inc	10001751	50.02
2015	232351	10000	16585	Laserlink International Inc	10001751	478.49
2016	232356	10000	26268	ACS – Enterprises Solutions LLC	10001751	1,200.00
2016	232356	10000	22538	Columbia Ultimate Inc	10001751	150,558.00
2015	232349	10000	19474	Global Payments Advisors Inc	10001751	97,250.00
2016	232352	10000	18125	Iron Mountain Off-Site Data Protection	10001751	1,860.88
2016	232352	10000	16611	LanguageLine Solutions(SM)	10001750	39.96
2016	232344	10000	11040	Shred Works	10001748	279.10
2016	232348	10000	11040	Shred Works	10001751	236.11
2016	232349	10000	11040	Shred Works	10001751	279.10
2016	232356	10000	11040	Shred Works	10001751	218.36
2016	232348	10000	11040	Shred Works	10001751	174.37
2016	232351	10000	11040	Shred Works	10001751	174.37
2016	232352	10000	11040	Shred Works	10001750	174.37
2016	232352	10000	11040	Shred Works	10001751	174.37
2014	232348	10000	9046	U S Pure Water Corp	10001751	150.00
2014	232351	10000	9046	U S Pure Water Corp	10001751	150.00
2014	232352	10000	9046	U S Pure Water Corp	10001751	150.00
2014	232356	10000	9046	U S Pure Water Corp	10001751	150.00
2016	232348	10000	9046	U S Pure Water Corp	10001751	85.00
2016	232348	10000	9046	U S Pure Water Corp	10001751	8.16
2015	232344	10000	9046	U S Pure Water Corp	10001748	220.39
2015	232351	10000	9046	U S Pure Water Corp	10001751	176.93
2015	232356	10000	9046	U S Pure Water Corp	10001751	176.94
Total						254,559

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$64,318,284 budget for FY 2018-19 is \$1,976,325 or 3.2% more than the original FY 2017-18 budget of \$62,341,959.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 103.79 FTEs, which are .70 FTEs less than the 104.49 FTEs in the original FY 2017-18 budget. This represents a 0.7% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$27,051,927 in FY 2018-19, are \$1,361,758 or 4.8% less than FY 2017-18 revenues of \$28,413,685.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$63,228,554 budget for FY 2019-20 is \$1,089,730 or 1.7% less than the Mayor's proposed FY 2018-19 budget of \$64,318,284.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 103.43 FTEs, which are 0.36 FTEs less than the 103.79 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.3% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$27,025,222 in FY 2019-20, are \$26,705 or 0.1% less than FY 2018-19 estimated revenues of \$27,051,927.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ECN-ECONOMIC AND WORKFORCE DEVELOPMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Economic and Workforce Development	39,155,612	36,821,413	41,022,912	58,162,818	62,341,959	64,318,284
FTE Count	85.58	91.86	97.94	105.91	104.49	103.79

The Department's budget increased by \$25,162,672 or 64.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 18.21 or 21.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$1,976,325 largely due to increases of \$8,637,269 in services of other departments and \$422,881 in grant programs. These increases are partially offset by reductions of \$6,086,330 in programmatic projects, \$1,244,889 in carryforward grants, and \$244,502 in non-professional services.

The Board of Supervisors approved a resolution identifying street cleaning as a budget priority for FY 2018-19 and urging the Office of Economic and Workforce Development (OEWD) to identify opportunities for staff retention in street cleaning programs (File 18-0390, Resolution 125-18). The Board of Supervisors also submitted a resolution identifying workforce development and the pipeline to city jobs as a budget priority for FY 2018-19 and urging OEWD to develop a plan for using its existing workforce development infrastructure to develop a pipeline for city employment (File 18-0484, Resolution 150-18).

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$1,089,730 largely due to reductions of \$910,186 in programmatic projects and \$274,063 in grant programs.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ECN-ECONOMIC AND WORKFORCE DEVELOPMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$303,799 in FY 2018-19. Of the \$303,799 in recommended reductions, \$20,000 are ongoing savings and \$283,799 are one-time savings. These reductions would still allow an increase of \$1,672,526 or 2.7% in the Department's FY 2018-19 budget. In addition, The Budget and Legislative Analyst recommends placing \$787,245 on Budget and Finance Committee reserve in FY 2018-19.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$333,782, for total General Fund savings of \$637,581.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$20,000 in FY 2019-20. All \$20,000 of the recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ECN-Economic and Workforce Development

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	ECN Economic and Workforce Dev													
9993 Attrition			(\$97,238)	(\$133,058)	\$35,820	X	X							
Mandatory Fringe Benefits			(\$39,025)	(\$52,656)	\$13,631	X	X							
	Total Savings \$49,451							Total Savings \$0						
	Increase Attrtion Savings to reflect hiring timeline for new 1824 Prinicipal Administrative Analyst position.							N/A						
9993 Attrition			(\$87,718)	(\$183,376)	\$95,658	X	X					\$0		
Mandatory Fringe Benefits			(\$35,209)	(\$68,858)	\$33,649	X	X					\$0		
	Total Savings \$129,307							Total Savings \$0						
	Increase Attrition Savings to reflect hiring timeline for vacant 0953 Deputy Director position. Position has been vacant since 10/21/17 (previously as 0941 Manager VI) and has not yet received Mayor approval. Controller's Office report shows that management positions take approximately 6 months to fill.							N/A						
9993 Attrition			(\$62,708)	(\$91,363)	\$28,655	X	X					\$0		
Mandatory Fringe Benefits			(\$25,125)	(\$36,679)	\$11,554	X	X					\$0		
	Total Savings \$40,209							Total Savings \$0						
	Increase Attrition Savings to reflect hiring timeline for vacant 1823 Senior Administrative Analyst position. Position has been vacant since 1/10/18 and RTF has not yet been submitted.							N/A						
9993 Attrition			(\$74,732)	(\$119,990)	\$45,258	X	X					\$0		
Mandatory Fringe Benefits			(\$29,913)	(\$49,488)	\$19,575	X	X					\$0		
	Total Savings \$64,833							Total Savings \$0						
	Increase Attrition Savings to reflect hiring timeline for vacant 1842 Management Analyst position. Position has been vacant since 8/28/17 and will take time to fill.							N/A						
Prof & Specialized Svcs-Bdgt			\$50,000	\$30,000	\$20,000	X				\$50,000	\$30,000	\$20,000	X	
	Reduce funding for Beacon Economics contract by \$20,000 to reflect historical underspending in this area.							Ongoing savings						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ECN-Economic and Workforce Development

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$283,799	\$20,000	\$303,799
Non-General Fund	\$0	\$0	\$0
Total	\$283,799	\$20,000	\$303,799

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$20,000	\$20,000
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$20,000	\$20,000

Policy/Reserve Recommendations

ECN Economic and Workforce Dev													
CBO Services - Budget			\$2,880,459	\$2,093,214	\$787,245	x				\$2,880,459	\$1,838,214	\$1,042,245	X
Place \$787,245 in the CBO Services Budget on Budget and Finance Committee Reserve for the Public Space Conservancy project. This project is still in the planning phase, and the final business plan has not yet been produced. OEWD requires approximately \$500,000 to develop a business plan for the program. The Board of Supervisors should place the remaining funds on Budget and Finance Committee Reserve pending finalization of the business plan and awarding of funds through the upcoming RFP.							Ongoing savings						

FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$787,245	\$787,245
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$787,245	\$787,245

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$1,042,245	\$1,042,245
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$1,042,245	\$1,042,245

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2016	229991	10010	25444	Anders & Anders Foundation	10022546	13,594.74
2016	229991	10010	24506	Beacon Economics LLC	10022531	1,411.34
2016	229991	10010	23107	Century Urban LLC	10022531	120,622.50
2016	229991	10010	23054	Charity Cultural Services Center	10022546	7,656.38
2016	229991	10010	20196	Finalize Office Furniture Service	10022546	1,107.00
2016	229991	10010	18227	International Effectiveness Centers	10022546	5,000.00
2016	229991	10010	16585	Laserlink International Inc	10022531	500.00
2016	229991	10010	16585	Laserlink International Inc	10022546	500.00
2016	229991	10010	16148	Local Initiatives Support Corp	10022531	41,500.00
2016	229991	10010	15829	Manpowergroup US Inc	10022546	2,763.21
2016	229991	10010	14957	Mission Economic Development Agency	10022546	25,000.00
2016	229991	10010	14954	Mission Hiring Hall	10022546	11,282.92
2016	229991	10010	14954	Mission Hiring Hall	10022546	7,576.34
2016	229991	10010	14954	Mission Hiring Hall	10022546	11.20
2016	229991	10010	12690	QB3 Incubator Management LLC	10022531	6,714.98
2015	229991	10010	12182	Ricoh USA Inc	10022531	5,500.16
2015	229991	10000	12182	Ricoh USA Inc	10001692	2,606.61
2016	229991	10010	12182	Ricoh USA Inc	10022531	738.63
2016	229991	10010	12182	Ricoh USA Inc	10022531	500.00
2016	229991	10000	12182	Ricoh USA Inc	10001692	453.71
2016	229991	10010	12182	Ricoh USA Inc	10022546	500.00
2016	229991	10010	10525	Staples Business Advantage	10022546	4,615.88
2016	229991	10010	10294	Success Center San Francisco	10022546	5,003.19
2016	229991	10010	9346	Top of Broadway Comm Benefit District	10022531	4,500.00
2016	229991	10010	8882	Urban Solutions	10022531	3,447.27
2016	229991	10010	8882	Urban Solutions	10022531	23,300.00
2016	229991	10010	8648	Vietnamese Youth Development Center	10022546	1,554.05
2016	229991	10010	8648	Vietnamese Youth Development Center	10022546	13,321.69
2016	229991	10010	8648	Vietnamese Youth Development Center	10022546	8,603.02
2016	229991	10010	8648	Vietnamese Youth Development Center	10022546	13,897.16
Total						333,782

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$53,782,681 budget for FY 2018-19 is \$718,680 or 1.3% less than the FY 2017-18 budget of \$54,501,361.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 220.85 FTEs, which are 4.00 FTEs more than the 216.85 FTEs in the FY 2017-18 budget. This represents a 1.8% increase in FTEs from the FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$49,507,257 in FY 2018-19 are \$2,410,060 or 4.6% less than FY 2017-18 revenues of \$51,917,317.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$52,786,217 budget for FY 2019-20 is \$996,464 or 1.9% less than the Department's proposed FY 2018-19 budget of \$53,782,681.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 220.91 FTEs, which are 0.06 FTEs more than the 220.85 FTEs in the Department's proposed FY 2018-19 budget. This represents a no change in FTEs from the Department's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$48,639,079 in FY 2019-20 are \$868,178 or 1.8% less than FY 2018-19 estimated revenues of \$49,507,257.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CPC – CITY PLANNING

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
City Planning	29,981,797	38,351,612	41,259,124	51,284,076	54,501,361	53,782,681
FTE Count	156.52	170.26	181.78	213.75	216.08	220.85

The Department's budget increased by \$23,800,884 or 79.4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 64.33 or 41.1% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. Driven by the economic recovery, this five year increase reflects steady year over year increases in the volume of permit applications and planning cases as well as the revenue associated with that workload volume.

FY 2018-19

The Department's proposed FY 2018-19 budget has decreased by (\$718,680) due to minor reductions in fees for services and caseload volume. Three of the 4.00 new FTEs in FY 2018-19 are from the transfer of the Office of Short Term Rentals from the Office of the City Administrator to City Planning. The FTE position budgeted at 0.77FTE is new and was added to focus on CPC's increased demand for accessory dwelling unit (ADU) work given the recent changes in ADU legislation.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$996,464 due to a decrease in one-time project expenditures, partially offset by the cost of moving to a new office.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CPC – CITY PLANNING

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$356,148 in FY 2018-19. All of the \$356,148 in recommended reductions are ongoing savings.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's has no recommended reductions to the FY 2019-20 proposed budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

CPC- City Planning

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Current Planning													
9993 Attrition Savings	(2.19)	(2.46)	(\$243,430)	(\$273,442)	\$30,012	x	x					\$0		
Mandatory Fringe Benefits			(\$98,243)	(\$110,355)	\$12,112	x	x					\$0		
	Total Savings \$42,124							Total Savings \$0						
	Increase attrition savings to reflect 0.77 FTE to 0.5 FTE due to delayed hiring of 1 new proposed FTE 5291 Planner III. According to CPC the City is currently running a Planner III exam to create an eligible list.							One-time savings.						
	Administration													
Minor Furnishings			\$72,230	\$62,230	\$10,000	x	x					\$0		
	Reduce Minor Furnishings under the Operating Authority by \$10,000 to reflect the actual need of the Department.							One-time savings.						
Food			\$29,500	\$26,500	\$3,000	x	x					\$0		
	Reduce Food under the Operating Authority by \$3,000 to reflect the actual need of the Department.							One-time savings.						
Training - Budget			\$153,500	\$144,500	\$9,000	x	x					\$0		
	Reduce Training-Budget under the Operating Authority by \$9,000 to reflect the actual need of the Department.							One-time savings.						
Advertising			\$103,500	\$99,500	\$4,000	x	x					\$0		
	Reduce Advertising under the Operating Authority by \$4,000 to reflect the actual need of the Department.							One-time savings.						
Prof & Specialized Svcs-Bdgt			\$1,099,000	\$1,049,000	\$50,000	x	x					\$0		
	Reduce Advertising under the Operating Authority by \$50,000 to reflect the actual need of the Department.							One-time savings.						
	Environmental Planning													
9993 Attrition Savings	(0.95)	(1.18)	(\$113,885)	(\$141,457)	\$27,572	x	x					\$0		
Mandatory Fringe Benefits			(\$44,812)	(\$55,661)	\$10,849	x	x					\$0		
	Total Savings \$38,421							Total Savings \$0						
	Increase attrition savings to reflect delayed hiring of 1.0 FTE to 0.77 FTE 5298 Planner III by 0.23 FTE. The position has been vacant since 2/10/2018.							One-time savings.						

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

CPC- City Planning

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Zoning Admin & Compliance													
9993 Attrition Savings	0.00	(0.23)	\$0	(\$32,522)	\$32,522	x	x					\$0		
Mandatory Fringe Benefits			\$0	(\$12,028)	\$12,028	x	x					\$0		
	Total Savings \$44,549							Total Savings \$0						
	Increase attrition savings to reflect delayed hiring of 1.0 FTE to 0.77 FTE to delay of hiring 1.00 FTE 5293 Planner IV by 0.23 FTE. Position has been vacant since 7/1/2017.							One-time savings.						
New enforcement vehicle			\$37,578	\$0	\$37,578		x					\$0		
	Deny new replacement enforcement vehicle. While the current vehicle to be replaced is a Prius from 2002, the vehicle's total mileage is only 30,946 miles, which is less than 8 miles per workday.							One-time savings.						
	Citywide Planning													
9993 Attrition Savings	(5.14)	(5.84)	(\$615,533)	(\$699,839)	\$84,306	x	x					\$0		
Mandatory Fringe Benefits			(\$242,167)	(\$275,335)	\$33,168	x	x					\$0		
	Total Savings \$117,475							Total Savings \$0						
	Increase attrition savings to reflect delayed hiring of 1.0 FTE 5278 Planner II, 1.0 FTE 5277 Planner I, and 1.0 FTE 5293 Planner IV.							One-time savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$318,570	\$0	\$318,570
Non-General Fund	\$37,578	\$0	\$37,578
Total	\$356,148	\$0	\$356,148

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

CPC- City Planning

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
Policy Recommendations														
ADSR Office of Short Term Rental														
1823 Senior Administrative Analyst	1.00	0.00	\$114,618	\$0	\$114,618	x		1.00	0.00	\$114,618	\$0	\$114,618		
Mandatory Fringe Benefits			\$46,217	\$0	\$46,217	x				\$47,000	\$0.00	\$47,000		
1842 Management Assistant	0.00	1.00	\$0	\$90,516	(\$90,516)	x		0.00	1.00	\$0	\$90,516	(\$90,516)		
Mandatory Fringe Benefits			\$0	\$39,149	(\$39,149)	x				\$0	\$39,930	(\$39,930)		
	Total Savings				\$31,170			Total Savings				\$31,172		
	Deny proposed substitution of 1 FTE 1842 Management Assistant to 1.00 FTE 1823 Senior Administrative Analyst due to lack of justification. The substitution was made by ADM prior to reassigning the position to CPC. Approval of the proposed upward substitution was done prior to Board approval. Board approval for this upward substitution for the FY 2018-19 budget is a policy matter for the Board. The ADSR Office of Short Term Rental currently has 3 FTE, a Manager II, a Senior Administrative Analyst, and a Management Assistant.						Ongoing savings.							

FY 2018-19			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$31,170	\$31,170
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$31,170	\$31,170

FY 2019-20			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$31,172	\$31,172
Total	\$0	\$31,172	\$31,172

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19Budget Changes

The Mayor's proposed \$22,596,699 budget for FY 2018-19 is \$4,621,124 or 25.7% more than the original FY 2017-18 budget of \$17,975,575.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 30.54 FTEs, which are 0.26 FTEs more than the 30.28 FTEs in the original FY 2017-18 budget. This represents a 0.9% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$15,332,785 in FY 2018-19 are \$8,482,506 or 123.8% more than FY 2017-18 revenues of \$6,850,279.

YEAR TWO: FY 2019-20Budget Changes

The Mayor's proposed \$25,695,546 budget for FY 2019-20 is \$3,098,847 or 13.7% more than the Mayor's proposed FY 2018-19 budget of \$22,596,669.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 30.60 FTEs, which are 0.06 FTEs more than the 30.54 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.2% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$18,247,274 in FY 2019-20 are \$2,914,489 or 19.0% more than FY 2018-19 estimated revenues of \$15,332,785.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: ART – ARTS COMMISSION

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Arts Commission	14,150,397	14,068,845	15,524,681	16,173,305	17,975,575	22,596,699
FTE Count	28.43	28.77	28.49	30.48	30.28	30.54

The Department's budget increased by \$8,446,302 or 59.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 2.11 or 7.4% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$4,621,124 largely due to work on the Treasure Island Arts Master Plan, growth in salary and fringe benefit costs, capital costs, and increases from the assumed passage of the proposed November ballot measure to restore the dedication of a portion of hotel tax to new and existing arts and culture programming.

FY 2019-20

The Mayor's proposed FY 2019-20 budget has increased by \$3,098,847 largely due to the assumed passage of the proposed November ballot measure. Beginning in January 2019, hotel tax revenue would increase grant funding for the City's cultural centers, the cultural equity endowment, and a new arts impact endowment, to be guided by a cultural services allocation plan.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ART – ARTS COMMISSION

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$33,324 in FY 2018-19. All of the \$33,324 in recommended reductions are one-time savings. These reductions would still allow an increase of \$4,587,800 or 25.5% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$2,513, for total General Fund savings of \$35,837.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommends no reductions to the proposed budget in FY 2019-20.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

ART- Arts Commission

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	ART Administration													
Attrition Savings			(\$99,179)	(\$122,679)	\$23,500	x				\$0		\$0		
Mandatory Fringe Benefits			(\$41,461)	(\$51,285)	\$9,824	x						\$0		
	Total Savings \$33,324							Total Savings \$0						
	Increase Attrition Savings to reflect historic and projected salary savings. The recommended reductions are still less than the Department's average General Fund salary savings over the past three years.							One-time savings.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$33,324	\$33,324
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$33,324	\$33,324

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$27,530,968 budget for FY 2018-19 is \$620,326 or 2.3% more than the original FY 2017-18 budget of \$26,910,642.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 70.92 FTEs, which are 1.46 FTEs more than the 69.46 FTEs in the original FY 2017-18 budget. This represents a 2.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$18,249,383 in FY 2018-19, are \$613,677 or 3.5% more than FY 2017-18 revenues of \$17,635,706.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$30,900,046 budget for FY 2019-20 is \$3,369,078 or 12.2% more than the Mayor's proposed FY 2018-19 budget of \$27,530,968.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 70.96 FTEs, which are 0.04 FTEs more than the 70.92 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.1% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$21,615,047 in FY 2019-20 are \$3,365,664 or 18.4% more than FY 2018-19 estimated revenues of \$18,249,383.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: WAR – WAR MEMORIAL

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
War Memorial	11,934,740	13,536,389	24,388,543	25,621,236	26,910,642	27,530,968
FTE Count	56.55	57.91	64.70	68.46	69.46	70.92

In FY 2015-16, the Department began budgeting and paying annual debt service for the Veterans Building Seismic Renovation. The Department also funded six positions in FY 2015-16 that were not funded during the 2013-2015 Veterans Building Seismic Renovation.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$620,326 largely due to:

An increase in salaries and fringes totaling \$525,157, the majority of which are due to COLAs and fringe benefit changes, the addition of an 1822 Administrative Analyst, and the start of the Opera House Renewal Project's mansard roof replacement project budgeted in the fiscal year at \$400,000.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$3,369,078 largely due to:

Completion of the Opera House Mansard roof replacement begun in FY 2018-19 and budgeted at \$4,200,000 in FY 2019-20.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: WAR – WAR MEMORIAL

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$36,174 in FY 2018-19. Of the \$36,174 in recommended reductions, \$3,720 are ongoing savings and \$32,454 are one-time savings. These reductions would still allow an increase of \$584,152 or 2.2% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$4,970 in FY 2019-20. Of the \$4,970 in recommended reductions, \$3,720 are ongoing savings and \$1,250 are one-time savings. These reductions would still allow an increase of \$3,364,108 or 12.2% in the Department's FY 2019-20 budget.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

WAR - War Memorial																																																																																						
Account Title	FY 2018-19							FY 2019-20																																																																														
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T																																																																								
	From	To	From	To				From	To	From	To																																																																											
	Public Art and Culture																																																																																					
Attrition Savings	3.43	3.68	(\$309,138)	(\$331,670)	\$22,532		x	3.43	3.43	(\$309,138)	(\$309,138)	\$0																																																																										
Mandatory Fringe Benefits			(\$136,126)	(\$146,048)	\$9,922		x			(\$139,194)	(\$139,194)	\$0																																																																										
	Total Savings \$32,454							Total Savings \$0																																																																														
	Increase Attrition Savings by 0.25 FTE based on vacancy and time to fill vacant 7333 Apprentice Stationary Engineer position.							One time savings																																																																														
Other Current Expenses			\$30,260	\$26,540	\$3,720					\$19,260	\$15,540	\$3,720																																																																										
	Reduce expenditures to reflect expected levels.							Reduce expenditures to reflect expected levels.																																																																														
Software Licensing Fees					\$0					\$15,000	\$13,750	\$1,250		x																																																																								
	Savings in FY 2019-20 only.							Limit expenditures for installation of deferred version upgrades and expected price increases to one year.																																																																														
<table><tr><th colspan="6">FY 2018-19</th><th colspan="6">FY 2019-20</th></tr><tr><th colspan="6">Total Recommended Reductions</th><th colspan="6">Total Recommended Reductions</th></tr><tr><th></th><th>One-Time</th><th>Ongoing</th><th colspan="3">Total</th><th></th><th>One-Time</th><th>Ongoing</th><th colspan="3">Total</th></tr><tr><td>General Fund</td><td>\$0</td><td>\$0</td><td colspan="3">\$0</td><td>General Fund</td><td>\$0</td><td>\$0</td><td colspan="3">\$0</td></tr><tr><td>Non-General Fund</td><td>\$32,454</td><td>\$3,720</td><td colspan="3">\$36,174</td><td>Non-General Fund</td><td>\$1,250</td><td>\$3,720</td><td colspan="3">\$4,970</td></tr><tr><td>Total</td><td>\$32,454</td><td>\$3,720</td><td colspan="3">\$36,174</td><td>Total</td><td>\$1,250</td><td>\$3,720</td><td colspan="3">\$4,970</td></tr></table>															FY 2018-19						FY 2019-20						Total Recommended Reductions						Total Recommended Reductions							One-Time	Ongoing	Total				One-Time	Ongoing	Total			General Fund	\$0	\$0	\$0			General Fund	\$0	\$0	\$0			Non-General Fund	\$32,454	\$3,720	\$36,174			Non-General Fund	\$1,250	\$3,720	\$4,970			Total	\$32,454	\$3,720	\$36,174			Total	\$1,250	\$3,720	\$4,970		
FY 2018-19						FY 2019-20																																																																																
Total Recommended Reductions						Total Recommended Reductions																																																																																
	One-Time	Ongoing	Total				One-Time	Ongoing	Total																																																																													
General Fund	\$0	\$0	\$0			General Fund	\$0	\$0	\$0																																																																													
Non-General Fund	\$32,454	\$3,720	\$36,174			Non-General Fund	\$1,250	\$3,720	\$4,970																																																																													
Total	\$32,454	\$3,720	\$36,174			Total	\$1,250	\$3,720	\$4,970																																																																													

519

152

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$239,378,359 budget for FY 2018-19 is \$25,524,630 or 11.9% more than the original FY 2017-18 budget of \$213,853,729.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 54.97 FTEs, which are 1.74 FTEs more than the 53.23 FTEs in the original FY 2017-18 budget. This represents a 3.3% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$198,718,718 in FY 2018-19, are \$24,700,796 or 14.2% more than FY 2017-18 revenues of \$174,017,922.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$244,534,510 budget for FY 2019-20 is \$5,156,151 or 2.2% more than the Mayor's proposed FY 2018-19 budget of \$239,378,359.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 54.97 FTEs, which is the same number of FTEs as in the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$199,050,629 in FY 2019-20 are \$331,911 or 0.2% more than FY 2018-19 estimated revenues of \$198,718,718.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CHF- CHILDREN, YOUTH & THEIR FAMILIES

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Children, Youth & Their Families	145,658,643	161,975,244	170,705,287	192,706,623	213,853,729	239,378,359
FTE Count	37.42	38.20	41.86	52.19	53.23	54.97

The Department's budget increased by \$93,719,716 or 64.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 17.55 or 46.9% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$25,524,630 largely due to increases in the Children and Youth Fund and baseline spending requirements for children and transitional aged youth.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$5,156,151 largely due to additional increases in the Children and Youth Fund and baseline spending requirements for children and transitional aged youth.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: CHF- CHILDREN, YOUTH & THEIR FAMILIES

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$88,017 in FY 2018-19. All of the \$88,017 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$25,436,613 or 11.9% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$0 in FY 2019-20. Without reductions the Department's budget will increase of \$5,156,151 or 2.2% in the Department's FY 2019-20 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

CHF- Children, Youth, and their Families

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Children; Youth & Families													
Attrition Savings			\$0	\$50,000	\$50,000	x	x			\$0	\$0	\$0	x	
	Increase Attrition savings to more realistically reflect turnover and delays in hiring. Estimated savings are based on FY 2017-18 projected savings per the Controller's Labor Report.							One-time savings.						
Manager II	1.00	0.91	\$142,764	(\$129,915)	\$12,849	x	x					\$0		
Mandatory Fringe Benefits			\$57,420	(\$52,252)	\$5,168	x	x					\$0		
	Total Savings \$18,017							Total Savings \$0						
	Reduce 1.0 FTE 0923 Manager II to 0.91 FTE due to one month delay in hiring Manager II based on current hiring status. Position has been vacant for over a year, was budgeted at 0.5 FTE for FY2017-18, but went unfilled.							One-time savings.						
Prof & Specialized Svcs-Bdgt			\$432,667	\$412,667	\$20,000	x	x			\$0		\$0	x	
	Reduce Professional & Specialized Services under the Our Children Our Families Authority by \$20,000 to reflect the actual need of the Department.							One-time savings.						

FY 2018-19

Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$88,017	\$0	\$88,017
Non-General Fund	\$0	\$0	\$0
Total	\$88,017	\$0	\$88,017

FY 2019-20

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

GF = General Fund
1T = One Time

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$2,371,591,858 budget for FY 2018-19 is \$173,410,671 or 7.9 % more than the original FY 2017-18 budget of \$2,198,181,187.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 6,874.84 FTEs, which are 17.6 FTEs more than the 6,857.24 FTEs in the original FY 2017-18 budget. This represents a 0.3% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$1,631,449,236 in FY 2018-19, are \$148,746,805 or 10.0% more than FY 2017-18 revenues of \$1,482,702,431.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$2,275,361,169 budget for FY 2019-20 is \$96,230,689 or 4.1% less than the Mayor's proposed FY 2018-19 budget of \$2,371,591,858.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 6,876.41 FTEs, which is 1.57 FTEs more than the 6,874.84 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.02% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$1,521,868,434 in FY 2019-20, are \$109,580,802 or 6.7% less than FY 2018-19 estimated revenues of \$1,631,449,236.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DPH – DEPARTMENT OF PUBLIC HEALTH

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Public Health	1,908,611,827	1,984,261,187	2,033,997,389	2,058,876,439	2,198,181,187	2,371,591,858
FTE Count	6,125.91	6,284.17	6,601.99	6,806.30	6,857.24	6,874.84

The Department's budget increased by \$462,980,031 or 24.3% from the adopted budget in FY 2016-17 to the proposed budget in FY 2018-19. The Department's FTE count increased by 748.93 or 12.2% from the adopted budget in FY 2016-17 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$173,410,671 largely due to changes in citywide salary and fringe benefit costs, one-time capital projects and investments in technology, new investments in chronic disease prevention, and other operational increases at the Zuckerberg San Francisco General Hospital. The proposed budget also includes a one-time \$56,000,000 repayment of federal reimbursement for costs associated with the rebuild of Laguna Honda Hospital.

The Department has begun development and implementation of its new Electronic Health Records Project with estimated total implementation and maintenance costs of \$383,312,000 over ten years, including \$74,796,694 in FY 2018-19. In November 2017, the Board of Supervisors approved a ten-year contract between the Department and Epic City Government, LLC, the project vendor, of \$167,387,597. The project budget and ongoing operating costs will be subject to future Board of Supervisors approval.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$96,230,689 compared to FY 2018-19 but still includes an increase of \$77,179,982 compared to the current year. The decline in FY 2019-20 is largely due to reductions in one-time capital and other non-operating expenditures from the previous fiscal year. Despite the year over year reduction in the proposed budgets, the Department's overall services will either be maintained at the same levels or grow over the course of the two-year budget.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DPH – DEPARTMENT OF PUBLIC HEALTH

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$3,016,433 in FY 2018-19. Of the \$3,016,433 in recommended reductions, \$1,651,712 are ongoing savings and \$1,364,721 are one-time savings. These reductions would still allow an increase of \$170,394,238 or 7.8% in the Department's FY 2018-19 budget.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,769,153 in FY 2019-20. Of the \$1,769,153 in recommended reductions, \$1,669,153 are ongoing savings and \$100,000 are one-time savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPH - Department of Public Health

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	HAD Public Health Admin													
Programmatic Projects-Budget			\$5,200,000	\$4,800,000	\$400,000	x	x							
	Reduce the Programmatic Project Budget for furniture, fixtures and equipment (FFE) for relocating staff from civic center offices to new locations by \$400,000 in FY 2018-19.													
0933 Manager V	1.00	0.00	\$178,221	\$0	\$178,221	x		1.00	0.00	\$178,221	\$0	\$178,221	x	
Mandatory Fringe Benefits			\$64,633	\$0	\$64,633	x				\$66,054	\$0	\$66,054	x	
0932 Manager IV	0.00	1.00	\$0	\$165,259	(\$165,259)	x		0.00	1.00	\$0	\$165,259	(\$165,259)	x	
Mandatory Fringe Benefits			\$0	\$61,996	(\$61,996)	x				\$0	\$63,433	(\$63,433)	x	
			Total Savings	\$15,599						Total Savings	\$15,583			
	Delete one Manager V and replace with one Manager IV. The Manager IV is more appropriate for the duties of this position.							Ongoing savings						
Prof & Specialized Svcs-Bdgt			\$1,181,167	\$981,167	\$200,000	x				\$1,181,167	\$981,167	\$200,000	x	
	Reduce the budget allocated for professional and specialized services by \$200,000. Department staff in the Lean Process Improvement Office will be taking over some of the duties previously performed by a private consultant.							Ongoing savings						
	HBH Behavioral Health													
Attrition Savings			(\$1,918,004)	(\$2,340,837)	\$422,833	x	x			(\$1,918,003)	(\$2,023,711)	\$105,708	x	
Mandatory Fringe Benefits			(\$803,690)	(\$980,857)	\$177,167	x	x			(\$819,605)	(\$863,897)	\$44,292	x	
	Total Savings \$600,000							Total Savings \$150,000						
	Increase Attrition Savings to reflect salary savings from expected hire dates and on-going salary savings in Behavioral Health.							Ongoing savings						

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPH - Department of Public Health

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
2587 Health Worker III	0.75	0.00	\$56,620	\$0	\$56,620	x		0.75	0.00	\$56,620	\$0	\$56,620	x	
Mandatory Fringe Benefits			\$26,273	\$0	\$26,273	x				\$26,870	\$0	\$26,870	x	
	Total Savings \$82,893							Total Savings \$83,490						
	Delete 0.75 FTE 2587 Health Worker III position to address long-standing vacancies in the Department.							Ongoing savings						
2320 Registered Nurse	0.09	0.00	\$15,081	\$0	\$15,081	x		0.09	0.00	\$15,081	\$0	\$15,081	x	
Mandatory Fringe Benefits			\$5,379	\$0	\$5,379	x				\$5,488	\$0	\$5,488	x	
	Total Savings \$20,460							Total Savings \$20,569						
	Delete 0.09 FTE 2320 Registered Nurse position to address long-standing vacancies in the Department.							Ongoing savings						
2586 Health Worker II	0.07	0.00	\$4,831	\$0	\$4,831	x		0.07	0.00	\$4,831	\$0	\$4,831	x	
Mandatory Fringe Benefits			\$2,328	\$0	\$2,328	x				\$2,384	\$0	\$2,384	x	
	Total Savings \$7,159							Total Savings \$7,215						
	Delete 0.07 FTE 2586 Health Worker II position to address long-standing vacancies in the Department.							Ongoing savings						
Materials & Supplies-Budget			\$6,722,649	\$6,647,649	\$75,000	x				\$6,722,649	\$6,647,649	\$75,000	x	
	Reduce the budget allocated for materials and supplies by \$75,000 to reflect projected underspending. This reduction still allows for an increase of \$325,314 for materials and supplies in Behavioral Health.							Ongoing savings						
Prof & Specialized Svcs-Bdgt			\$59,481,233	\$59,131,233	\$350,000	x				\$59,472,209	\$59,122,209	\$350,000	x	
	Reduce the budget allocated for professional and specialized services by \$350,000 to reflect projected underspending. This reduction still allows for an increase of \$14,503,451 for materials and supplies in Behavioral Health.							Ongoing savings						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPH - Department of Public Health

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	HGH Zuckerberg SF General													
Capital Renewal Projects			\$13,300,000	\$13,100,000	\$200,000	x	x							
	Reduce the Capital Renewal Project Budget amount for chiller replacement at Zuckerberg SF General Hospital by \$200,000 to reflect the estimated costs in FY 2018-19.													
Equipment Purchase-Budget										\$1,455,356	\$1,355,356	\$100,000	x	x
	One time savings							Reduce the equipment purchase budget at Zuckerberg SF General Hospital by \$100,000.						
2105 Patient Services Finance	1.00	0.00	\$69,548	\$0	\$69,548	x		1.00		\$69,548	\$0	\$69,548	x	
Mandatory Fringe Benefits			\$33,400	\$0	\$33,400	x		0.00		\$34,202	\$0	\$34,202	x	
	Total Savings \$102,948							Total Savings \$103,750						
	Delete one vacant 2105 Patient Services Finance Technician to address long-standing vacancies in the Department.							Ongoing savings						
	HLH Laguna Honda Hospital													
Polaris EUV	1.00	0.00	\$32,063	\$0	\$32,063	x	x							
	Deny the request for new Polaris EV Li-ion vehicle for gardening staff at Laguna Honda Hospital. Gardening staff has two utility vehicles, which are sufficient to meet existing needs.													
	HNS Health Network Services													
Prof & Specialized Svcs-Bdgt			\$13,267,110	\$13,017,110	\$250,000	x				\$13,267,110	\$13,117,110	\$150,000	x	
	Reduce the budget allocated for professional and specialized services by \$250,000 to reflect projected underspending.							Ongoing savings						

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GF = General Fund
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Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

DPH - Department of Public Health

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To					
	HPH Population Health Division													
Step Adjustments,			\$0	(\$313,725)	\$313,725	x				\$0	(\$274,510)	\$274,510	x	
Mandatory Fringe Benefits			\$0	(\$86,275)	\$86,275	x				\$0	(\$75,490)	\$75,490	x	
	Total Savings \$400,000							Total Savings \$350,000						
	Increase the budgeted step adjustments to account for projected step adjustments in the Population Health division.							Ongoing savings						
2587 Health Worker III	0.02	0.00	\$1,510	\$0	\$1,510	x		0.02	0.00	\$1,510	\$0	\$1,510	x	
Mandatory Fringe Benefits			\$701	\$0	\$701	x				\$717	\$0	\$717	x	
	Total Savings \$2,211							Total Savings \$2,227						
	Delete 0.02 FTE 2587 Health Worker III position to address long standing vacancies in the Department.							Ongoing savings						
Prof & Specialized Svcs-Bdgt			\$2,745,263	\$2,695,263	\$50,000	x				\$2,745,263	\$2,695,263	\$50,000	x	
	Reduce the budget allocated for professional and specialized services by \$50,000 to reflect projected underspending in prevention contracts.							Ongoing savings						
Chevy Bolt	4.00	3.00	\$150,312	\$112,734	\$37,578	x	x							
	Reduce the number of replacement vehicles from four to three. The Department has 26 existing vehicles (vans, SUVs, and cars) that are used less than eight days each month. In addition six of these 26 vehicles have less than 10,000 miles.													
Ford Transit Connect Van	1.00	0.00	\$33,363	\$0	\$33,363	x	x							
	Deny the request for one new transit van. The Department has 15 vans that are used less than eight days each month. In addition, three of these 15 vehicles have less than 10,000 miles.													
Electric Ford Focus	1.00	0.00	\$46,636	\$0	\$46,636	x	x							
	Deny the request for one new vehicle (Electric Ford Focus). The Department has 26 existing vehicles (vans, SUVs, and cars) that are used less than eight days each month. In addition six of these 26 vehicles have less than 10,000 miles.													
	HPC Primary Care													

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

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**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

DPH - Department of Public Health

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
2587 Health Worker III	1.00	0.00	\$75,493	\$0	\$75,493	x		1.00	0.00	\$75,493	\$0	\$75,493	x	
Mandatory Fringe Benefits			\$35,030	\$0	\$35,030	x				\$35,826	\$0	\$35,826	x	
	Total Savings \$110,523							Total Savings \$111,319						
	Delete one 2587 Health Worker III position to address long standing vacancies in the Department.							Ongoing savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$1,349,640	\$1,666,793	\$3,016,433
Non-General Fund	\$0	\$0	\$0
Total	\$1,349,640	\$1,666,793	\$3,016,433

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$100,000	\$1,669,153	\$1,769,153
Non-General Fund	\$0	\$0	\$0
Total	\$100,000	\$1,669,153	\$1,769,153

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$968,405,098 budget for FY 2018-19 is \$54,621,841 or 6.0% more than the original FY 2017-18 budget of \$913,783,257.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 2,100.68 FTEs, which are 1.32 FTEs more than the 2,099.36 FTEs in the original FY 2017-18 budget. This represents a 0.06% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$698,110,836 in FY 2018-19, are \$26,016,132 or 3.9% more than FY 2017-18 revenues of \$672,094,704.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$990,894,608 budget for FY 2019-20 is \$22,489,510 or 2.3% more than the Mayor's proposed FY 2018-19 budget of \$968,405,098.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 2,097.31 FTEs, which are 3.37 FTEs less than the 2,100.68 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.16% decrease in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$704,126,963 in FY 2019-20, are \$6,016,127 or 0.9% more than FY 2018-19 estimated revenues of \$698,110,836.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Human Services Agency	737,923,441	835,703,903	937,931,970	862,944,407	913,783,257	968,405,098
FTE Count	1,855.40	1,964.41	2,045.57	2,067.89	2,099.366	2,100.68

The Department's budget increased by \$230,481,657 or 31.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 245 or 13.2% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$54,621,841 largely due to:

Two major costs account for the majority of the 6.0% increase in the FY 2018-19 proposed budget. First, the State of California shifted costs for the In-Home Supportive Services (IHSS) program from to the counties by revising the program's maintenance of effort funding requirement. The Department anticipates additional increases in the City's Maintenance of Effort cost share in FY 2018-19 of \$29.8 million. Second, there is \$8.2 million in additional funding budgeted as the result of increased developer impact fee revenue for child care facilities

Other increases include \$3 million in funding for the Dignity Fund, approved in the 2016 general elections, to expand services for seniors, as well as negotiated salaries and benefits.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$22,489,510 largely due to:

The Department anticipates additional increases in the City's Maintenance of Effort cost share for the IHSS program in FY 2019-20 of \$26 million. The voter-mandated Dignity Fund allocation of an additional \$3 million above FY 2018-19 along with benefits cost increases account for the majority of the increase in the FY 2019-20 proposed budget. These increases are partially offset by \$5.4 million a reduction due in projected developer fee revenue for child care facilities and other one-time expenses budgeted only in FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HSA – HUMAN SERVICES AGENCY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,701,295 in FY 2018-19. Of the \$1,701,295 in recommended reductions, \$1,601,295 are ongoing savings and \$100,000 are one-time savings. These reductions would still allow an increase of \$52,920,546 or 5.8% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$320,026.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$1,132,334 in FY 2019-20. Of the \$1,132,334 in recommended reductions, all are ongoing savings. These reductions would still allow an increase of \$21,357,276 or 2.2% in the Department's FY 2019-20 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

HSA - Human Services Agency

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DAAS - Aging & Adult Services													
Social Service Contracts			\$261,880	\$161,880	\$100,000	x				\$261,880	\$161,880	\$100,000	x	
	Reduce the budget for social services contracts by \$100,000 as the Department has underspent this budget by at least \$250,000 for the past three fiscal years.							Ongoing savings.						
Salaries			\$216,141	\$116,141	\$100,000	x	x							
	Reduce the salaries budget for a one-time attrition adjustment to the SF Connected Program to account for vacancies.							One-time savings in FY 2018-19.						
Social Service Contracts			\$456,765	\$406,765	\$50,000	x				\$456,765	\$406,765	\$50,000	x	
	Reduce the social service contracts budget by \$50,000 as the Department has underspent this budget by at least \$250,000 for the past three fiscal years.							Ongoing savings.						
	HSA - Admin Support													
Auditing & Accounting			\$120,844	\$105,844	\$15,000	x				\$120,844	\$105,844	\$15,000	x	
	Reduce the auditing and accounting budget under the HSA Administrative Support division by \$15,000. The Department underspends this budget by at least \$25,000.							Ongoing savings.						
Other Current Expenses - Bdgt			\$1,189,146	\$789,146	\$400,000	x				\$1,189,146	\$889,146	\$300,000	x	
	Reduce the other current expenses budget in the HSA Administrative Support division. The Department underspends this budget by at least \$800,000.							Ongoing savings.						
Office Machine Rental			\$220,000	\$120,000	\$100,000	x				\$220,000	\$120,000	\$100,000	x	
	Reduce office machine rental budget in the HSA Administrative Support division by \$100,000. The Department underspends this budget by at least \$150,000 each year.							Ongoing savings.						

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Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HSA - Human Services Agency

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DHS - Human Services													
Training			\$140,856	\$120,856	\$20,000	x				\$140,856	\$120,856	\$20,000	x	
	Reduce training budget by \$20,000. The Department has underspent the total training budget in this fund by at least \$100,000 in the past two fiscal years.							Ongoing savings.						
Attrition Savings	(53.65)	(57.86)	(\$4,775,469)	(\$5,075,469)	\$375,000	x		(53.65)	(57.86)	(\$4,775,469)	(\$4,975,469)	\$200,000	x	
Mandatory Fringe Benefits			(\$2,101,846)	(\$2,233,886)	\$132,040	x				(\$2,152,246)	(\$2,242,384)	\$90,138	x	
	Total Savings \$507,040							Total Savings \$290,138						
	Increase attrition savings to account for the high staff turnover in the HSA Human Services division. There are currently 103 vacant positions in this division. The Department is also projected to have a \$1.0 million salary surplus for FY 2017-18, primarily driven by delays in hiring, and caseload declines.							Ongoing savings.						
1031 IS Trainer-Assistant	1.00	0.00	\$81,090	\$0	\$81,090	x		1.00	0.00	\$81,090	\$0	\$81,090	x	
Mandatory Fringe Benefits			\$37,037	\$0	\$37,037	x				\$37,856	\$0	\$37,856	x	
1404 Clerk	(1.00)	1.00	(\$60,791)	\$60,791	(\$60,791)	x		(1.00)	1.00	(\$60,791)	\$60,791	(\$60,791)	x	
Mandatory Fringe Benefits			(\$30,999)	\$30,999	(\$30,999)	x				(\$33,862)	\$33,862	(\$33,862)	x	
	Total Savings \$26,337							Total Savings \$24,293						
	Deny the request for the upward position substitution of 1.00 FTE 1404 Clerk position to 1.00 FTE 1031 IS Trainer-Assistant position. The department currently has 6.00 FTE vacant IT positions that could be filled instead of expanding their staffing resources. The Department also received a new 1053 IS Business Analyst-Senior position in FY 2016-17 that still remains vacant today.							Ongoing savings.						
2944 Protective Services Supervisor	1.00	0.00	\$123,697	\$0	\$123,697	x		1.00	0.00	\$123,697	\$0	\$123,697	x	
Mandatory Fringe Benefits			\$48,164	\$0	\$48,164	x				\$48,939	\$0	\$48,939	x	
2940 Protective Services Worker	(1.00)	1.00	(\$110,039)	\$110,039	(\$110,039)	x		(1.00)	1.00	(\$110,039)	\$110,039	(\$110,039)	x	
Mandatory Fringe Benefits			(\$45,015)	\$45,015	(\$45,015)	x				(\$45,808)	\$45,808	(\$45,808)	x	
	Total Savings \$16,807							Total Savings \$16,789						
	Deny the request for an upward position substitution of 1.00 FTE 2940 Protective Services Worker to 1.00 FTE Protective Services Supervisor. The Department currently has a ratio of 1.00 FTE 2944 Protective Services Supervisor to every 4.91 FTE 2940 Protective Service Works. Furthermore, the Department currently has 24.00 FTE vacant 2940 Protective Services worker positions, which means that each supervisor has approximately 4.4 FTE. This increase in staffing resources is unnecessary at this time.							Ongoing savings.						

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HSA - Human Services Agency

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
TEMPM_E Temporary - Miscellaneous	12.29	9.31	\$1,238,359	\$938,359	\$300,000	x		43.94	38.62	\$1,238,359	\$1,088,359	\$150,000	x	
Mandatory Fringe Benefits			\$66,398	\$34,718	\$31,680	x				\$98,078	\$66,398	\$31,680	x	
	<i>Total Savings</i> \$331,680							<i>Total Savings</i> \$181,680						
	Reduce the salaries budget in General Fund Continuing Projects to reflect historical actual expenditures. Average expenditures in this category over the past four years are at \$7 million. However, the proposed FY 2018-19 budget increased this budget to \$8.8 million. This reduction leaves the overall salaries in this area with a budget of \$8.3 million.							Ongoing savings.						
2913 Program Specialist	1.00	0.00	\$95,953	\$0	\$95,953	x		1.00	0.00	\$95,953	\$0	\$95,953	x	
Mandatory Fringe Benefits			\$41,152	\$0	\$41,152	x				\$41,959	\$0	\$41,959	x	
1426 Senior Clerk Typist	(1.00)	1.00	(\$69,333)	\$69,333	(\$69,333)	x		(1.00)	1.00	(\$69,333)	\$69,333	(\$69,333)	x	
Mandatory Fringe Benefits			(\$33,341)	\$33,341	(\$33,341)	x				(\$34,145)	\$34,145	(\$34,145)	x	
	<i>Total Savings</i> \$34,431							<i>Total Savings</i> \$34,434						
	Deny the request for an upward substitution of 1.00 FTE 1426 Senior Clerk Typist to 1.00 FTE 2913 Program Specialist. The Department currently has seven vacant positions in this job classification. The Budget and Legislative Analyst recommends that the Department fill their existing vacant positions before expanding their staffing resources.							Ongoing savings.						

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FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$100,000	\$1,242,645	\$1,342,645
Non-General Fund	\$0	\$358,650	\$358,650
Total	\$100,000	\$1,601,295	\$1,701,295

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$877,138	\$877,138
Non-General Fund	\$0	\$255,196	\$255,196
Total	\$0	\$1,132,334	\$1,132,334

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HSA - Human Services Agency

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

Policy/Reserve Recommendations

	Division Description													
Dignity Fund			\$3,000,000	\$0	\$3,000,000	x	x			\$6,000,000	\$0	\$6,000,000	x	x
	Total Savings \$3,000,000							Total Savings \$6,000,000						
	Place \$3,000,000 of the appropriation from the Dignity Fund on Budget and Finance Reserve, as the Department still requires Board of Supervisor approval for the service allocation plan for FY 2018-19. The Budget and Legislative Analyst recommends that the Department present their proposed budget to the Board of Supervisors prior to accessing these funds.							Ongoing savings						

FY 2018-19

Total Policy/Reserve Recommendations

	One-Time	Ongoing	Total
General Fund	\$3,000,000	\$0	\$3,000,000
Non-General Fund	\$0	\$0	\$0
Total	\$3,000,000	\$0	\$3,000,000

FY 2019-20

Total Policy/Reserve Recommendations

	One-Time	Ongoing	Total
General Fund	\$6,000,000	\$0	\$6,000,000
Non-General Fund	\$0	\$0	\$0
Total	\$6,000,000	\$0	\$6,000,000

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$271,426,796 budget for FY 2018-19 is \$21,042,322 or 8.4% more than the original FY 2017-18 budget of \$250,384,474.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 124.43 FTEs, which are 9.76 FTEs more than the 114.67 FTEs in the original FY 2017-18 budget. This represents an 8.5% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$93,245,927 in FY 2018-19, are \$8,407,171 or 9.9% more than FY 2017-18 revenues of \$84,838,756.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$271,246,511 budget for FY 2019-20 is \$180,285 or 0.1% less than the Mayor's proposed FY 2018-19 budget of \$271,426,796.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 125.68 FTEs, which are 1.25 FTEs more than the 124.43 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.0% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$107,160,899 in FY 2019-20, are \$13,914,972 or 14.9% more than FY 2018-19 estimated revenues of \$93,245,927.

RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20

DEPARTMENT: HOM – HOMELESSNESS AND SUPPORTIVE HOUSING

SUMMARY OF 3-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed	FY 2019-20 Proposed
Homelessness and Supportive Housing	224,153,460	250,384,474	271,426,796	271,246,511
FTE Count	108.91	114.67	124.43	125.68

The Department's budget increased by \$47,273,336 or 21.1% from the adopted budget in FY 2016-17 to the proposed budget in FY 2018-19. The Department's FTE count increased by 15.52 or 14.3% from the adopted budget in FY 2016-17 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$21,042,322 largely due to:

Through Resolution No. 134-18 (File 18-0427), the Board of Supervisors urged the Mayor to prioritize the prevention of homelessness, exits into housing, and increased funding for transitional-aged youth, and individuals with chronic mental illness in the proposed budgets for FY 2018-19 and FY 2019-20.

The increase in the FY 2018-19 proposed budget is primarily due to investments in homeless services and programs, including opening new navigation centers, expansion of traditional shelters, increasing the supply of Permanent Supportive Housing beds, and new Access Points, which will connect adults, youth and families to services. The FY 2018-19 proposed budget also includes additional staffing resources to support this expansion in services.

In the FY 2018-19 proposed budget, \$13,437,000 of the total funding was contingent on the passage of Measure D during the June 2018 elections. San Francisco voters did not approve Measure D. Funding from Measure D was planned to finance a navigation center for transitional-aged youth, 100 new slots for adults to receive rapid rehousing benefits, and an increase in the flexible housing pool budget. The Department of Homelessness and Supportive Housing must now rebalance their budget to account for the absence of Measure D funds.

FY 2019-20

The Department's proposed budget for FY 2019-20 is a 0.1% decrease from the proposed budget for FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HOM – HOMELESSNESS AND SUPPORTIVE HOUSING

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$425,349 in FY 2018-19. Of the \$425,349 in recommended reductions, \$61,869 are ongoing savings and \$363,480 are one-time savings. These reductions would still allow an increase of \$20,616,973 or 8.23% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$375,000, and \$390,225 on Budget and Finance Committee Reserve, for total General Fund savings of \$765,225.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$291,697 in FY 2019-20. Of the \$291,697 in recommended reductions, \$61,869 are ongoing savings and \$229,828 are one-time savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	203646 - HOM Programs													
9993M_Z Attrition Savings	(2.25)	(4.30)	(\$220,864)	(\$420,864)	\$200,000	x	x							
Mandatory Fringe Benefits			(\$93,876)	(\$173,476)	\$79,600	x	x							
	Total Savings \$279,600							Total Savings \$0						
	Increase attrition savings to account for staff turnover and hiring delays. The Department is projected to have \$1.1 million in salary savings in FY 2017-18. Furthermore, the Department decreased their budgeted attrition rate from 6.0 percent to 3.4 percent for the two upcoming fiscal years despite the projected salary savings in FY 2017-18 along with the addition of 6.16 FTE new positions and several upward position substitutions. The Department also has a vacancy rate of 14.7 percent.							One-time savings in FY 2018-19.						
Step Adjustments, Miscellaneous			(\$86,899)	(\$133,768)	\$46,869	x				(\$86,899)	(\$133,768)	\$46,869	x	
	Increase the budgeted position step adjustments for new staff positions.							Ongoing savings.						
Materials & Supplies			\$168,165	\$153,165	\$15,000	x				\$168,165	\$153,165	\$15,000	x	
	Total Savings \$15,000							Total Savings \$15,000						
	Reduce the materials & supplies budget in the programs division by \$15,000. The Dept. has underspent their materials and supplies budget by at least \$60,000 each fiscal year.							Ongoing savings.						

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	203645 - HOM Administration													
Rents-Leases-Bldgs&Struct-Bdgt										\$4,708,136	\$4,478,308	\$229,828	x	x
	One-time savings in FY 2019-20.							Reduce the rent, leases, buildings, and structures budget to reflect projected annual expenditures.						
9993M_Z Attrition Savings	(1.45)	(2.42)	(\$171,242)	(\$571,242)	\$60,000	x	x							
Mandatory Fringe Benefits			(\$68,112)	(\$91,992)	\$23,880	x	x							
	Total Savings \$83,880							Total Savings \$0						
	Increase attrition savings to account for the project \$1.1 million in salary savings for FY 2017-18. During FY 2017-18, the Department budgeted an attrition rate of 6.0 percent. The Department decreased their budgeted attrition rate to 3.4 percent for the two upcoming fiscal years despite the projected salary savings in FY 2017-18, addition of 6.16 FTE new positions, and several upward position substitutions. The Department also removed all step adjustments for positions that fall under HOM Administration.							One-time savings in FY 2018-19.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$363,480	\$61,869	\$425,349
Non-General Fund	\$0	\$0	\$0
Total	\$363,480	\$61,869	\$425,349

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$229,828	\$61,869	\$291,697
Non-General Fund	\$0	\$0	\$0
Total	\$229,828	\$61,869	\$291,697

GF = General Fund
 1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
Recommended Close Out of Prior Year Appropriations														
	203646 - HOM Programs													
			\$390,225	\$0	\$390,225	x	x							
	Total Savings \$390,225													
	The Board of Supervisors placed \$390,225 on Budget and Finance Committee reserve to purchase furniture, fixtures, and equipment for 440 Turk Street that is not needed. Therefore the Budget and Finance Committee should request the Controller to close-out \$390,225 and make these funds available to the Board of Supervisors..													
			\$375,000	\$0	\$375,000	x	x							
	Total Savings \$375,000													
	Request the Controller to close out \$375,000 in prior year encumbrances and make these funds available to the Board of Supervisors.													

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FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$765,225	\$0	\$765,225
Non-General Fund	\$0	\$0	\$0
Total	\$765,225	\$0	\$765,225

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Policy/Reserve Recommendations														
	203646 - HOM Programs													
OthDep			\$0	\$0	\$0					\$943,062	\$0	\$943,062	x	x
	Total Savings \$0							Total Savings \$943,062						
	Savings in FY 2019-20.							Place \$943,062 of the requested OthDep budget on Budget and Finance Reserve, as these funds were tied to the passage of Measure D during the June 2018 election. Unfortunately, this measure did not pass and therefore, the Department will not receive revenues from a tax on commercial rents to fund the navigation center for transitional-aged youth, 100 new slots for adults in need of rapid rehousing, and an increase in the flexible housing subsidy pool. The Department must now rebalance their budget to account for the absence of these funds.						
Programmatic Projects			\$13,437,000	\$0	\$13,437,000	x	x			\$26,218,938	\$0	\$26,218,938	x	x
	Total Savings \$13,437,000							Total Savings \$26,218,938						
	Place \$13,437,000 of the programmatic projects budget under SR Housing for All on the Budget and Finance Reserve, as these funds were contingent on the passage of Measure D during the June 2018 elections. Unfortunately, this measure did not pass and therefore the Department will not receive revenues from a tax on commercial rents to fund a navigation center for transitional-aged youth, 100 new slots for adults in need of rapid rehousing, and an increase in the flexible housing subsidy pool. The Department must now rebalance their budget to account for the absence of these funds.							Ongoing savings.						

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FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$13,437,000	\$0	\$13,437,000
Non-General Fund	\$0	\$0	\$0
Total	\$13,437,000	\$0	\$13,437,000

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$27,162,000	\$0	\$27,162,000
Non-General Fund	\$0	\$0	\$0
Total	\$27,162,000	\$0	\$27,162,000

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$16,060,046 budget for FY 2018-19 is \$332,239 or 2.1% more than the original FY 2017-18 budget of \$15,727,807.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 76.41 FTEs, which are 0.72 FTEs less than the 77.13 FTEs in the original FY 2017-18 budget. This represents a 0.9% decrease in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$379,146 in FY 2018-19, are \$3,010 or 0.8% less than FY 2017-18 revenues of \$382,156.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$16,106,866 budget for FY 2019-20 is \$46,820 or 0.3% more than the Mayor's proposed FY 2018-19 budget of \$16,060,046.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 76.38 FTEs, which are 0.03 FTEs less than the 76.94 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 0.0% change in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$379,146 in FY 2019-20 are the same as the FY 2018-19 estimated revenues of \$379,146.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: BOS – BOARD OF SUPERVISORS

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	Budget	Budget	Budget	Budget	Budget	Proposed
BOS	\$12,890,477	\$13,485,197	\$14,685,074	\$14,647,983	\$15,727,807	\$16,060,046
FTE	79.00	79.16	79.91	79.00	77.13	76.41

The Department's budget increased by \$3,169,569 or 24.6% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count decreased by 2.59 or 3.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$332,239 largely due to procurement of a new Constituent Management System. The Department's proposed budget includes one-time expenses of \$110,000 in FY 2018-19 for a contractor to customize and configure the new system, and ongoing expenses of \$75,000 per year in licensing fees for the Salesforce product.

FY 2019-20

The Department's proposed FY 2019-20 budget has increased by \$46,820 largely due to cost of living adjustments.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: BOS – BOARD OF SUPERVISORS

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$53,778 in FY 2018-19. All of the recommended reductions are ongoing savings. These reductions would still allow an increase of \$278,461 or 1.8% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$12,822, for total General Fund savings of \$66,600.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$23,636 in FY 2019-20. All of the recommended reductions are ongoing savings. These reductions would still allow an increase of \$23,184 or 0.1% in the Department's FY 2019-20 budget.

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

BOS - Board of Supervisors

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To					
	BOS Supervisors													
Attrition Savings			\$0	(\$26,850)	\$26,850	x				\$0	(\$9,174)	\$9,174	x	
Mandatory Fringe Benefits			\$0	(\$10,740)	\$10,740	x				\$0	(\$3,670)	\$3,670	x	
	Total Savings \$37,590							Total Savings \$12,844						
	Increase Attrition Savings for expected employee turnover due to elections.							Increase Attrition Savings for expected vacancies.						
Premium Pay			\$69,369	\$54,369	\$15,000	x				\$69,369	\$59,369	\$10,000	x	
Mandatory Fringe Benefits			\$5,494	\$4,306	\$1,188	x				\$5,494	\$4,702	\$792	x	
	Total Savings \$16,188							Total Savings \$10,792						
	Reduce Premium Pay based on analysis of legislative aide's longevity premium eligibility.							Reduce Premium Pay based on analysis of legislative aide's longevity premium eligibility.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$53,778	\$53,778
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$53,778	\$53,778

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$23,636	\$23,636
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$23,636	\$23,636

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Year	Department Code	Fund Code	Supplier No	Supplier Name	Project Code	Remaining Balance
2016	229018	10000	0000021899	DAILY JOURNAL CORPORATION	10003454	12822.80
Total						12822.80

DEPARTMENT: DEM – DEPARTMENT OF EMERGENCY MANAGEMENT**YEAR ONE: FY 2018-19**Budget Changes

The Department's proposed \$95,653,856 budget for FY 2018-19 is \$7,803,775 or 8.9% more than the original FY 2017-18 budget of \$87,850,081.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 270.41 FTEs, which are 13.19 FTEs more than the 257.22 FTEs in the original FY 2017-18 budget. This represents a 5.1% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$28,084,811 in FY 2018-19 are \$650,205 or 2.4% more than FY 2017-18 revenues of \$27,434,606.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$92,456,938 budget for FY 2019-20 is \$3,196,918 or 3.3% less than the Mayor's proposed FY 2018-19 budget of \$95,653,856.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 279.22 FTEs, which are 8.81 FTEs more than the 270.41 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 3.3% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$27,508,428 in FY 2019-20 are \$576,383 or 2.1% less than FY 2018-19 estimated revenues of \$28,084,811.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DEM – DEPARTMENT OF EMERGENCY MANAGEMENT

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
Department of Emergency Management	69,492,934	76,100,127	82,869,070	93,693,797	87,850,081	95,653,856
FTE Count	243.55	253.31	258.10	251.43	257.22	270.41

The Department's budget increased by \$26,160,922 or 37.7% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 26.86 or 11.0% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$7,803,775 largely due to capital and information technology projects and additional funding for emergency dispatchers to offset dispatcher attrition and to meet increasing service demands. Capital and information technology continuing projects include a multi-year project to replace the City's 800MHz radio system and a project funding infrastructure improvements to expand the 9-1-1 Operations floor. New projects funded in the proposed FY 2018-19 budget include initiatives to automate fire station dispatching and to scope the replacement of the City's Computer Aided Dispatch (CAD) System. The Department's proposed FY 2018-19 budget also includes funding for three new dispatcher academies for a total of 45 new recruits, in order to offset dispatcher attrition and meet increasing service demands.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$3,196,918 largely due to expirations of one-time capital and information technology projects in the proposed FY 2018-19 budget. The Department's proposed FY 2019-20 budget includes funding for three new dispatcher academies for a total of 45 new recruits, in order to offset dispatcher attrition and meet increasing service demands.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: DEM – DEPARTMENT OF EMERGENCY MANAGEMENT

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$405,491 in FY 2018-19. Of the \$405,491 in recommended reductions, \$52,689 are ongoing savings and \$352,802 are one-time savings. These reductions would still allow an increase of \$7,398,284 or 8.4% in the Department's FY 2018-19 budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$7,038.62, for total General Fund savings of \$412,529.62.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$53,732 in FY 2019-20. All of the \$53,732 in recommended reductions are ongoing savings.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

DEM - Emergency Management

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DEM Administration													
Attrition Savings			(\$125,249)	(\$156,299)	\$31,050	X	X					\$0		
Mandatory Fringe Benefits			(\$48,905)	(\$60,627)	\$11,722	X	X					\$0		
	Total Savings \$42,772							Total Savings \$0						
	Adjust attrition savings by 0.23 FTE to account for hiring delay of 1.00 FTE 1042 IS Engineer - Journey position to 0.77 FTE in conformance with the Department's hiring plan.													
Step Adjustments			(\$67,564)	(\$92,178)	\$24,614	X				(\$57,464)	(\$82,894)	\$25,430	X	
Mandatory Fringe Benefits			(\$17,818)	(\$24,309)	\$6,491	X				(\$15,181)	(\$21,899)	\$6,718	X	
	Total Savings \$31,105							Total Savings \$32,148						
	Increase Step Adjustments to correct an omission in the Department's step adjustment calculations.							Ongoing savings.						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 10/18

DEM - Emergency Management

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DEM Emergency Services													
Temporary - Miscellaneous			\$67,180	\$47,180	\$20,000	X				\$67,180	\$47,180	\$20,000	X	
Mandatory Fringe Benefits			\$5,320	\$3,736	\$1,584	X				\$5,320	\$3,736	\$1,584	X	
	Total Savings \$21,584							Total Savings \$21,584						
	Reduce temporary salaries to reflect the Department's historical and projected expenditures. In FY 2016-17 the Department expended \$47,000 in Emergency Services temporary salaries, and to date has only expended \$18,383 in FY 2017-18.							Ongoing savings.						
	DEM Emergency Communications													
Attrition Savings			(\$3,371,924)	(\$3,592,182)	\$220,258	X	X							
Mandatory Fringe Benefits			(\$1,374,323)	(\$1,464,095)	\$89,772	X	X							
	Total Savings \$310,030							Total Savings \$0						
	Increase attrition savings to (1) correctly reflect the Department's projections for attrition for communications dispatchers; and (2) adjust for hiring dates for one 8240 Public Safety Communications Coordinator (equal of 0.09 FTE reduction) and one 0923 Manager II (equal to 0.23 FTE reduction) in conformance with the Department's hiring plan.													

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$352,802	\$52,689	\$405,491
Non-General Fund	\$0	\$0	\$0
Total	\$352,802	\$52,689	\$405,491

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$53,732	\$53,732
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$53,732	\$53,732

GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 10/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Urban Forestry													
9993 Attrition Savings	(4.84)		(\$420,650)	(\$442,944)	\$22,294	X	X							
Mandatory Fringe Benefits			(\$183,881)	(\$195,028)	\$11,147	X	X							
	Total Savings \$33,441													
	Increase attrition savings due to delayed hiring by three months of 1.00 FTE 3436 Arborist Technician Supervisor I. The Urban Forestry division currently has 35.00 budgeted FTE but only 27.00 filled FTE positions.							One-time savings						
	Golden Gate Park													
9993 Attrition Savings	(23.46)		(\$1,782,330)	(\$1,849,072)	\$66,742	X	X							
Mandatory Fringe Benefits			(\$826,042)	(\$859,413)	\$33,371	X	X							
	Total Savings \$100,113													
	Increase attrition savings due to delayed hiring of 2.00 FTE 3417 Gardener positions. The Department currently has 30 vacant gardener positions.							One-time savings						
	Structural Maintenance- Overhead													
Skid Steer Stump Grinder			\$12,718	\$0	\$12,718	X	X					\$0		
	Delete one Skid Steer Stump Grinder. The Department does not need this item.							One-time savings						

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GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Support of Parks & Open Space													
9993 Attrition Savings	(5.89)		(\$435,677)	(\$494,109)	\$58,432	X	X							
Mandatory Fringe Benefits			(\$204,626)	(\$233,842)	\$29,216	X	X							
	Total Savings \$87,648													
	Increase attrition savings due to delayed hiring of 2.00 FTE 2708 Custodian positions. The Department currently has 16 vacant custodian positions.							One-time savings						
Chevrolet Colorado			\$46,235	\$0	\$46,235	X	X					\$0		
	Delete one replacement Chevrolet Colorado. The vehicle to be replaced, a Ford Ranger, only has 47,747 miles and still has remaining useful life. This deletion would still allow Recreation and Parks to replace another Ford Ranger with a Chevrolet Colorado. The Department currently has 51 Ford Rangers and 17 Chevrolet Colorados.							One-time savings						
	Park Patrol													
9993 Attrition Savings	(4.33)		(\$318,653)	(\$507,132)	\$188,479	X	X							
Mandatory Fringe Benefits			(\$149,827)	(\$244,067)	\$94,240	X	X							
	Total Savings \$282,719													
	Increase attrition savings due to delayed hiring of 7.00 FTE 8208 Park Ranger positions. The Department currently has 10 vacant Park Patrol positions.							One-time savings						
	Support of Recreation													
Materials and Supplies			\$1,000,000	\$966,576	\$33,424	X	X			\$1,000,000	\$975,000	\$25,000	X	X
	Reduce Materials and Supplies to reflect historical spending.							Reduce Materials and Supplies to reflect future need.						
Non Professional Services			\$160,000	\$105,000	\$55,000	X	X			\$160,000	\$129,245	\$30,755	X	X
	Reduce Non Professional Services to reflect historical spending.							Reduce Non Professional Services to reflect anticipated need						
9993 Attrition Savings	(9.37)		(\$687,556)	(\$880,183)	\$192,627	X	X							
Mandatory Fringe Benefits			(\$325,693)	(\$422,006)	\$96,313	X	X							
	Total Savings \$288,940													
	Increase attrition savings due to delayed hiring of 6.00 FTE 3286 Recreation Coordinator positions. The Department as a whole currently has 29 vacant Recreation Coordinator positions.							Ongoing savings						

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	CD Administration													
9993 Attrition Savings	(0.10)		(\$12,292)	(\$68,459)	\$56,167		X							
Mandatory Fringe Benefits			(\$4,792)	(\$32,876)	\$28,084		X							
	Total Savings				\$84,251	\$0								
	Increase attrition savings due to delayed hiring of 1.00 FTE 1824 Principal Administrative Analyst position.							One time savings						

FY 2018-19 Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$940,238	\$0	\$940,238
Non-General Fund	\$84,251	\$0	\$84,251
Total	\$1,024,489	\$0	\$1,024,489

FY 2019-20 Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$55,755	\$0	\$55,755
Non-General Fund	\$0	\$0	\$0
Total	\$55,755	\$0	\$55,755

Policy Recommendations														
	CD Administration													
1204 Senior Personnel Clerk	1.00	0.00	\$78,358	\$0	\$78,358	X		1.00	0,00	\$78,358	\$0	\$78,358	X	
Mandatory Fringe Benefits			\$35,816	\$0	\$35,816	X				\$36,609	\$0	\$36,609	X	
2708 Custodian	0.00	1.00	\$0	\$63,522	(\$63,522)	X		0.00	1.00	\$0	\$63,522	(\$63,522)	X	
Mandatory Fringe Benefits			\$0	\$31,748	(\$31,748)	X				\$0	\$32,557	(\$32,557)	X	
	Total Savings \$18,904							Total Savings \$18,888						
	Approval of the proposed upward substitution 1.00 FTE 2708 Custodian to 1.00 FTE 1204 Senior Personnel Clerk was done prior to Board approval. Board approval for this upward substitution for the FY 2018-19 budget is a policy matter for the Board. Human Resources currently has 2.00 FTE Personnel Clerk and 2.00 1204 Senior Personnel Clerk. The Department reports that there is a permanent employee currently in the position.							On going savings						
	Golden Gate Park													
Ford F250 Extended Cab			\$50,097	\$0	\$50,097	X	X					\$0		
	Delete one replacement Ford 250 Extended Cab. The vehicle has only 72,591 miles and still has remaining useful life. This reduction would still allow Recreation and Parks to replace one Ford F250. The Department currently has 99 Ford F250s.							One-time savings						

GF = General Fund
 1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$18,904	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$50,097	\$18,904	\$69,001

FY 2019-20			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$18,888	\$0

561

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Urban Forestry													
9993 Attrition Savings	(4.84)		(\$420,650)	(\$442,944)	\$22,294	X	X							
Mandatory Fringe Benefits			(\$183,881)	(\$195,028)	\$11,147	X	X							
	Total Savings \$33,441													
	Increase attrition savings due to delayed hiring by three months of 1.00 FTE 3436 Arborist Technician Supervisor I. The Urban Forestry division currently has 35.00 budgeted FTE but only 27.00 filled FTE positions.							One-time savings						
	Golden Gate Park													
9993 Attrition Savings	(23.46)		(\$1,782,330)	(\$1,849,072)	\$66,742	X	X							
Mandatory Fringe Benefits			(\$826,042)	(\$859,413)	\$33,371	X	X							
	Total Savings \$100,113													
	Increase attrition savings due to delayed hiring of 2.00 FTE 3417 Gardener positions. The Department currently has 30 vacant gardener positions.							One-time savings						
	Structural Maintenance- Overhead													
Skid Steer Stump Grinder			\$12,718	\$0	\$12,718	X	X					\$0		
	Delete one Skid Steer Stump Grinder. The Department does not need this item.							One-time savings						

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Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Support of Parks & Open Space													
9993 Attrition Savings	(5.89)		(\$435,677)	(\$494,109)	\$58,432	X	X							
Mandatory Fringe Benefits			(\$204,626)	(\$233,842)	\$29,216	X	X							
	Total Savings \$87,648													
	Increase attrition savings due to delayed hiring of 2.00 FTE 2708 Custodian positions. The Department currently has 16 vacant custodian positions.							One-time savings						
Chevrolet Colorado			\$46,235	\$0	\$46,235	X	X					\$0		
	Delete one replacement Chevrolet Colorado. The vehicle to be replaced, a Ford Ranger, only has 47,747 miles and still has remaining useful life. This deletion would still allow Recreation and Parks to replace another Ford Ranger with a Chevrolet Colorado. The Department currently has 51 Ford Rangers and 17 Chevrolet Colorados.							One-time savings						
	Park Patrol													
9993 Attrition Savings	(4.33)		(\$318,653)	(\$507,132)	\$188,479	X	X							
Mandatory Fringe Benefits			(\$149,827)	(\$244,067)	\$94,240	X	X							
	Total Savings \$282,719													
	Increase attrition savings due to delayed hiring of 7.00 FTE 8208 Park Ranger positions. The Department currently has 10 vacant Park Patrol positions.							One-time savings						
	Support of Recreation													
Materials and Supplies			\$1,000,000	\$966,576	\$33,424	X	X			\$1,000,000	\$975,000	\$25,000	X	X
	Reduce Materials and Supplies to reflect historical spending.							Reduce Materials and Supplies to reflect future need.						
Non Professional Services			\$160,000	\$105,000	\$55,000	X	X			\$160,000	\$129,245	\$30,755	X	X
	Reduce Non Professional Services to reflect historical spending.							Reduce Non Professional Services to reflect anticipated need						
9993 Attrition Savings	(9.37)		(\$687,556)	(\$880,183)	\$192,627	X	X							
Mandatory Fringe Benefits			(\$325,693)	(\$422,006)	\$96,313	X	X							
	Total Savings \$288,940													
	Increase attrition savings due to delayed hiring of 6.00 FTE 3286 Recreation Coordinator positions. The Department as a whole currently has 29 vacant Recreation Coordinator positions.							Ongoing savings						

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Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	CD Administration													
9993 Attrition Savings	(0.10)		(\$12,292)	(\$68,459)	\$56,167		X							
Mandatory Fringe Benefits			(\$4,792)	(\$32,876)	\$28,084		X							
	Total Savings				\$84,251			\$0						
	Increase attrition savings due to delayed hiring of 1.00 FTE 1824 Principal Administrative Analyst position.							One time savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$940,238	\$0	\$940,238
Non-General Fund	\$84,251	\$0	\$84,251
Total	\$1,024,489	\$0	\$1,024,489

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$55,755	\$0	\$55,755
Non-General Fund	\$0	\$0	\$0
Total	\$55,755	\$0	\$55,755

Policy Recommendations

	CD Administration													
1204 Senior Personnel Clerk	1.00	0.00	\$78,358	\$0	\$78,358	X		1.00	0.00	\$78,358	\$0	\$78,358	X	
Mandatory Fringe Benefits			\$35,816	\$0	\$35,816	X				\$36,609	\$0	\$36,609	X	
2708 Custodian	0.00	1.00	\$0	\$63,522	(\$63,522)	X		0.00	1.00	\$0	\$63,522	(\$63,522)	X	
Mandatory Fringe Benefits			\$0	\$31,748	(\$31,748)	X				\$0	\$32,557	(\$32,557)	X	
	Total Savings \$18,904							Total Savings \$18,888						
	Approval of the proposed upward substitution 1.00 FTE 2708 Custodian to 1.00 FTE 1204 Senior Personnel Clerk was done prior to Board approval. Board approval for this upward substitution for the FY 2018-19 budget is a policy matter for the Board. Human Resources currently has 2.00 FTE Personnel Clerk and 2.00 1204 Senior Personnel Clerk. The Department reports that there is a permanent employee currently in the position.							On going savings						
	Golden Gate Park													
Ford F250 Extended Cab			\$50,097	\$0	\$50,097	X	X					\$0		
	Delete one replacement Ford 250 Extended Cab. The vehicle has only 72,591 miles and still has remaining useful life. This reduction would still allow Recreation and Parks to replace one Ford F250. The Department currently has 99 Ford F250s.							One-time savings						

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Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

REC - Recreation and Parks

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			

FY 2018-19			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$18,904	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$50,097	\$18,904	\$69,001

FY 2019-20			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$18,888	\$0

565

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Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

REVIEW 6/20/18

ADP - Adult Probation

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Realignment Services													
Professional & Specialized Services			\$2,836,475	\$2,700,475	\$136,000	X				\$2,836,475	\$2,700,475	\$136,000	X	
	Department has consistently underspent for these services by the amounts of \$102,378m \$516,394, and \$159,385 for FYs 16,17, and 18. The Department currently has \$2.3 million in prior years' appropriations for Professional & Specialized Services that have been encumbered but not spent. Of this total, \$215,239 represnts enbracnes for the period piro to 2017.							Ongoing savings						
	Realignment Services													
Attrition Savings			\$0	(\$196,227)	\$196,227	X				\$0	(\$196,227)	\$196,227	X	
Mandatory Fringe Benefits			\$0	(\$145,037)	\$145,037	X				\$0	(\$145,037)	\$145,037	X	
	Total Savings \$341,264							Total Savings \$341,264						
	The Department does not budget attrition savings in Realignment Services. Overall, over the past three fiscal years the Department has had \$939,675, \$694,256, and \$613,952 in salary savings. Our total recommendations for attrition savings and step adjustments equal \$613,536, which is less than the Department's annual average salary savings over this 3 year period.							Ongoing savings						
	Realignment Services													
Step Adjustment			\$0	(\$164,864)	\$164,864	X				\$0	(\$164,864)	\$164,864	X	
Mandatory Fringe Benefits			\$0	(\$47,811)	\$47,811	X				\$0	(\$47,811)	\$47,811	X	
	Total Savings \$212,675							Total Savings \$212,675						
	The Department does not budget step adjustments in Realignment Services. Over the past three fiscal years, the Department has had \$939,675, \$694,256, and \$613,952 in salary savings. Our total recommendations for attrition savings and step adjustments equal \$613,536, which is less than the Department's annual average salary savings over this 3 year period.							Ongoing savings						

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

REVISED 6/20/18

ADP - Adult Probation

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Reentry Services													
Step Adjustment			\$0	(\$47,333)	\$47,333	X				\$0	(\$47,333)	\$47,333	X	
Mandatory Fringe Benefits			\$0	(\$13,727)	\$13,727	X				\$0	(\$13,727)	\$13,727	X	
	Total Savings				\$61,060			Total Savings				\$61,060		
	The Department does not budget step adjustments in Reentry Services.							Ongoing savings						
	Information Management													
Materials and Supplies			\$235,000	\$200,000	\$35,000	X	x							
	Department currently has \$360,000 in prior years' appropriations for materials and supplies that have been encumbered but not spent.							Ongoing savings						
	HS PA IPO													
City Grants			\$1,435,715	\$1,392,809	\$42,906	X	x							
	The Department has added \$1.4 million for new grants to community based organizations in FY 2018-19, for which not all grantees have been determined.													

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$77,906	\$750,998	\$828,904
Non-General Fund	\$0	\$0	\$0
Total	\$77,906	\$750,998	\$828,904

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$750,998	\$750,998
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$750,998	\$750,998

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GF = General Fund
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Budget and Finance Committee, June 21, 2018

DEPARTMENT:

ADM- CITY ADMINISTRATOR

YEAR ONE: FY 2018-19Budget Changes

The Department's proposed \$460,532,499 budget for FY 2018-19 is \$69,225,596 or 17.7% more than the original FY 2017-18 budget of \$391,306,903.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 884.23 FTEs, which are 39.22 FTEs more than the 845.01 FTEs in the original FY 2017-18 budget. This represents a 4.6% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$390,652,811 in FY 2018-19, are \$65,089,744 or 20.0% more than FY 2017-18 revenues of \$325,563,067.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$452,753,784 budget for FY 2019-20 is \$7,778,715 or 1.7% less than the Mayor's proposed FY 2018-19 budget of \$460,532,499.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 895.41 FTEs, which are 11.18 FTEs more than the 884.23 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.3% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$365,794,200 in FY 2019-20, are \$24,858,611 or 6.4% less than FY 2018-19 estimated revenues of \$390,652,811.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ADM– CITY ADMINISTRATOR

SUMMARY OF 5-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2013-14 Budget	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed
City Administrative Services	294,559,401	309,169,005	372,101,195	364,813,180	391,306,903	460,532,499
FTE Count	716.24	749.61	802.64	829.52	845.01	884.23

The Department's budget increased by \$165,973,098 or 56.3% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19. The Department's FTE count increased by 167.99 or 23.5% from the adopted budget in FY 2013-14 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$69,225,596 largely due to costs related to the Hall of Justice Exit, budget growth in the Digital Services program due to a transfer of staff from the Department of Technology to the City Administrator, and a program promoting the count for 2020 census.

FY 2019-20

The Department's proposed FY 2019-20 budget has decreased by \$7,778,715 largely due to expiration of one-time capital projects budgeted in FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: ADM– CITY ADMINISTRATOR

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$420,713 in FY 2018-19. Of the \$420,713 in recommended reductions, \$274,059 are ongoing savings and \$146,654 are one-time savings. These reductions would still allow an increase of \$68,804,883 or 17.6% in the Department's FY 2018-19 budget.

In addition, we have identified \$13,334,310 to be placed on Budget and Finance Committee Reserve pending detailed cost expenditures for the exit from the Hall of Justice. We have also identified \$71,991 in reductions that are policy recommendations for the Committee's consideration.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$229,063 in FY 2019-20. All the recommended reductions are ongoing. These reductions would still allow a decrease of \$8,007,778 or 1.7% in the Department's FY 2019-20 budget.

In addition, we have identified \$8,000,000 to be placed on Budget and Finance Committee Reserve pending detailed cost expenditures for the exit from the Hall of Justice.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	City Administrators Program, OCEIA													
1823 Senior Administrative Analyst	1.00	0.86	\$114,618	\$98,571	\$16,047	X	X			\$114,618	\$114,618	\$0	X	
Mandatory Fringe Benefits			\$46,216	\$39,746	\$6,470	X	X			\$47,000	\$47,000	\$0	X	
	Total Savings \$22,517							Total Savings \$0						
	Deny interim exception and approve 0.86 FTE 1823 Senior Administrative Analyst to reflect realistic hiring date for this new position. The candidates for this position are still being screened and no offer has been extended yet. The Department is projected to have over \$3.2 million in salary savings in FY 2017-18 and had \$4.4 million in FY 2016-17.							One-time savings						
	Medical Examiner													
Attrition Savings	(2.40)	(2.90)	(\$336,485)	(\$406,586)	\$70,101	X	X					\$0		
Mandatory Fringe Benefits			(\$122,566)	(\$148,101)	\$25,535	X	X					\$0		
	Total Savings \$95,636							Total Savings \$0						
	Increase attrition savings to account for the hiring timeline of 1.00 FTE 1823 Senior Administrative Analyst. The Department has only recently requested to fill the position, and may change the job classification due to needs. The Department is projected to have over \$3.2 million in salary savings in FY 2017-18 and had \$4.4 million in FY 2016-17.							One-time savings						
	Real Estate Division													
Manager V	1.00	0.00	\$178,221	\$0	\$178,221			1.00	0.00	\$178,221		\$178,221		
Mandatory Fringe Benefits			\$64,633	\$0	\$64,633					\$66,054		\$66,054		
Manager II	0.00	0.77	\$0	\$109,928	(\$109,928)			0.00	1.00	\$0	\$142,764	(\$142,764)		
Mandatory Fringe Benefits			\$0	\$44,213	(\$44,213)					\$0	\$58,879	(\$58,879)		
	Total Savings \$88,712							Total Savings \$42,632						
	Deny the interim exception for 1.00 FTE new Manager V position. Approve 0.77 FTE for Manager II for the Permit Center. This position will oversee 3.00 FTE who will not be hired until FY 2019-20. Manager II classification is sufficient to perform the duties described by the Department, and to provide adequate supervision of the unit and staff.							On going savings						

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Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISE 20/18

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Risk Management													
1822 Administrative Analyst	1.00	0.00	\$98,363	\$0	\$98,363					\$98,363		\$98,363		
Mandatory Fringe Benefits			\$41,302	\$0	\$41,302					\$42,072		\$42,072		
	Total Savings \$139,665							Total Savings \$140,435						
	Delete 1.00 FTE 1822 Administrative Analyst position that has been vacant since 2013. The Department has three vacant 1822 positions since at least 2016. The Department is projected to have over \$3.2 million in salary savings in FY 2017-18 and had \$4.4 million in FY 2016-17.							Ongoing savings						
	Digital Services													
1054 IS Business Analyst-Principal	1.00	0.00	\$146,005		\$146,005	X				\$146,005		\$146,005	X	
Mandatory Fringe Benefits			\$53,246		\$53,246	X				\$54,349		\$54,349	X	
1053 IS Business Analyst-Senior	0.00	1.00		\$126,107	(\$126,107)	X					\$126,107	(\$126,107)	X	
Mandatory Fringe Benefits				\$48,754	(\$48,754)	X					\$49,525	(\$49,525)	X	
	Total Savings \$24,390							Total Savings \$24,722						
	Deny proposed upward substitution of 1.00 FTE 1053 IS Business Analyst-Senior to 1.00 FTE 1054 IS Business Analyst-Principal due to inadequate justification. The Department of Technology is transferring Digital Services to ADM in order to "streamline operations." Denying this upward substitution will still result in a net gain of 1.00 FTE IS Business Analyst-Principal to this project in FY 2018-19. Digital Services is also adding 5.00 FTE positions in FY 2019-20, including 1.00 FTE IS Business Analyst-Principal.							Ongoing savings						

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Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
1053 IS Business Analyst-Senior	1.00	0.00	\$126,107		\$126,107	X				\$126,107		\$126,107	X	
Mandatory Fringe Benefits			\$48,754		\$48,754	X				\$49,525		\$49,525	X	
1052 IS Business Analyst	0.00	1.00		\$108,914	(\$108,914)	X					\$108,914	(\$108,914)	X	
Mandatory Fringe Benefits				\$44,655	(\$44,655)	X					\$45,444	(\$45,444)	X	
	Total Savings \$21,292							Total Savings \$21,274						
	Deny proposed upward substitution of 1.00 FTE 1052 IS Business Analyst to 1.00 FTE 1053 IS Business Analyst-Senior due to inadequate justification. The Department of Technology is transferring Digital Services to ADM in order to "streamline operations." Denying this upward substitution will still result in a net gain of 1.00 FTE IS Business Analyst to this project in FY 2018-19. Digital Services is also adding 5.00 FTE positions in FY 2019-20, including 1.00 FTE IS Business Analyst-Principal.							Ongoing savings						
1043 IS Engineer-Senior	1.00	0.86	\$149,593	\$128,650	\$20,943	X	X					\$0		
Mandatory Fringe Benefits			\$53,990	\$46,431	\$7,559	X	X					\$0		
	Total Savings \$28,502							Total Savings \$0						
	Deny interim exception and reduce 1.00 FTE 1043 IS Engineer-Senior to 0.86 FTE to reflect hiring timeline. According to the Mayor, this position is funded through the General Fund.							One-time savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$146,654	\$45,682	\$192,336
Non-General Fund	\$0	\$228,377	\$228,377
Total	\$146,654	\$274,059	\$420,713

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$45,996	\$45,996
Non-General Fund	\$0	\$183,067	\$183,067
Total	\$0	\$229,063	\$229,063

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Budget and Finance Committee, June 21, 2018

Recommendations of the Board and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 20/18

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
Policy Recommendation														
	Office of Cannabis													
1823 Senior Administrative Analyst	1.00	0.00	\$114,618		\$114,618	X				\$114,618		\$114,618	X	
Mandatory Fringe Benefits			\$46,216		\$46,216	X				\$47,000		\$47,000	X	
1840 Junior Management Assistant	0.00	1.00		\$79,724	(\$79,724)	X					\$79,724	(\$79,724)	X	
Mandatory Fringe Benefits				\$36,190	(\$36,190)	X					\$36,982	(\$36,982)	X	
			Total Savings		\$44,920					Total Savings		\$44,912		
	Deny proposed upward substitution of 1.00 FTE 1840 Junior Management Assistant to 1.00 FTE 1823 Senior Administrative Analyst. The Board of Supervisors approved the Office of Cannabis in July 2017 (File 17-0275). At that time, the Board of Supervisors approved three new positions with the Department, to be funded through a programmatic budget of \$700,000: 1.00 FTE Manager III, 1.00 FTE 1824 Principal Administrative Analyst and 0.77 FTE 1840 Junior Management Assistant. The Department claims to have already hired a person to fill the 1840 position in a classification above what the Board approved. This is a policy matter for the Board's consideration.							Ongoing savings						
	Administration													
0932 Manager IV	1.00	0.00	\$165,259		\$165,259	X				\$165,259		\$165,259	X	
Mandatory Fringe Benefits			\$61,996		\$61,996	X				\$66,054		\$66,054	X	
0923 Manager II	0.00	1.00		\$142,764	(\$142,764)	X					\$142,764	(\$142,764)	X	
Mandatory Fringe Benefits				\$57,420	(\$57,420)	X					\$58,879	(\$58,879)	X	
			Total Savings		\$27,071					Total Savings		\$29,670		
	Deny proposed upward substitution of 1.00 FTE 0535 Development Services Manager to 1.00 FTE 0932 Manager IV, and approve upward substitution to 1.00 FTE 0923 Manager II. The position will oversee 2.00 FTE and the job description is more aligned with an 0923 Manager II, which would provide sufficient supervision. The Department claims to have already filled this position at the 0932 level, without Board approval. This is a policy matter for the Board's consideration.							Ongoing savings						

574

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GF = General Fund
1T = One Time

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

ADM - City Administrator

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
Reserve Recommendations														
	Real Estate													
Programmatic Budgets			\$5,400,000		\$5,400,000	X	X					\$0		
	Place \$5,400,000 in Programmatic Budgets on Budget and Finance Committee Reserve. According to the Department, these funds are for furnishings, fixtures and equipment related to the Justice Facilities Improvement Program, which encompasses the exit from the Hall of Justice and relocations within the Hall of Justice. The Department has not provided sufficient documentation of these costs. The Board of Supervisors should place these funds on B&F Committee Reserve until the Department can provide sufficiently detailed cost plans for the expenditures.													
Buildings, Structure and Improvement			\$7,934,310	\$0	\$7,934,310	X	X			\$8,000,000	\$0	\$8,000,000	X	X
	Place \$7,934,310 in Buildings, Structure and Improvement on Budget and Finance Committee Reserve. According to the Department, these funds are for new leases to begin the process of relocating staff from the Hall of Justice. The Department has not provided sufficient documentation of these costs. The Board of Supervisors should place these funds on B&F Committee Reserve until the Department is able to provide sufficient detail regarding these expenditures. The Board of Supervisors previously appropriated \$8 million for FY 2017-18, and as of May, no funds have been expended. In addition to the programmatic budget above, and the \$15.9 million in the current proposed budget, the total allocated funds for the Justice Facilities Project would be \$29.3 million from FY 2016-17 through FY 2019-20.							Place \$8,000,000 in Buildings, Structure and Improvement on Budget and Finance Committee Reserve. According to the Department, these funds are for new leases to begin the process of relocating staff from the Hall of Justice. The Department has not provided sufficient documentation of these costs. The Board of Supervisors should place these funds on B&F Committee Reserve until the Department is able to provide sufficient detail regarding these expenditures.						

FY 2018-19			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$13,334,310	\$71,991	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$13,334,310	\$71,991	\$13,406,301

FY 2019-20			
Total Policy/Reserve Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$8,000,000

GF = General Fund
 1T = One Time

Budget and Finance Committee, June 21, 2018

DEPARTMENT: GEN- GENERAL CITY RESPONSIBILITY

YEAR ONE: FY 2018-19

Budget Changes

The Department's proposed \$1,399,223,023 budget for FY 2018-19 is \$136,043,833 or 10.8% more than the original FY 2017-18 budget of \$1,263,179,190.

Revenue Changes

The Department's revenues of \$4,868,235,185 in FY 2018-19, are \$356,118,824 or 7.9% more than FY 2017-18 revenues of \$4,512,116,361.

YEAR TWO: FY 2019-20

Budget Changes

The Department's proposed \$1,280,878,196 budget for FY 2019-20 is \$118,344,827 or 8.5% less than the Mayor's proposed FY 2018-19 budget of \$1,399,223,023.

Revenue Changes

The Department's revenues of \$4,844,887,294 in FY 2019-20 are \$23,347,891 or 0.5% less than FY 2018-19 estimated revenues of \$4,868,235,185.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: GEN – GENERAL CITY RESPONSIBILITY

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$200,000 in FY 2018-19. All of the \$200,000 in recommended reductions are ongoing savings. These reductions would still allow an increase of \$135,843,833 or 10.8% in the Department's FY 2018-19 budget.

The Budget and Legislative Analyst has also noted that reprogramming of \$250,000 allocated in FY 2018-19 for participatory budgeting in District 8 is a policy matter for the Board of Supervisors.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst has noted that reprogramming of \$250,000 allocated in FY 2019-20 for participatory budgeting in District 8 is a policy matter for the Board of Supervisors.

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISE 20/18

GEN- General City Responsibility

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	GEN General City- Unallocated													
Judgements- Claims			\$3,100,000	\$3,000,000	\$100,000	x	x			\$3,100,000	\$3,100,000	\$0	x	
	Reduce Judgements-Claims to reflect actual need in the City's reserve for judgements and claims.							One-time savings						
Reserve for Litigation			\$11,000,000	\$10,900,000	\$100,000	x	x			\$11,000,000	\$11,000,000	\$0	x	
	Reduce Reserve for Litigation to reflect actual need in the City's litigation reserve.							One-time savings						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$200,000	\$0	\$200,000
Non-General Fund	\$0	\$0	\$0
Total	\$200,000	\$0	\$200,000

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVISED 6/20/18

GEN- General City Responsibility

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
Policy Recommendations														
Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	GEN General City- Unallocated													
Programmatic Projects-Budget			\$250,000	\$0	\$250,000	x	x			\$250,000	\$250,000	\$0		
	The proposed budget includes \$250,000 for participatory budgeting in District 8. Reprogramming these funds is a policy matter for the Board of Supervisors.							One-time savings.						

FY 2018-19			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$250,000	\$0	\$250,000
Non-General Fund	\$0	\$0	\$0
Total	\$250,000	\$0	\$250,000

FY 2019-20			
Total Policy Recommendations			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

Budget and Finance Committee

Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVIS 6/20/18

SHF - Sheriff

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
	Various													
Materials and Supplies			\$273,506	\$256,506	\$17,000	X	X							
Materials and Supplies			\$47,620	\$40,000	\$7,620	X	X							
Materials and Supplies			\$1,023,126	\$1,003,126	\$20,000	X	X							
Materials and Supplies			\$501,481	\$451,481	\$50,000	X	X							
Materials and Supplies			\$3,269,501	\$3,200,000	\$69,501	X	X							
	The Department has \$2.5 million in prior years' appropriations that were encumbered for materials and supplies but not yet spent; of the \$2.5 million, \$220,000 was encumbered more than two years ago. Of the \$2.5 million in prior years' encumbrances, \$500,000 is for miscellaneous office and building supplies. The Department's total materials and supplies budget in FY 2018-19 is \$5.4 million; our recommended reduction of \$164,121 will still give the Department \$5.26 million for materials and supplies.							One time savings						
	Various													
Maint Servcies - Bldgs &Improvement			\$170,219	\$167,719	\$2,500	X	X							
Copy Machine			\$52,999	\$47,999	\$5,000	X	X							
Other Current Expenses - Budget			\$225,259	\$220,259	\$5,000	X	X							
Membership			\$8,000	\$0	\$8,000	X	X							
Software Licensing Fees			\$126,293	\$121,293	\$5,000	X	X							
	The Department has \$535,648 in prior years' appropriations that have not yet been spent; of this amount, \$124,013 was encumbered more than two years ago. The Department's budget in FY 2018-19 is \$595,400 for the services noted above; our recommended reductions of \$25,500 will still leave the Department with \$569,000 for these specific services. (The Department's total budget for non-personnel services is \$12.9 million).							One time savings						

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

**Recommendations of the Budget and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget**

REVISED 6/20/18

SHF - Sheriff

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	Alternative Programs													
Community Based Organizations			\$800,000	\$750,000	\$50,000	X	X					\$0		
	The Mayor's proposed FY 2018-19 budget added \$800,000 in new community based programs, including \$500,000 for pretrial diversion. The Department has \$1.8 million in prior years' appropriations that were encumbered for contracts with community based organizations but not yet spent, of which nearly \$600,000 are for the contract with San Francisco Pretrial Diversion Project. According to the Department, the impact of the Humphrey decision will be to increase pretrial workload by 60%.							One time savings						
	Re Entry Programs													
Community Based Organizations			\$4,497,036	\$4,312,036	\$185,000	X	X					\$0		
	The Departmentwide budget for contracts with community based organizations increased by \$2.0 million from \$4,964,552 million in FY 2017-18 to \$6,964,910 million in FY 2018-19, and to \$6,314,910 in FY20. Based on information provided by the Controller's Office, the Department has \$1.8 million in prior years' appropriations that were encumbered for contracts with community based organizations but not yet spent. Of the \$1.8 million in unspent funds, \$1.2 million are in the Re-entry program; \$150,000 of the \$1.2 million were encumbered more than two years ago.							One time savings						

	One-Time	Ongoing	Total
General Fund	\$424,621	\$0	\$424,621
Non-General Fund	\$0	\$0	\$0
Total	\$424,621	\$0	\$424,621

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

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GF = General Fund
1T = One Time

Budget and Finance Committee, June 21, 2018

DEPARTMENT: HOM- HOMELESSNESS AND SUPPORTIVE HOUSING**YEAR ONE: FY 2018-19**Budget Changes

The Department's proposed \$271,426,796 budget for FY 2018-19 is \$21,042,322 or 8.4% more than the original FY 2017-18 budget of \$250,384,474.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2018-19 are 124.43 FTEs, which are 9.76 FTEs more than the 114.67 FTEs in the original FY 2017-18 budget. This represents an 8.5% increase in FTEs from the original FY 2017-18 budget.

Revenue Changes

The Department's revenues of \$93,245,927 in FY 2018-19, are \$8,407,171 or 9.9% more than FY 2017-18 revenues of \$84,838,756.

YEAR TWO: FY 2019-20Budget Changes

The Department's proposed \$271,246,511 budget for FY 2019-20 is \$180,285 or 0.1% less than the Mayor's proposed FY 2018-19 budget of \$271,426,796.

Personnel Changes

The number of full-time equivalent positions (FTE) budgeted for FY 2019-20 are 125.68 FTEs, which are 1.25 FTEs more than the 124.43 FTEs in the Mayor's proposed FY 2018-19 budget. This represents a 1.0% increase in FTEs from the Mayor's proposed FY 2018-19 budget.

Revenue Changes

The Department's revenues of \$107,160,899 in FY 2019-20, are \$13,914,972 or 14.9% more than FY 2018-19 estimated revenues of \$93,245,927.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HOM – HOMELESSNESS AND SUPPORTIVE HOUSING

SUMMARY OF 3-YEAR HISTORICAL & PROPOSED BUDGET YEAR EXPENDITURES AND FTE AUTHORITY:

	FY 2016-17 Budget	FY 2017-18 Budget	FY 2018-19 Proposed	FY 2019-20 Proposed
Homelessness and Supportive Housing	224,153,460	250,384,474	271,426,796	271,246,511
FTE Count	108.91	114.67	124.43	125.68

The Department's budget increased by \$47,273,336 or 21.1% from the adopted budget in FY 2016-17 to the proposed budget in FY 2018-19. The Department's FTE count increased by 15.52 or 14.3% from the adopted budget in FY 2016-17 to the proposed budget in FY 2018-19.

FY 2018-19

The Department's proposed FY 2018-19 budget has increased by \$21,042,322 largely due to:

Through Resolution No. 134-18 (File 18-0427), the Board of Supervisors urged the Mayor to prioritize the prevention of homelessness, exits into housing, and increased funding for transitional-aged youth, and individuals with chronic mental illness in the proposed budgets for FY 2018-19 and FY 2019-20.

The increase in the FY 2018-19 proposed budget is primarily due to investments in homeless services and programs, including opening new navigation centers, expansion of traditional shelters, increasing the supply of Permanent Supportive Housing beds, and new Access Points, which will connect adults, youth and families to services. The FY 2018-19 proposed budget also includes additional staffing resources to support this expansion in services.

In the FY 2018-19 proposed budget, \$13,437,000 of the total funding was contingent on the passage of Measure D during the June 2018 elections. San Francisco voters did not approve Measure D. Funding from Measure D was planned to finance a navigation center for transitional-aged youth, 100 new slots for adults to receive rapid rehousing benefits, and an increase in the flexible housing pool budget. The Department of Homelessness and Supportive Housing must now rebalance their budget to account for the absence of Measure D funds.

FY 2019-20

The Department's proposed budget for FY 2019-20 is a 0.1% decrease from the proposed budget for FY 2018-19.

**RECOMMENDATIONS OF THE BUDGET & LEGISLATIVE ANALYST
FOR AMENDMENT OF BUDGET ITEMS
FY 2018-19 AND FY 2019-20**

DEPARTMENT: HOM – HOMELESSNESS AND SUPPORTIVE HOUSING

RECOMMENDATIONS

YEAR ONE: FY 2018-19

The Budget and Legislative Analyst's recommended reductions total \$1,190,574, including reductions to the proposed FY 2018-19 budget as well as closing out unexpended encumbrances and funds on Budget and Finance Committee Reserve.

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$425,349 in FY 2018-19. Of the \$425,349 in recommended reductions, \$61,869 are ongoing savings and \$363,480 are one-time savings. These reductions would still allow an increase of \$20,616,973 or 8.23% in the Department's FY 2018-19 proposed budget.

In addition, the Budget and Legislative Analyst recommends closing out prior year unexpended encumbrances of \$375,000, and \$390,225 on Budget and Finance Committee Reserve, for additional General Fund savings of \$765,225.

The Budget and Legislative Analyst also recommends that \$13,437,000 of the FY 2018-19 proposed budget be put on Budget and Finance Committee Reserve, as this funding was contingent on the passage of Measure D of the June 2018 elections, which was not approved by San Francisco voters. The Department of Homelessness and Supportive Housing must now rebalance their budget to account for the absence of Measure D funds.

YEAR TWO: FY 2019-20

The Budget and Legislative Analyst's recommended reductions to the proposed budget total \$291,697 in FY 2019-20. Of the \$291,697 in recommended reductions, \$61,869 are ongoing savings and \$229,828 are one-time savings.

The Budget and Legislative Analyst also recommends that \$27,162,000 of the FY 2019-20 proposed budget be put on Budget and Finance Reserve, as this funding was contingent on the passage of Measure D of the June 2018 elections, which was not approved by San Francisco voters.

Recommendations of the Budget and Legislative Analyst

REVISED 6/20/18

For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	203646 - HOM Programs													
9993M_Z Attrition Savings	(2.25)	(4.30)	(\$220,864)	(\$420,864)	\$200,000	x	x							
Mandatory Fringe Benefits			(\$93,876)	(\$173,476)	\$79,600	x	x							
	Total Savings \$279,600							Total Savings \$0						
	Increase attrition savings to account for staff turnover and hiring delays. The Department is projected to have \$1.1 million in salary savings in FY 2017-18. Furthermore, the Department decreased their budgeted attrition rate from 6.0 percent to 3.4 percent for the two upcoming fiscal years despite the projected salary savings in FY 2017-18 along with the addition of 6.16 FTE new positions and several upward position substitutions. The Department also has a vacancy rate of 14.7 percent.							One-time savings in FY 2018-19.						
Step Adjustments, Miscellaneous			(\$86,899)	(\$133,768)	\$46,869	x				(\$86,899)	(\$133,768)	\$46,869	x	
	Increase the budgeted position step adjustments for new staff positions.							Ongoing savings.						
Materials & Supplies			\$168,165	\$153,165	\$15,000	x				\$168,165	\$153,165	\$15,000	x	
	Total Savings \$15,000							Total Savings \$15,000						
	Reduce the materials & supplies budget in the programs division by \$15,000. The Dept. has underspent their materials and supplies budget by at least \$60,000 each fiscal year.							Ongoing savings.						

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

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For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	203645 - HOM Administration													
Rents-Leases-Bldgs&Struct-Bdgt										\$4,708,136	\$4,478,308	\$229,828	x	x
	One-time savings in FY 2019-20.							Reduce the rent, leases, buildings, and structures budget to reflect projected annual expenditures.						
9993M_Z Attrition Savings	(1.45)	(2.42)	(\$171,242)	(\$571,242)	\$60,000	x	x							
Mandatory Fringe Benefits			(\$68,112)	(\$91,992)	\$23,880	x	x							
	Total Savings \$83,880							Total Savings \$0						
	Increase attrition savings to account for the project \$1.1 million in salary savings for FY 2017-18. During FY 2017-18, the Department budgeted an attrition rate of 6.0 percent. The Department decreased their budgeted attrition rate to 3.4 percent for the two upcoming fiscal years despite the projected salary savings in FY 2017-18, addition of 6.16 FTE new positions, and several upward position substitutions. The Department also removed all step adjustments for positions that fall under HOM Administration.							One-time savings in FY 2018-19.						

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FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$363,480	\$61,869	\$425,349
Non-General Fund	\$0	\$0	\$0
Total	\$363,480	\$61,869	\$425,349

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$229,828	\$61,869	\$291,697
Non-General Fund	\$0	\$0	\$0
Total	\$229,828	\$61,869	\$291,697

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GF = General Fund
1T = One Time

For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

HOM - Homelessness and Supportive Housing

Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount					FTE		Amount				
	From	To	From	To	Savings	GF	1T	From	To	From	To	Savings	GF	1T
Recommended Close Out of Prior Year Appropriations														
	203646 - HOM Programs													
			\$390,225	\$0	\$390,225	x	x							
	Total Savings \$390,225													
	The Board of Supervisors placed \$390,225 on Budget and Finance Committee reserve to purchase furniture, fixtures, and equipment for 440 Turk Street that is not needed. Therefore the Budget and Finance Committee should request the Controller to close-out \$390,225 and make these funds available to the Board of Supervisors.													
			\$375,000	\$0	\$375,000	x	x							
	Total Savings \$375,000													
	Request the Controller to close out \$375,000 in prior year encumbrances and make these funds available to the Board of Supervisors.													

FY 2018-19

Total Policy/Reserve Recommendations

	One-Time	Ongoing	Total
General Fund	\$765,225	\$0	\$765,225
Non-General Fund	\$0	\$0	\$0
Total	\$765,225	\$0	\$765,225

FY 2019-20

Total Policy/Reserve Recommendations

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

GF = General Fund

1T = One Time

Budget and Finance Committee, June 21, 2018

Recommendations of the B. and Legislative Analyst
For Amendment of Budget Items in the FY 2018-19 and FY 2019-20 Two-Year Budget

REVIS /20/18

DAT - District Attorney														
Account Title	FY 2018-19							FY 2019-20						
	FTE		Amount		Savings	GF	1T	FTE		Amount		Savings	GF	1T
	From	To	From	To				From	To	From	To			
	DAT District Attorney													
Programmatic Projects-Budget			\$2,708,666	\$2,696,358	\$12,308	x	x					\$0		
	Utilize \$12,308 in carry-forward monies from Independent investigative Bureau budget from FY 2016-17 rather than budget new funds.							One time saving.						
Attrition Savings			(244,169)	(469,169)	\$225,000	x	x					\$0		
Mandatory Fringe Benefits			(98,105)	(173,105)	\$75,000	x	x					\$0		
	Total Savings \$300,000							Total Savings \$0						
	Utilize \$300,000 in carry-forward monies from the DA Victim Services Budget in FY 2017-18 rather than budget new funds.							One time saving.						
Attrition Savings			(\$575,041)	(\$633,119)	\$58,078	x	x					\$0		
Mandatory Fringe Benefits			(\$198,260)	(\$218,338)	\$20,078	x	x					\$0		
	Total Savings \$78,156							Total Savings \$0						
	Increase Attrition to reflect delays in hiring for DAT positions							One time saving.						
Attrition Savings			(1,947,713.00)	(\$1,969,107)	\$21,394	x	x					\$0		
Mandatory Fringe Benefits			(671,316.00)	(\$678,692)	\$7,376	x	x					\$0		
	Total Savings \$28,770							Total Savings \$0						
	Increase Attrition to reflect delays in hiring for DAT positions							One time saving.						

FY 2018-19			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$419,234	\$0	\$419,234
Non-General Fund	\$0	\$0	\$0
Total	\$419,234	\$0	\$419,234

FY 2019-20			
Total Recommended Reductions			
	One-Time	Ongoing	Total
General Fund	\$0	\$0	\$0
Non-General Fund	\$0	\$0	\$0
Total	\$0	\$0	\$0

GF = General Fund
1T = One Time

OFFICE OF THE MAYOR
SAN FRANCISCO



MARK FARRELL
MAYOR

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2018 JUN -1 AM 11:35

To: Angela Calvillo, Clerk of the Board of Supervisors
From: Kelly Kirkpatrick, Acting Mayor's Budget Director
Date: June 1, 2018
Re: Mayor's FY 2018-19 and FY 2019-20 Budget Submission

Madam Clerk,

In accordance with City and County of San Francisco Charter, Article IX, Section 9.100, the Mayor's Office hereby submits the Mayor's proposed budget by June 1st, corresponding legislation, and related materials for Fiscal Year 2018-19 and Fiscal Year 2019-20.

In addition to the Annual Appropriation Ordinance, Annual Salary Ordinance, and Mayor's Proposed FY 2018-19 and FY 2019-20 Budget Book, the following items are included in the Mayor's submission:

- The budget for the Treasure Island Development Authority for FY 2018-19 and FY 2019-20
- The budget for the Office of Community Investment and Infrastructure for FY 2018-19
- 15 separate pieces of legislation (see list attached)
- A Transfer of Function letter detailing the transfer of positions from one City department to another. See letter for more details.
- An Interim Exception letter
- A memo highlighting technical adjustments to the Mayor's Proposed May 1st Budget
- A letter addressing funding levels for consumer price index increases for nonprofit corporations or public entities for the coming two fiscal years

If you have any questions, please contact me at (415) 554-6125.

Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Board of Supervisors
Harvey Rose
Controller

DEPT	Budget & Finance Committee Calendar Date	Description or Title of Legislation	Type of Legislation
ADM	14-Jun	Neighborhood Beautification and Graffiti Clean-up Fund Tax Designation Ceiling	Ordinance
CON	14-Jun	Resolution Adjusting the Access Line Tax with the Consumer Price Index of 2018	Resolution
CON	14-Jun	Proposition J Contract Certification Specified Contracted-Out Services Previously Approved	Resolution
REC	14-Jun	Park Code - Tennis Center Fees	Ordinance
REC	14-Jun	Park Code - Golf Course Fees	Ordinance
CPC	15-Jun	Administrative Code – Planning Code Enforcement Fund	Ordinance
CPC	15-Jun	Planning Code - Fees for Certain Permits and Transportation Analysis	Ordinance
DAT	15-Jun	Administrative Code - Cash Revolving Fund for District Attorney's Office	Ordinance
DAT	15-Jun	Accept and Expend Grant - California Victim Compensation Board – Compensation for Crime Victims - \$2,164,014	Resolution
DPH	15-Jun	Health Code - Patient Rates 2017-2020	Ordinance
DPH	15-Jun	California Mental Health Services Authority – Participation Agreement – Presumptive Transfer	Resolution
DPH	15-Jun	Accept and Expend Grants- Recurring State Grant Funds - Department of Public Health- FY2018-2019	Resolution
HOM	15-Jun	Administrative Code - Mayor's Fund for the Homeless and Navigation Partnerships Fund	Ordinance
HOM	15-Jun	Homelessness and Supportive Housing Fund - FYs 2018-2019 and 2019-2020 Expenditure Plans	Resolution
POL	12-Jul	De-Appropriation and Re-Appropriation – Expenditures of \$6,174,381 Supporting Increased Workers' Compensation Expenditures – Police Department – FY 2017-2018	Ordinance

OFFICE OF THE MAYOR
SAN FRANCISCO



RECEIVED
OFFICE OF SUPERVISORS
SAN FRANCISCO

MARK FARRELL
MAYOR

To: Angela Calvillo, Clerk of the Board of Supervisors
From: Kelly Kirkpatrick, Acting Mayor's Budget Director
Date: June 1, 2018
Re: Notice of Transfer of Functions under Charter Section 4.132

This memorandum constitutes notice to the Board of Supervisors under Charter Section 4.132 of transfers of functions between departments within the Executive Branch. All positions are regular positions unless otherwise specified. The positions include the following:

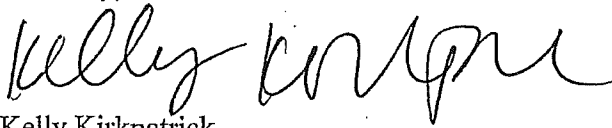
- Fourteen positions (1.0 FTE 0941 Manager VI, 2.0 FTE 1044 IS Engineer – Principal, 3.0 FTE 1043 IS Engineer – Senior, 1.0 FTE 1054 IS Business Analyst – Principal, 1.0 FTE 1042 IS Engineer – Journey, 1.0 FTE 1064 IS Programmer Analyst – Principal, 2.0 FTE 1053 IS Business Analyst – Senior, 1.0 FTE 1063 IS Programmer Analyst – Senior, 2.0 FTE 1052 IS Business Analyst) to be transferred from the Department of Technology (DT) to the City Administrator's (ADM) Digital Services Program. Currently, the Digital Services team is made up of both DT and ADM employees under ADM management. The program's consolidation within ADM will streamline efforts to improve the City's online service delivery.
- Eight positions (1.0 FTE 0941 Manager VI, 1.0 FTE 1043 IS Engineer – Senior, 1.0 FTE 1053 IS Business Analyst – Senior, 3.0 FTE 1054 IS Business Analyst – Principal, 1.0 FTE 1064 IS Programmer Analyst – Principal, and 1.0 FTE 1070 IS Project Director) to be transferred from the City Administrator's (ADM) JUSTIS program to the Department of Technology (DT). Currently, the JUSTIS program provides technical resources to integrate department case management systems and provide centralized maintenance and hosting to the JUSTIS Governance Council agencies. These technical functions will move to DT while the City Administrator continues to serve as Chair of the JUSTIS Governance Council.
- Three positions (1.0 FTE 0923 Manager II and 2.0 FTE 1823 Senior Administrative Analyst) to be transferred from the City Administrator's (ADM) Office of Short-Term Rentals to City Planning (CPC). Currently, the Office of Short-Term Rentals team is made up of both CPC and ADM employees under ADM management. The program's consolidation with City Planning will place both policy and enforcement activities in the same department.
- One position (1.0 FTE 1823 Senior Administrative Analyst) will transfer from the Human Services Agency (HSA) to the Department of Technology (DT) in order to centralize the Open Data team positions within DT.
- Two positions (1.0 FTE 1632 Senior Account Clerk and 1.0 FTE 2905 Senior Eligibility Worker) to be transferred from the Department of Homelessness and Supportive Housing (HSH) to the Mayor's Office of Housing and Community Development (MOHCD). These positions relate to the federal HOPWA (Housing Opportunities for People with

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200
SAN FRANCISCO, CALIFORNIA 94102-4681
TELEPHONE: (415) 554-6141

AIDS) program. The positions are moving into MOHCD because MOHCD manages the HOPWA Federal grant program for the City, and the positions are HOPWA-funded.

If you have any questions please feel free to contact my office.

Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Kirkpatrick". The signature is fluid and cursive, with the first name "Kelly" being more prominent.

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose
Controller



RECEIVED MARK FARRELL
BOARD OF SUPERVISORS MAYOR
SAN FRANCISCO

2018 JUN -1 AM 11:29

To: Angela Calvillo, Clerk of the Board of Supervisors
From: Kelly Kirkpatrick, Acting Mayor's Budget Director
Date: June 1, 2018
Re: Interim Exceptions to the Annual Salary Ordinance

I herein present exceptions to the Annual Salary Ordinance (ASO) for consideration by the Budget and Finance Committee of the Board of Supervisors. The City's standard practice is to budget new positions beginning in pay period 7, at 0.77 FTE. Where there is justification for expedited hiring, however, the Board may authorize exceptions to the Interim ASO, which allow new positions to be filled in the first quarter of the fiscal year, prior to final adoption of the budget.

Exceptions are being requested for the following positions:

General Fund Positions (49.0 FTE)

- **City Administrator (9.0 FTE)**

0922 Manager I (1.0 FTE): This position is off budget and funded by the Committee on Information Technology to lead the Digital Equity program. This would be a continuation of an expiring project-based position. This position will continue to serve as the central coordinator for City agencies and non-profits to close the digital divide by improving access and digital skills.

2992 Contract Compliance Officer I (2.0 FTE): These positions at the Contract Monitoring Division are funded by a work order from the Airport and will provide contract compliance services for critical capital projects currently underway at the Airport. Any delays in hiring these staff will result in delays to the capital projects at the Airport, resulting in further financial and operational losses.

1042 IS Engineer-Journey (1.0 FTE); 1043 IS Engineer-Senior (2.0 FTE); 1053 IS Business Analyst-Senior (1.0 FTE); 1054 IS Business Analyst-Principal (1.0 FTE): These positions in the Digital Services program are funded by a work order from the Mayor's Office of Housing and Community Development to develop the DAHLIA affordable housing portal. The work order was established mid-year during FY 2017-18 and the positions are currently being filled. Once filled, these hires will replace contractors currently developing the necessary functionalities of DAHLIA.

1823 Senior Administrative Analyst (1.0 FTE): This position at the Office of Citizen Engagement and Immigrant Affairs (OCEIA) will do community outreach ahead of the 2020 Census, ensuring an accurate census count and the financial resources and legislative representation that come with an accurate census count. It is critical this position be filled at the beginning of the fiscal year in order to ensure adequate time for planning and outreach ahead of the 2020 Census.

- **Adult Probation (6.0 FTE)**
 8529 Probation Assistant (1.0 FTE): This Probation Assistant was hired using temporary salary funds in the current year to relieve the Pretrial Diversion Project of some of its restitution-related duties. This interim exception represents the continuation of these crucial duties.

8434 Supervising Deputy Probation Officer (1.0 FTE) and 8530 Deputy Probation Officer (4.0 FTE): These five Probation Officers are being added to the budget in order to comply with new duties of the department since the passage of Prop 63, which requires Probation to actively investigate firearms possession among of subset of convicted individuals. The new law went into effect in January of 2018, and these Officers were hired in the spring; thus, an interim exception is necessary as to avoid interruption of these state-mandated services.
- **Assessor-Recorder (1.0 FTE)**
 0933 Manager 5 (1.0 FTE): The replacement of the Property Assessment system is a major IT project that has been funded by the Committee of Information Technology (COIT). In order to negotiate a scope of work and project schedule with the selected Property Assessment vendor, the department needed to hire a Project Director to avoid project delays. The department used temporary salary funds to fill the position, and plans to make the position PEX in July 2018. In the coming months, the Project Director will also be responsible for hiring and on-boarding all project staff in order to kick off the project in October 2018, once the system integrator and software contract has been fully executed.
- **Controller (6.0 FTE)**
 1052 IS Business Analyst (1.00 FTE); 1053 Senior IS Business Analyst (1.00 FTE); 1054 Principal IS Business Analyst (1.00 FTE); 1823 Senior Administrative Analyst (2.00 FTE); 1825 Principal Administrative Analyst II (1.00 FTE): These positions represent a continuation of the Strategic Sourcing team that manages the City's new Financial System and which is being made part of the Controller's Systems Division. These positions support procurement and work with the Office of Contract Administration, and will also support new modules in the financial system. These positions are proposed as limited term and these functions are currently staffed with members of the F\$P project team on expiring project positions.
- **District Attorney (4.0 FTE)**
 8132 District Attorney's Investigative Assist (1.0 FTE); 8133 Victim/Witness Investigator III (1.0 FTE); 8177 Attorney, Civil/Criminal (1.0 FTE); 8182 Head Attorney, Civil And Criminal (1.0 FTE): These positions support the continuation of the District Attorney's jail diversion pilot started in FY17-18, extending Weekend Rebooking for one more year as the Controller's Office collects more data on the pilot's effectiveness. These roles are currently performed by staff on expiring requisitions.
- **Public Health (10.0 FTE)**
 2230 Physician Specialist (1.5 FTE); 2320 Registered Nurse (1.5 FTE); 2409 Pharmacy Technician (0.5 FTE); 2454 Clinical Pharmacist (1.0 FTE); 2586 Health Worker II (3.0 FTE); 2589 Health Program Coordinator I (1.0 FTE); 2930 Psychiatric Social Worker (1.5 FTE): These positions support the continuation and expansion of the buprenorphine pilot program at the Department of Public Health.

- **Fire Department (2.0 FTE)**
H004 Inspector, Bureau of Fire Prevention & Public Safety (1.0 FTE) and H022 Lieutenant, Bureau of Fire Prevention & Public Safety (1.0 FTE). These off budget positions are funded through a work order with MTA for MUNI and currently filled as temporary requisitions.
- **Human Resources (1.0 FTE)**
8141 Workers Compensation Adjuster (1.0 FTE): This position supports workers compensation claims for the Recreation and Parks Department. This position is being brought in house, previously it was performed by a consultant. The transition is happening in June 2018, so the position will be filled as a temporary requisition in the current year.
- **Public Defender (10.0 FTE)**
8142 Public Defender's Investigator (3.0 FTE); 8177 Attorney, Civil/Criminal (5.0 FTE); 8446 Court Alternative Specialist I (2.0 FTE): Three of these positions (2 Investigators and 1 Attorney) support the continuation of the Public Defender's jail diversion pilot started in FY17-18, extending the Pretrial Release Unit for one more year as the Controller's Office collects more data on the pilot's effectiveness. The other 7 positions represent the FY17-18 mid-year supplemental of 7 additional positions to the Immigration Defense unit, including 1 Investigator, 4 Attorneys, and 2 Court Alternative Specialists.

Non-General Fund Positions (2.5 FTE)

- **City Administrator (2.0 FTE)**
0933 Manager V (1.0 FTE): This position at the Real Estate Division will oversee the reorganization of the City's permitting functions at the new one-stop permit center to be located in the new City office building at 49 South Van Ness. Position needs to be filled at the beginning of the fiscal year to ensure adequate time for planning and design of permit function process integration ahead of opening of the facility.

1404 Clerk (1.0 FTE): This position at Repro Mail is funded by a work order from PUC and will handle significantly increased PUC mailings for the expansion of CleanPowerSF needed in the beginning of the fiscal year. Prompt hiring is imperative to ensure comprehensive communication to CleanPowerSF enrollees.
- **Port (0.5 FTE)**
7327 Apprentice Maintenance Machinist 1 (0.5 FTE): This position completes the second year of a two year apprenticeship program. The role is currently filled and is required to convert to a new PEX requisition per a labor agreement.

Please do not hesitate to contact me if you have any questions regarding the requested interim exceptions to the Annual Salary Ordinance.

Sincerely,



Kelly Kirkpatrick

Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose
Controller

OFFICE OF THE MAYOR
SAN FRANCISCO



RECEIVED
SUPERVISOR
RATIFICADO

MARK FARRELL
MAYOR

2018 JUN -1 AM 11:30

BY _____

To: Angela Calvillo, Clerk of the Board of Supervisors
From: Kelly Kirkpatrick, Acting Mayor's Budget Director
Date: June 1, 2018
Re: Minimum Compensation Ordinance and the Mayor's FY 2018-19 and FY 2019-20
Proposed Budget

Madam Clerk,

Pursuant to Proposition J, the Minimum Wage Ordinance, passed by the voters of San Francisco in November 2014, the minimum wage effective July 1, 2018 will exceed the value of minimum compensation as defined in San Francisco Administrative Code, SEC 12P.3. This letter provides notice to the Board of Supervisors that the Mayor's Proposed Budget for Fiscal Years (FY) 2018-19 and FY 2019-20 contains funding to support minimum wage for nonprofit corporations and public entities in FY 2018-19 and FY 2019-20. Therefore, the FY 2018-19 and FY 2019-20 budget contains funding to support the minimum compensation at the level of the minimum wage for nonprofit corporations and public entities.

If you have any questions, please contact my office.

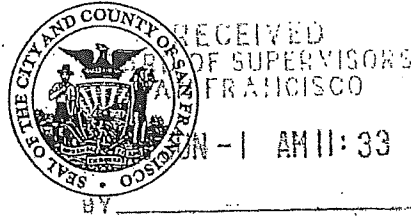
Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Kirkpatrick".

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Board of Supervisors
Harvey Rose
Controller

OFFICE OF THE MAYOR
SAN FRANCISCO



MARK FARRELL
MAYOR

June 1, 2018

Supervisor Malia Cohen
Chair, Budget and Finance Committee
Board of Supervisors, City and County of San Francisco
City Hall, 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Technical adjustments to the Mayor's Proposed May 1 Budget

Dear Chair Cohen,

Per Charter Section 9.101, the Mayor's Office hereby submits the following technical adjustments to the Mayor's Proposed May 1 Budget for FY 2018-19 and FY 2019-20. The May 1 budget is now part of the June 1 Mayor's proposed budget, however, since the Board of Supervisors has already reviewed these budgets, attached is a summary of the changes to these departments since the May 1 submission.

These adjustments include:

- Changes to salary and benefits, specifically changes to health and dental rates;
- Changes to citywide work orders;
- Balancing entries and transfers;
- Changes to revenues and subsequent baselines;
- Changes related to departmental capital budgets; and,
- Other small miscellaneous expenditure changes.

Please contact me at 554-6125 with any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kirkpatrick', is written over a horizontal line.

Kelly Kirkpatrick
Acting Mayor's Budget Director

cc: Members of the Budget and Finance Committee
Harvey Rose
Controller

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes	
GFS	BOA			232076	10000	10026677	1	10000	460126	Board Of Appeals Surcharge	1,023,950	1,026,263	2,313	1,023,950	1,054,630	30,680	Balancing entries and transfers	
GFS	BOA			232076	10000	10026677	1	10000	581083	ADM-Real Estate 49 SVN Rent	-	-	-	(13,169)	12,649	(520)	Changes to Citywide Workorders	
GFS	BOA			232076	10000	10026677	1	10000	581210	DT Technology Infrastructure	10,109	10,557	216	10,169	10,520	239	Changes to Citywide Workorders	
GFS	BOA			232076	10000	10026677	1	10000	581360	DT Telecommunications Services	895	567	-	878	482	(102)	Changes to Citywide Workorders	
GFS	BOA			232076	10000	10026677	1	10000	581890	GF-Rent Paid To Real Estate	42,923	48,312	1,539	40,806	49,852	962	Changes to Citywide Workorders	
GFS	BOA			232076	10020	10026677	1	20396	460126	Board Of Appeals Surcharge	-	300,000	300,000	-	-	-	-	Use of reserve for one-time project
GFS	BOA			232076	10020	10026677	1	20396	506070	Programmatic Projects-Budget	-	300,000	300,000	-	-	-	-	Use of reserve for one-time project
GFS	LLB			232051	10000	10026756	1	10000	581140	DT Technology Projects	11,646	8,046	3,600	11,646	8,046	3,600	Changes to Citywide Workorders	
GFS	LLB			232051	10000	10026756	1	10000	581210	DT Technology Infrastructure	16,839	10,846	1,119	16,875	11,005	1,314	Changes to Citywide Workorders	
GFS	LLB			232051	10000	10026756	1	10000	581360	DT Telecommunications Services	12,337	8,989	(4)	12,067	8,900	(363)	Changes to Citywide Workorders	
GFS	LLB			232051	10000	10026756	1	10000	581650	Leases Paid To Real Estate	-	175,000	175,000	-	-	-	-	Use of current year savings for one-time project
GFS	LLB			232051	10000	10026756	1	10000	581650	Leases Paid To Real Estate	1,175,811	1,301,961	(384)	1,041,839	1,435,861	(456)	Changes to Citywide Workorders	
GFS	RET	207980		207980	10020	10024407	1	17410	460199	Other General Government Chrg	976,070	1,629,549	(1,089)	1,342,211	1,262,084	(2,413)	Balancing entries and transfers	
GFS	RET	207980		207980	10020	10024407	1	17410	581650	Leases Paid To Real Estate	106,019	106,013	(32)	94,420	117,607	(37)	Changes to Citywide Workorders	
Self Supporting	AIR	109648	109653	109653	17960	10001629	1	10000	515010	Health Service-City Match	107,904	100,600	48	114,431	106,589	100	Changes to Health and Dental Rates	
Self Supporting	AIR	109648	109653	109653	17960	10001629	1	10000	515710	Dependent Coverage	265,664	245,746	130	281,769	260,383	274	Changes to Health and Dental Rates	
Self Supporting	AIR	109648	109653	109653	17960	10001629	1	10000	516010	Dental Coverage	36,453	33,752	73	36,271	33,518	125	Changes to Health and Dental Rates	
Self Supporting	AIR	109648	109653	109653	17960	10001629	1	10000	581130	GF-Con-Internal Audits	866,362	1,139,616	(124)	856,236	1,148,975	(891)	Changes to Citywide Workorders	
Self Supporting	AIR	109648	109653	109653	17960	10001629	1	10000	581245	GF-CON-Information System Ops	2,548,545	3,261,634	(23,747)	2,501,007	3,279,794	(53,125)	Changes to Citywide Workorders	
Self Supporting	AIR	109648	109653	109653	17960	10026671	1	10000	515010	Health Service-City Match	6,959	14,263	(48)	8,266	16,108	(100)	Changes to Health and Dental Rates	
Self Supporting	AIR	109648	109653	109653	17960	10026671	1	10000	515710	Dependent Coverage	16,356	36,274	(130)	19,744	41,130	(274)	Changes to Health and Dental Rates	
Self Supporting	AIR	109648	109653	109653	17960	10026671	1	10000	516010	Dental Coverage	2,190	4,891	(73)	2,440	5,193	(125)	Changes to Health and Dental Rates	
Self Supporting	AIR	109672	109677	109677	17960	10026671	1	10000	515010	Health Service-City Match	23,106	14,625	55	24,711	15,605	116	Changes to Health and Dental Rates	
Self Supporting	AIR	109672	109677	109677	17960	10026671	1	10000	515710	Dependent Coverage	57,543	39,690	117	61,516	42,347	245	Changes to Health and Dental Rates	
Self Supporting	AIR	109672	109677	109677	17960	10026671	1	10000	516010	Dental Coverage	7,936	5,364	70	7,985	5,364	119	Changes to Health and Dental Rates	
Self Supporting	AIR	109672	109685	109685	17960	10026671	1	10000	581710	Is-Purch-Centrl Shop-AutoMaint	13,987	14,832	(79)	13,605	15,212	(61)	Changes to Citywide Workorders	
Self Supporting	AIR	109672	109687	109687	17960	10026671	1	10000	515010	Health Service-City Match	195,045	201,978	(45)	193,039	200,484	(95)	Changes to Health and Dental Rates	
Self Supporting	AIR	109672	109687	109687	17960	10026671	1	10000	515710	Dependent Coverage	717,557	736,598	(125)	711,006	731,451	(261)	Changes to Health and Dental Rates	
Self Supporting	AIR	109672	109687	109687	17960	10026671	1	10000	516010	Dental Coverage	90,434	93,027	(71)	83,930	86,572	(120)	Changes to Health and Dental Rates	
Self Supporting	AIR	109711	207960	207960	18000	10001631	3	10002	520100	Overhead Recovery	(5,184,547)	(5,084,378)	6,549	(5,315,227)	(5,330,474)	13,009	Balancing entries and transfers	
Self Supporting	AIR	109732	109732	109732	17960	10026671	1	10000	581710	Is-Purch-Centrl Shop-AutoMaint	1,684	1,786	(10)	1,638	1,832	(10)	Changes to Citywide Workorders	
Self Supporting	AIR	228993	109657	109657	17960	10026669	1	10000	515010	Health Service-City Match	27,581	19,100	55	29,988	20,882	116	Changes to Health and Dental Rates	
Self Supporting	AIR	228993	109657	109657	17960	10026669	1	10000	515710	Dependent Coverage	64,312	46,459	117	69,956	50,787	245	Changes to Health and Dental Rates	
Self Supporting	AIR	228993	109657	109657	17960	10026669	1	10000	516010	Dental Coverage	9,153	6,581	70	9,362	6,741	119	Changes to Health and Dental Rates	
Self Supporting	AIR	228993	109657	109657	17960	10026671	1	10000	515010	Health Service-City Match	2,846	10,250	(48)	4,013	11,855	(100)	Changes to Health and Dental Rates	
Self Supporting	AIR	228993	109657	109657	17960	10026671	1	10000	515710	Dependent Coverage	7,690	27,608	(130)	10,528	31,914	(274)	Changes to Health and Dental Rates	
Self Supporting	AIR	228993	109657	109657	17960	10026671	1	10000	516010	Dental Coverage	1,130	3,831	(73)	1,405	4,158	(125)	Changes to Health and Dental Rates	
Self Supporting	AIR	228994	228994	228994	17960	10001761	3	10000	499999	Beg Fund Balance - Budget Only	6,396,616	39,126,202	(361,090)	(88,562,772)	89,593,157	1,030,385	Balancing entries and transfers	
Self Supporting	AIR	228994	228994	228994	17970	10026522	11	17752	499999	Beg Fund Balance - Budget Only	7,396,938	7,391,087	(1,573)	2,437,259	2,467,077	(3,122)	Balancing entries and transfers	
Self Supporting	CSS	229264	11300	10001654	2	10000	501010	Perm Salaries-Misc-Regular	5,762,655	5,746,984	10,729	5,428,060	5,809,890	23,434	Balancing entries and transfers			
Self Supporting	CSS	229264	11300	10001654	2	10000	513010	Retire City Misc	1,096,141	1,093,163	2,038	1,029,783	1,102,148	4,441	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	514010	Social Security (Costl & HI)	342,040	344,114	634	323,805	346,452	1,389	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	514020	Social Sec-Medicare(HI Only)	84,419	84,192	155	79,567	85,103	340	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	515010	Health Service-City Match	249,337	248,712	459	248,878	266,154	802	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	515710	Dependent Coverage	546,661	545,279	1,018	545,306	583,556	1,774	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	516010	Dental Coverage	76,462	76,262	150	71,318	76,489	71	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	517010	Unemployment Insurance	15,719	15,676	29	14,815	15,846	69	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	519110	Flexible Benefit Package	12,238	12,188	36	11,693	13,065	64	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	519120	Long Term Disability Insurance	20,821	20,766	37	19,671	20,992	81	Changes to Health and Dental Rates			
Self Supporting	CSS	229264	11300	10001654	2	10000	581130	GF-Con-Internal Audits	26,642	25,473	39	27,195	25,437	556	Changes to Citywide Workorders			
Self Supporting	CSS	229264	11300	10001654	2	10000	581245	GF-CON-Information System Ops	33,631	31,270	(257)	33,057	31,434	(667)	Changes to Citywide Workorders			
Self Supporting	CSS	229264	11300	10001654	2	10000	581360	DT Telecommunications Services	108,741	68,785	(614)	106,659	71,660	179	Changes to Citywide Workorders			
Self Supporting	CSS	229264	11300	10001654	2	10000	581710	Is-Purch-Centrl Shop-AutoMaint	3,338	1,861	(9)	3,290	1,909	(9)	Changes to Citywide Workorders			
Self Supporting	CSS	229264	11300	10001654	3	10000	581210	DT Technology Infrastructure	148,610	144,927	4,355	138,097	143,448	3,829	Changes to Citywide Workorders			
Self Supporting	DBI	109736	207948	207948	10190	10001656	1	10000	581083	ADM-Real Estate 49 SVN Rent	-	-	-	(433,607)	416,490	(17,117)	Changes to Citywide Workorders	
Self Supporting	DBI	109736	207948	207948	10190	10001656	1	10000	581130	GF-Con-Internal Audits	43,458	44,869	(39)	44,176	44,088	(102)	Changes to Citywide Workorders	
Self Supporting	DBI	109736	207948	207948	10190	10001656	1	10000	581210	DT Technology Infrastructure	352,089	328,451	20,440	353,529	323,175	16,604	Changes to Citywide Workorders	
Self Supporting	DBI	109736	207948	207948	10190	10001656	1	10000	581360	DT Telecommunications Services	187,468	123,855	(311)	183,743	109,900	(17,991)	Changes to Citywide Workorders	
Self Supporting	DBI	109736	207948	207948	10190	10001656	1	10000	581650	Leases Paid To Real Estate	3,303,421	3,4						

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GFs Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes	
Self Supporting	DBI	229344	207949	207949	10190	10001658	1	10000	581130	GF-Con-Internal Audits	32,343	33,394	(29)	32,878	32,812	(76)	Changes to Citywide Workorders	
Self Supporting	DBI	229344	207949	207949	10190	10001658	1	10000	581710	Is-Purch-Centr Shop-AutoMaint	596	1,568	(8)	556	1,608	(58)	Changes to Citywide Workorders	
Self Supporting	ENV		229994	229994	12200	10026725	1	10000	519010	Fringe Adjustments-Budget	(21,991)	(18,656)	3,335	(21,991)	(14,607)	7,384	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	229994	12200	10026725	1	10000	581130	GF-Con-Internal Audits	16,767	16,736	479	16,452	16,803	(231)	Changes to Citywide Workorders	
Self Supporting	ENV		229994	22210	10022482		1	16633	519010	Fringe Adjustments-Budget	-	52	(52)	-	100	(100)	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10000477		1	10001	519010	Fringe Adjustments-Budget	3	1	4	(2)	3	(1)	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10000495		1	10001	519010	Fringe Adjustments-Budget	(3)	1	(2)	2	(1)	1	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10000509		1	10001	519010	Fringe Adjustments-Budget	2	-	2	(2)	2	-	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10016274		1	10001	519010	Fringe Adjustments-Budget	(3)	3	-	1	-	1	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10016297		1	10001	519010	Fringe Adjustments-Budget	1	(2)	(1)	2	(2)	-	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10016482		1	10001	519010	Fringe Adjustments-Budget	(1)	1	-	(1)	-	-	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10029301		2	10001	519010	Fringe Adjustments-Budget	-	64	64	-	125	(125)	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10029311		2	10001	519010	Fringe Adjustments-Budget	-	215	215	-	428	(428)	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	22230	10029609		1	10001	519010	Fringe Adjustments-Budget	(1)	3	2	(5)	5	-	Changes to Health and Dental Rates	
Self Supporting	ENV		229994	13990	10026725		1	10000	460148	Solid Waste Impound Acct Fee	11,471,339	11,441,806	(29,533)	11,790,183	11,748,977	(41,206)	Balancing entries and transfers	
Self Supporting	ENV		229994	13990	10026725		1	10000	581130	GF-Con-Internal Audits	22,225	22,186	635	21,809	22,274	(307)	Changes to Citywide Workorders	
Self Supporting	ENV		229994	13990	10026725		1	10000	581210	DT Technology Infrastructure	175,002	89,531	(20,799)	175,602	88,877	(20,853)	Changes to Citywide Workorders	
Self Supporting	ENV		229994	13990	10026725		1	10000	581360	DT Telecommunications Services	26,338	29,320	(438)	25,445	27,725	(2,876)	Changes to Citywide Workorders	
Self Supporting	ENV		229994	14000	10016233		1	15740	519010	Fringe Adjustments-Budget	(16,106)	19,124	3,018	(62,525)	68,525	(6,000)	Changes to Health and Dental Rates	
Self Supporting	LIB		232048	13080	10009369		4	11451	495010	ITI Fr 25/Lib-Public LibraryFd	14,599,323	15,599,323	1,000,000	3,800,000	3,800,000	-	Balancing entries and transfers	
Self Supporting	LIB		232048	13080	10009369		4	11451	567000	Bldgs,Struct&Imprv Proj-Budget	14,599,323	15,599,200	999,877	(1,406,358)	9,006,358	-	Balancing entries and transfers	
Self Supporting	LIB		232048	13080	10009369		10	11452	499001	OTI Fr 1G-General Fund	-	150,000	-	-	-	(150,000)	Balancing entries and transfers	
Self Supporting	LIB		232048	13080	10009369		10	11452	495010	ITI Fr 25/Lib-Public LibraryFd	100,000	1,168,572	1,068,572	-	1,050,000	1,050,000	-	Balancing entries and transfers
Self Supporting	LIB		232048	13080	10009369		10	11452	567000	Bldgs,Struct&Imprv Proj-Budget	250,000	1,318,695	1,068,695	-	1,050,000	1,050,000	-	Balancing entries and transfers
Self Supporting	LIB		232048	13080	10032979		1	20181	495010	ITI Fr 25/Lib-Public LibraryFd	9,842,772	9,842,772	-	1,428,626	11,691,342	(150,000)	Balancing entries and transfers	
Self Supporting	LIB		232048	13140	10026751		1	10000	410110	Prop Tax Curr Yr-Secured	57,612,000	55,531,000	1,678,000	60,025,000	56,658,000	(3,367)	Revenue and Baseline Changes	
Self Supporting	LIB		232048	13140	10026751		1	10000	410310	Supp Asst S8813-Cy Secured	(19,000)	1,062,000	(13,000)	144,000	797,000	(9,000)	Revenue and Baseline Changes	
Self Supporting	LIB		232048	13140	10026751		1	10000	410410	Supp Asst S8813-Py Secured	(41,000)	2,862,000	(27,000)	320,000	1,771,000	(21,000)	Revenue and Baseline Changes	
Self Supporting	LIB		232048	13140	10026751		1	10000	410920	Prop Tax Ab 1290 Rds Passthrg	970,000	1,237,000	39,000	970,000	1,237,000	39,000	Revenue and Baseline Changes	
Self Supporting	LIB		232048	13140	10026751		1	10000	492001	CTI Fr 1G-General Fund	82,430,000	83,630,000	260,000	85,330,000	85,030,000	(600,000)	Revenue and Baseline Changes	
Self Supporting	LIB		232048	13140	10026751		1	10000	499999	Beg Fund Balance - Budget-Only	(12,615,397)	12,615,397	-	(11,927)	986,143	974,216	Balancing entries and transfers	
Self Supporting	LIB		232048	13140	10026751		1	10000	581130	GF-Con-Internal Audits	241,451	318,905	938	269,558	301,728	(11,868)	Changes to Citywide Workorders	
Self Supporting	LIB		232048	13140	10026751		1	10000	581245	GF-CON-Information System Ops	271,496	282,644	(2,326)	266,306	284,130	(6,030)	Changes to Citywide Workorders	
Self Supporting	LIB		232048	13140	10026751		1	10000	595100	ITO To 25/Lib-Public LibraryFd	9,842,772	9,842,772	-	1,428,626	11,691,342	(150,000)	Balancing entries and transfers	
Self Supporting	LIB		232048	13140	10026753		1	10000	581065	Adm-Real Estate Special Svcs	178,531	214,717	(298)	168,037	224,390	(1,119)	Changes to Citywide Workorders	
Self Supporting	LIB		232048	13140	10026753		1	10000	581710	Is-Purch-Centr Shop-AutoMaint	147,818	93,753	(499)	145,403	96,155	(512)	Changes to Citywide Workorders	
Self Supporting	LIB		232048	13140	10026753		1	10000	595100	ITO To 25/Lib-Public LibraryFd	14,599,323	15,599,323	1,000,000	3,800,000	3,800,000	-	Balancing entries and transfers	
Self Supporting	LIB		232048	13140	10026753		1	10000	595100	ITO To 25/Lib-Public LibraryFd	100,000	1,168,572	1,068,572	-	1,050,000	1,050,000	-	Balancing entries and transfers
Self Supporting	LIB		232048	13140	10026754		1	10000	515010	Health Service-City Match	(3,676)	3,628	(48)	(3,971)	3,871	(100)	Changes to Health and Dental Rates	
Self Supporting	LIB		232048	13140	10026754		1	10000	515710	Dependent Coverage	(10,024)	9,894	(130)	(10,830)	10,556	(274)	Changes to Health and Dental Rates	
Self Supporting	LIB		232048	13140	10026754		1	10000	516010	Dental Coverage	(1,387)	1,314	(73)	(1,439)	1,314	(125)	Changes to Health and Dental Rates	
Self Supporting	LIB		232048	13140	10026754		1	10000	581210	DT Technology Infrastructure	1,173,905	1,377,758	35,101	1,181,844	1,367,013	(32,295)	Changes to Citywide Workorders	
Self Supporting	LIB		232048	13140	10026754		1	10000	581360	DT Telecommunications Services	1,068,699	355,431	(414)	1,058,023	342,389	(24,132)	Changes to Citywide Workorders	
Self Supporting	LIB		232048	13140	10026754		1	10000	581360	DT Telecommunications Services	86,000	71,963	(147)	83,827	71,840	(12,767)	Changes to Citywide Workorders	
Self Supporting	MTA	103745	103742	207801	22870	10001723	1	10000	581710	Is-Purch-Centr Shop-AutoMaint	482,934	408,939	(2,175)	472,401	419,415	(2,131)	Changes to Citywide Workorders	
Self Supporting	MTA	103745	103742	207801	22870	10001723	1	10000	581890	GF-Rent Paid To Real Estate	643,568	703,423	22,061	615,725	722,943	(13,738)	Changes to Citywide Workorders	
Self Supporting	MTA	103745	103742	207965	22890	10033299	1	20325	567000	Bldgs,Struct&Imprv Proj-Budget	-	5,000,000	5,000,000	-	5,000,000	5,000,000	-	Balancing entries and transfers
Self Supporting	MTA	103745	103742	207965	23035	10009618	6	11525	412601	CTI Fr 1G-ForMTA Populth BL	11,870,000	12,730,000	860,000	12,880,000	13,840,000	960,000	Revenue and Baseline Changes	
Self Supporting	MTA	103745	103742	207965	23035	10009676	1	11524	567000	Bldgs,Struct&Imprv Proj-Budget	(11,870,000)	12,730,000	860,000	(12,880,000)	13,840,000	960,000	Balancing entries and transfers	
Self Supporting	MTA	103745	103742	207965	23040	10009931	28	20412	499001	OTI Fr SM-MTA Transit Funds	-	2,000,000	2,000,000	-	-	-	Balancing entries and transfers	
Self Supporting	MTA	103745	103742	207965	23040	10009931	28	20412	567000	Bldgs,Struct&Imprv Proj-Budget	-	2,000,000	2,000,000	-	-	-	Capital Related Changes	
Self Supporting	MTA	103745	138749	207809	22305	10001722	-2	10000	579030	MTA Division OH Cost Recovery	(779,771)	(1,042,492)	(11,463)	(755,405)	(1,059,049)	(3,654)	Balancing entries and transfers	
Self Supporting	MTA	103745	138749	207809	22305	10001722	2	10000	581360	DT Telecommunications Services	121,180	101,401	(63)	118,118	101,228	(9,889)	Changes to Citywide Workorders	
Self Supporting	MTA	103745	138749	207809	22305	10001722	2	10000	581890	GF-Rent Paid To Real Estate	359,948	380,448	11,126	344,644	391,178	7,552	Changes to Citywide Workorders	
Self Supporting	MTA	103745	165645	165646	22870	10001723	1	10000	581710	Is-Purch-Centr Shop-AutoMaint	80,519	66,462	(353)	28,807	68,165	(362)	Changes to Citywide Workorders	
Self Supporting	MTA	103745	165649	165652	22870	10001722	1	10000	501010	Pern Salaries-Misc-Regular	51,060	254,915	(203,855)	51,428	255,283	(203,855)	Corrected salary entries	
Self Supporting	MTA	103745	165649	165652	22870	10001722	1	10000	514010	Social Security (Oasdi & HI)	2,592	15,231	(12,639)	2,966	15,605	(12,639)	Changes to Health and Dental Rates	
Self Supporting	MTA	103745	165649	165652	22870	10001722	1	10000	514020	Social Sec-Medicare(HI Only)	740	3,695	(2,956)	746	3,702	(2,956)	Changes to Health and Dental Rates	

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes
Self Supporting	MTA	103745	180644	207813	22870	10003725	1	10000	520180	Department Overhead	4,108,336	4,324,857	14,079	4,276,003	4,452,539	15,138	Balancing entries and transfers
Self Supporting	MTA	103745	180644	207813	22870	10003725	1	10000	-	Other Safety Expenses	-1,610	1,242	(368)	-1,610	1,228	(382)	Balancing entries and transfers
Self Supporting	MTA	103745	180644	207813	22870	10001725	1	10000	581130	GF-Con-Internal Audits	78,498	87,946	368	74,167	92,291	382	Changes to Citywide Workorders
Self Supporting	MTA	103773	103759	103760	22265	10001719	23	10000	515010	Health Service-City Match	45,073	52,377	(48)	48,044	55,886	(100)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	103759	103760	22265	10001719	23	10000	515710	Dependent Coverage	118,505	136,423	(137)	126,302	147,688	(274)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	103759	103760	22265	10001719	23	10000	516010	Dental Coverage	15,966	18,667	(73)	15,914	18,667	(135)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	103759	138710	22305	10001719	23	-10000	581130	GF-Con-Internal Audits	270,565	303,129	1,268	255,687	318,105	-1,316	Changes to Citywide Workorders
Self Supporting	MTA	103773	103769	138725	22260	10001719	23	10000	515010	Health Service-City Match	(146,483)	151,801	(1,938)	(158,310)	161,958	(4,094)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	103769	138725	22260	10001719	23	10000	515710	Dependent Coverage	(476,695)	490,135	(6,348)	(515,123)	522,970	(13,265)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	103769	138725	22260	10001719	23	10000	516010	Dental Coverage	(64,109)	63,277	(3,460)	(66,593)	63,277	(5,884)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	139649	139650	22870	10001723	1	10000	581710	Is-Purch-Centri Shop-AutoMaint	3,779	2,183	(12)	3,723	2,239	(12)	Changes to Citywide Workorders
Self Supporting	MTA	103773	139649	139651	22260	10001719	23	10000	515010	Health Service-City Match	271,886	264,582	48	290,136	282,294	-100	Changes to Health and Dental Rates
Self Supporting	MTA	103773	139649	139651	22260	10001719	23	10000	515710	Dependent Coverage	-586,404	566,486	130	625,818	604,432	274	Changes to Health and Dental Rates
Self Supporting	MTA	103773	139649	139651	22260	10001719	23	10000	516010	Dental Coverage	82,585	79,884	73	82,697	79,884	125	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175646	207786	22260	10001719	9	-10000	515010	Health Service-City Match	170,814	211,946	(266)	176,666	231,302	(696)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175646	207786	22260	10001719	9	10000	515710	Dependent Coverage	366,718	453,304	(568)	379,538	494,547	(1,470)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175646	207786	22260	10001719	9	10000	516010	Dental Coverage	51,209	63,683	(340)	49,396	65,122	(714)	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175646	207787	22260	10001719	9	-10000	515010	Health Service-City Match	6,954	(1,527)	55	7,476	(1,630)	-116	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175646	207787	22260	10001719	9	10000	515710	Dependent Coverage	16,136	(1,717)	117	17,337	(1,832)	245	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175646	207787	22260	10001719	9	10000	516010	Dental Coverage	2,274	(298)	70	2,323	(298)	-119	Changes to Health and Dental Rates
Self Supporting	MTA	103773	175648	207780	22305	10001719	23	10000	579030	MTA Division OH Cost Recovery	(353,217)	(355,749)	(1,268)	(345,807)	(363,207)	(1,316)	Balancing entries and transfers
Self Supporting	MTA	138672	138678	138678	22420	10031008	1	14421	474515	Community Improvement/Impact Fee	(2,224,000)	2,550,000	326,000	(2,575,000)	2,575,000	-	Balancing entries and transfers
Self Supporting	MTA	138672	138678	138678	22420	10031008	1	14421	567000	Bldgs,Struct&Imprv Pro-Budget	(2,224,000)	2,550,000	326,000	(2,575,000)	2,575,000	-	Balancing entries and transfers
Self Supporting	MTA	138672	138678	138678	22455	10011915	1	14351	412601	CTI Fr 18-GF ForMTA Popultn BL	35,620,000	38,190,000	2,570,000	38,650,000	41,520,000	2,870,000	Revenue and Baseline Changes
Self Supporting	MTA	138672	138678	138678	22455	10031004	1	14352	567000	Bldgs,Struct&Imprv Pro-Budget	(35,620,000)	38,190,000	2,570,000	(38,650,000)	41,520,000	2,870,000	Balancing entries and transfers
Self Supporting	MTA	138672	138678	138678	22460	10011844	2	14153	567000	Bldgs,Struct&Imprv Pro-Budget	-	2,370,000	2,370,000	-	-	-	Balancing entries and transfers
Self Supporting	MTA	138672	138678	138678	22460	10011844	2	14153	598040	Designated For General Reserve	2,370,000	-	(2,370,000)	-	-	-	Balancing entries and transfers
Self Supporting	MTA	138672	138680	138680	22305	10001721	23	10000	579030	MTA Division OH Cost Recovery	(3,460,605)	(3,537,476)	(47,521)	(2,960,064)	(3,599,973)	(25,411)	Balancing entries and transfers
Self Supporting	MTA	138672	138686	138688	22305	10001721	23	10000	581210	IT Technology Infrastructure	110,999	140,204	4,043	111,775	138,899	3,514	Changes to Citywide Workorders
Self Supporting	MTA	138672	138686	138688	22305	10001721	23	10000	581360	IT Telecommunications Services	180,138	150,736	(986)	175,587	150,479	(5,794)	Changes to Citywide Workorders
Self Supporting	MTA	138672	138686	138688	22305	10001721	23	10000	581880	GP-Rent Paid To Real Estate	1,319,882	1,395,052	44,464	1,263,764	1,434,397	27,691	Changes to Citywide Workorders
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	501010	Perm Salaries-Misc-Regular	6,296,986	1,878,859	95,551	6,301,125	1,937,605	96,862	Corrected salary entries
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	513010	Retire City Miss	1,199,197	357,403	18,255	1,195,807	367,922	18,295	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	514010	Social Security (Oasdi & HI)	419,046	145,126	5,924	419,253	148,711	5,970	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	514020	Social Sec-Medicare (HI Only)	97,941	33,880	1,385	98,001	34,729	1,396	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	515010	Health Service-City Match	184,257	52,299	3,404	196,229	57,099	4,518	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	515710	Dependent Coverage	804,349	236,037	15,758	856,117	257,711	20,552	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	516010	Dental Coverage	100,810	29,319	3,463	101,451	30,000	4,785	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	517010	Unemployment Insurance	18,242	6,304	258	18,249	6,467	260	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10001724	16	10000	519120	Long-Term Disability Insurance	24,237	6,967	374	24,250	7,196	376	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10033100	21	10000	515010	Health Service-City Match	-	-	-	(61,734)	60,179	(1,555)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10033100	21	10000	515710	Dependent Coverage	-	-	-	(152,287)	148,443	(3,844)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207854	22260	10033100	21	10000	516010	Dental Coverage	-	-	-	(20,799)	18,996	(1,803)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207855	22260	10001724	16	10000	515010	Health Service-City Match	27,664	39,862	(80)	27,467	44,447	(220)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207855	22260	10001724	16	10000	515710	Dependent Coverage	210,443	295,648	(561)	210,142	328,954	(1,516)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207855	22260	10001724	16	10000	516010	Dental Coverage	23,965	34,039	(274)	22,171	35,509	(604)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207855	22260	10033100	21	10000	515010	Health Service-City Match	-	-	-	(3,311)	3,226	(85)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207855	22260	10033100	21	10000	515710	Dependent Coverage	-	-	-	(23,169)	22,579	(584)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207855	22260	10033100	21	10000	516010	Dental Coverage	-	-	-	(2,683)	2,450	(233)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207856	22260	10001724	16	10000	515010	Health Service-City Match	46,810	73,710	(180)	44,754	82,959	(495)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207856	22260	10001724	16	10000	515710	Dependent Coverage	388,573	580,286	(1,261)	387,202	649,529	(3,411)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207856	22260	10001724	16	10000	516010	Dental Coverage	43,785	65,453	(618)	39,750	69,747	(1,359)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207856	22260	10033100	21	10000	515010	Health Service-City Match	-	-	-	(16,556)	16,131	(425)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207856	22260	10033100	21	10000	515710	Dependent Coverage	-	-	-	(115,816)	112,897	(2,919)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207856	22260	10033100	21	10000	516010	Dental Coverage	-	-	-	(13,414)	12,250	(1,164)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207858	22260	10001724	16	10000	515010	Health Service-City Match	281,415	120,276	1,045	301,341	128,327	2,204	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207858	22260	10001724	16	10000	515710	Dependent Coverage	565,818	226,611	2,223	606,000	241,789	4,655	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207858	22260	10001724	16	10000	516010	Dental Coverage	81,768	32,900	1,330	82,699	32,900	2,261	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207860	22260	10001724	21	10000	515010	Health Service-City Match	138,150	184,732	(302)	139,529	204,491	(830)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207860	22260	10001724	21	10000	515710	Dependent Coverage	452,944	589,417	(897)	460,224	650,528	(2,430)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207860	22260	10001724	21	10000	516010	Dental Coverage	57,853	76,212	(503)	54,586	78,879	(1,103)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207860	22260	10033100	21	10000	515010	Health Service-City Match	-	-	-	(13,719)	13,372	(347)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207860	22260	10033100	21	10000	515710	Dependent Coverage	-	-	-	(42,315)	41,248	(1,067)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	138773	207860	22260	10033100	21	10000	516010	Dental Coverage	-	-	-	(5,524)	5,044	(480)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149697	149699	22260	10001724	2	10000	515010	Health Service-City Match	32,085	38,775	(44)	33,278	42,263	(115)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149697	149699	22260	10001724	2	10000	515710	Dependent Coverage	75,472	85,452	(64)</				

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes
Self Supporting	MTA	138753	149697	149699	22260	10001724	2	10000	516010	Dental Coverage	10,430	11,964	(40)	10,068	12,266	(100)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149697	149699	22260	10001724	2	10000	519110	Flexible Benefit Package	9,124	8,485	5	9,737	9,052	9	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149697	149699	22260	10001724	2	10000	549990	Other Materials & Supplies	37,180	50,429	(6,751)	27,180	60,174	(7,006)	Balancing entries and transfers
Self Supporting	MTA	138753	149697	149701	22260	10001724	23	10000	581130	GF-Conf-Internal Audits	1,440,199	1,613,536	6,751	1,360,740	1,693,250	7,006	Changes to Citywide Workorders
Self Supporting	MTA	138753	149697	207893	22260	10001724	2	10000	515010	Health Service-City Match	39,044	43,113	(27)	40,970	46,645	(73)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149697	207893	22260	10001724	2	10000	515710	Dependent Coverage	94,384	113,111	(123)	97,537	123,651	(334)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149697	207893	22260	10001724	2	10000	516010	Dental Coverage	12,907	15,310	(65)	12,479	15,659	(144)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149708	22260	10001724	6	10000	515010	Health Service-City Match	(9,893)	45,712	(361)	(19,966)	57,576	(992)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149708	22260	10001724	6	10000	515710	Dependent Coverage	(57,242)	127,387	(1,209)	(92,308)	165,151	(3,291)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149708	22260	10001724	6	10000	516010	Dental Coverage	(7,565)	17,298	(679)	(11,992)	20,911	(1,493)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149708	22260	10001724	6	10000	519110	Flexible Benefit Package	(401)	15,137	(102)	(3,057)	18,609	(278)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	501010	Perm Salaries-Misc-Regular	624,984	2,446,897	1,821,913	629,792	4,168,730	3,538,938	Corrected salary entries
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	513010	Retire City Misc	116,890	464,994	348,104	116,916	789,328	672,412	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	514010	Social Security (Oasdi & HI)	39,611	152,570	112,959	40,857	260,272	219,415	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	514020	Social Sec-Medicare(HI Only)	9,876	36,294	26,418	9,947	61,261	51,314	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	515010	Health Service-City Match	(60,262)	97,407	(1,025)	(145,597)	182,129	(4,196)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	515710	Dependent Coverage	(285,941)	380,892	(4,393)	(648,892)	737,310	(17,690)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	516010	Dental Coverage	(38,111)	49,613	(2,372)	(83,500)	89,549	(7,825)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149712	22260	10001724	7	10000	517010	Unemployment Insurance	1,840	6,759	4,919	1,853	11,408	9,555	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	501010	Perm Salaries-Misc-Regular	-	-	-	-	384,477	384,477	Corrected salary entries
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	513010	Retire City Misc	-	-	-	-	73,052	73,052	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	514010	Social Security (Oasdi & HI)	-	-	-	-	23,838	23,838	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	514020	Social Sec-Medicare(HI Only)	-	-	-	-	5,575	5,575	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	515010	Health Service-City Match	-	-	-	(18,030)	17,674	(456)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	515710	Dependent Coverage	-	-	-	(76,261)	74,339	(1,922)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	516010	Dental Coverage	-	-	-	(9,825)	8,975	(850)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	149716	22260	10033100	7	10000	517010	Unemployment Insurance	-	-	-	-	1,038	1,038	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	208670	22260	10033100	7	10000	515010	Health Service-City Match	-	-	-	(13,278)	12,941	(337)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	208670	22260	10033100	7	10000	515710	Dependent Coverage	-	-	-	(61,095)	59,552	(1,543)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149702	208670	22260	10033100	7	10000	516010	Dental Coverage	-	-	-	(7,678)	7,013	(665)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10001724	2	10000	515010	Health Service-City Match	187,162	239,441	(343)	192,054	262,610	(906)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10001724	2	10000	515710	Dependent Coverage	805,972	1,033,007	(1,487)	824,782	1,134,981	(3,865)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10001724	2	10000	516010	Dental Coverage	101,619	130,627	(790)	96,884	134,449	(1,703)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10001724	2	10000	519110	Flexible Benefit Package	10,858	18,627	(51)	10,269	21,102	(139)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10033100	7	10000	515010	Health Service-City Match	-	-	-	(8,852)	8,627	(225)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10033100	7	10000	515710	Dependent Coverage	-	-	-	(40,730)	39,701	(1,029)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	149725	22260	10033100	7	10000	516010	Dental Coverage	-	-	-	(5,119)	4,675	(444)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	207976	22260	10033100	7	10000	515010	Health Service-City Match	-	-	-	(42,560)	41,489	(1,071)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	207976	22260	10033100	7	10000	515710	Dependent Coverage	-	-	-	(89,596)	87,334	(2,262)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	149724	207976	22260	10033100	7	10000	516010	Dental Coverage	-	-	-	(12,645)	11,547	(1,098)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	501010	Perm Salaries-Misc-Regular	1,888,585	2,402,248	(95,551)	1,811,425	2,512,413	(96,286)	Corrected salary entries
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	513010	Retire City Misc	360,319	458,463	(18,256)	344,184	477,375	(18,295)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	514010	Social Security (Oasdi & HI)	153,410	185,258	(5,924)	148,610	192,072	(5,970)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	514020	Social Sec-Medicare(HI Only)	35,857	43,316	(1,385)	34,750	44,914	(1,359)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	515010	Health Service-City Match	46,026	59,172	(2,630)	45,450	65,609	(2,977)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	515710	Dependent Coverage	297,020	299,138	(12,430)	240,373	330,901	(14,064)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	516010	Dental Coverage	28,603	35,492	(1,733)	26,934	37,854	(2,040)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	517010	Unemployment Insurance	6,679	8,065	(258)	6,471	8,363	(260)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	186647	207850	22260	10001724	18	10000	519120	Long Term Disability Insurance	5,948	7,956	(374)	5,637	8,379	(376)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	205660	22260	10001724	16	10000	515010	Health Service-City Match	13,290	28,954	(102)	11,531	33,372	(281)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	205660	22260	10001724	16	10000	515710	Dependent Coverage	79,785	157,435	(610)	72,000	180,278	(1,382)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	205660	22260	10001724	16	10000	516010	Dental Coverage	9,243	18,779	(260)	7,545	20,165	(572)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	205660	22260	10001724	16	10000	581710	Is-Purch-Centr Shop-AutoMaint	(8,105)	67,046	(357)	(9,892)	68,764	(366)	Changes to Citywide Workorders
Self Supporting	MTA	138753	202644	207881	22260	10001724	16	10000	515010	Health Service-City Match	4,791	10,881	(40)	4,080	12,570	(110)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207881	22260	10001724	16	10000	515710	Dependent Coverage	33,523	76,425	(280)	28,566	87,972	(758)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207881	22260	10001724	16	10000	516010	Dental Coverage	3,777	8,814	(137)	2,880	9,546	(302)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207882	22260	10001724	16	10000	515010	Health Service-City Match	863	6,953	(40)	(110)	8,380	(110)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207882	22260	10001724	16	10000	515710	Dependent Coverage	6,941	48,643	(280)	(758)	58,648	(758)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207882	22260	10001724	16	10000	516010	Dental Coverage	595	5,632	(137)	(302)	6,364	(302)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207883	22260	10001724	16	10000	515010	Health Service-City Match	16,575	22,665	(40)	16,650	25,140	(110)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207883	22260	10001724	16	10000	515710	Dependent Coverage	115,969	158,571	(280)	116,538	175,944	(758)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207883	22260	10001724	16	10000	516010	Dental Coverage	13,323	18,360	(137)	12,426	19,092	(302)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207884	22260	10001724	21	10000	515010	Health Service-City Match	60,498	61,575	(7)	64,525	65,682	(15)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207884	22260	10001724	21	10000	515710	Dependent Coverage	432,422	429,666	18	461,423	458,464	37	Changes to Health and Dental Rates
Self Supporting	MTA	138753	202644	207884	22260	10001724	21	10000	516010	Dental Coverage	49,944	49,771	5	49,947	49,771	17	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205644	205645	22260	10001724	9	10000	515010	Health Service-City Match	422,596	468,308	(296)	443,152	506,894	(812)	Changes to Health and Dental Rates

Technical Adjustments for May 1 Departments
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GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes
Self Supporting	MTA	138753	205644	205645	22260	10001724	9	10000	515710	Dependent Coverage	837,122	933,349	(631)	876,916	1,011,099	(1,715)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205644	205645	22260	10001724	9	10000	516010	Dental Coverage	119,781	133,644	(977)	117,311	135,658	(833)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205644	207840	22260	10001724	13	10000	515010	Health Service-City Match	207,482	402,814	(1,278)	188,249	460,841	(3,482)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205644	207840	22260	10001724	13	10000	515710	Dependent Coverage	1,241,757	2,255,947	(6,672)	1,152,958	2,568,221	(18,069)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205644	207840	22260	10001724	13	10000	516010	Dental Coverage	145,102	271,591	(3,427)	122,504	290,027	(7,589)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207862	22260	10001724	9	10000	515010	Health Service-City Match	(1,942)	37,427	(259)	(8,728)	46,166	(700)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207862	22260	10001724	9	10000	515710	Dependent Coverage	(2,535)	104,822	(700)	(20,866)	128,836	(1,918)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207862	22260	10001724	9	10000	516010	Dental Coverage	(539)	14,021	(392)	(3,136)	16,135	(875)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207863	22260	10001724	9	10000	515010	Health Service-City Match	(4,720)	16,592	(140)	(8,643)	21,072	(385)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207863	22260	10001724	9	10000	515710	Dependent Coverage	(31,190)	117,919	(981)	(58,492)	149,429	(2,653)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207863	22260	10001724	9	10000	516010	Dental Coverage	(4,003)	13,627	(480)	(7,142)	16,189	(1,057)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207868	22260	10001724	14	10000	515010	Health Service-City Match	141,856	244,599	(673)	107,421	303,006	(2,529)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207868	22260	10001724	14	10000	515710	Dependent Coverage	907,233	1,520,106	(4,029)	679,353	1,899,402	(15,571)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207868	22260	10001724	14	10000	516010	Dental Coverage	104,478	178,129	(2,007)	69,933	208,405	(6,276)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207869	22260	10001724	14	10000	515010	Health Service-City Match	83,550	83,528	(130)	58,755	97,785	(500)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207869	22260	10001724	14	10000	515710	Dependent Coverage	444,226	512,139	(447)	444,601	574,739	(1,662)	Changes to Health and Dental Rates
Self Supporting	MTA	138753	205653	207869	22260	10001724	14	10000	516010	Dental Coverage	51,233	60,097	(242)	47,328	63,509	(735)	Changes to Health and Dental Rates
Self Supporting	MTA	139648	207993	207993	22260	10001719	24	10000	466133	Muni-Only Adult Monthly Pass	45,302,973	43,534,373	(1,000,000)	46,272,533	46,784,933	525,000	Balancing entries and transfers
Self Supporting	MTA	139648	207993	207993	22260	10001719	24	10000	466301	Transit Cash Fares	56,334,753	55,048,466	(668,887)	57,816,535	58,204,790	501,655	Balancing entries and transfers
Self Supporting	MTA	139648	208650	208650	22260	10001719	29	10000	520190	Department Overhead	105,516,040	111,397,198	295,454	109,898,272	114,632,664	327,938	Balancing entries and transfers
Self Supporting	MTA	139648	208655	208655	22265	10001719	23	10000	515010	Health Service-City Match	1,310	(1,293)	17	1,415	(1,381)	34	Changes to Health and Dental Rates
Self Supporting	MTA	139648	208655	208655	22265	10001719	23	10000	515710	Dependent Coverage	(344)	339	(5)	(371)	362	(9)	Changes to Health and Dental Rates
Self Supporting	MTA	139648	208655	208655	22265	10001719	23	10000	516010	Dental Coverage	51	(49)	2	54	(49)	5	Changes to Health and Dental Rates
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	425120	Traffic Fines - Parking	94,190,845	95,274,912	(138,575)	97,021,014	99,801,913	1,529,865	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	435115	Parking Meter Credit Card	39,308,193	40,108,193	800,000	40,487,439	41,267,439	780,000	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	460699	Other Public Safety Charges	-	150,000	-	-	150,000	150,000	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	492001	CTI Fr 1G-General Fund	90,400,000	91,720,000	280,000	93,580,000	93,250,000	(710,000)	Revenue and Baseline Changes
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	499999	Beg Fund Balance - Budget Only	(5,000,000)	7,000,000	2,000,000	(19,000,000)	19,000,000	-	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	591340	OTO To SM-MTA Transit Funds	(5,000,000)	-	(5,000,000)	(5,000,000)	-	(5,000,000)	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001719	1	10000	591340	OTO To SM-MTA Transit Funds	165,524,425	191,109,616	2,959,429	141,176,528	214,262,808	1,764,724	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001723	1	10000	520190	Department Overhead	18,242,191	19,365,059	47,518	18,987,802	19,837,103	49,959	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22870	10001723	1	10000	581210	DT Technology Infrastructure	933,380	1,204,215	34,723	960,042	1,193,002	30,172	Changes to Citywide Workorders
Self Supporting	MTA	139648	208656	208656	22870	10033299	1	20325	595260	ITO To SM-MTA SM&SustainableSt	-	5,000,000	5,000,000	-	5,000,000	5,000,000	Balancing entries and transfers
Self Supporting	MTA	139648	208656	208656	22890	10033299	1	20325	495026	ITI Fr SM-MTA SM&SustainableSt	-	5,000,000	5,000,000	-	5,000,000	5,000,000	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22260	10001719	1	10000	492001	CTI Fr 1G-General Fund	241,100,000	244,600,000	760,000	267,570,000	252,160,000	(1,870,000)	Revenue and Baseline Changes
Self Supporting	MTA	139648	208657	208657	22260	10001719	1	10000	493001	OTI Fr 1G-General Fund	68,090,000	68,430,000	1,680,000	68,090,000	68,430,000	1,680,000	Revenue and Baseline Changes
Self Supporting	MTA	139648	208657	208657	22260	10001719	1	10000	493032	OTI Fr SM-MTA SM&SustainableSt	165,524,425	191,109,616	2,959,429	141,176,528	214,262,808	1,764,724	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22260	10001719	1	10000	591350	OTO To SM-MTA SM&SustainableSt	-	2,000,000	2,000,000	-	-	-	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22260	10001719	24	10000	466301	Transit Cash Fares	27,986,609	27,252,896	(331,113)	28,622,168	28,869,913	248,345	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	520100	Overhead Recovery	(128,559,611)	(135,816,751)	(359,170)	(133,882,640)	(139,774,778)	(395,248)	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	530110	Property Rent	(1,193,747)	4,896,438	29,981	(1,040,236)	5,039,643	80,061	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	581130	GF-Con-Internal Audits	318,162	356,455	1,491	300,609	374,065	1,548	Changes to Citywide Workorders
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	581170	GF-Risk Management Svcs (AAO)	2,665,636	2,690,325	949	2,491,541	3,157,101	233,630	Changes to Citywide Workorders
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	581210	DT Technology Infrastructure	7,478,987	9,446,713	272,390	7,581,253	9,358,754	236,697	Changes to Citywide Workorders
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	581245	GF-Con-Information System Ops	3,804,692	3,828,126	(31,472)	3,734,445	3,848,236	(81,609)	Changes to Citywide Workorders
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	581360	DT Telecommunications Services	1,357,753	1,136,137	(7,432)	1,323,446	1,134,199	(43,677)	Changes to Citywide Workorders
Self Supporting	MTA	139648	208657	208657	22265	10001719	23	10000	581890	GF-Rent Paid To Real Estate	4,715,048	4,983,583	158,839	4,514,579	5,124,134	98,921	Changes to Citywide Workorders
Self Supporting	MTA	139648	208657	208657	22280	10011820	3	14084	493031	OTI Fr SM-MTA SM&SustainableSt	(5,000,000)	-	(5,000,000)	(5,000,000)	-	(5,000,000)	Balancing entries and transfers
Self Supporting	MTA	139648	208657	208657	22280	10011820	3	14084	567000	Bldgs,Struct&Imprv Proj-Budget	2,000,000	13,000,000	5,000,000	(5,000,000)	13,000,000	5,000,000	Balancing entries and transfers
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	515010	Health Service-City Match	65,726	65,953	(1)	70,127	70,372	(3)	Changes to Health and Dental Rates
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	515710	Dependent Coverage	192,118	192,348	(2)	204,985	205,233	(2)	Changes to Health and Dental Rates
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	516010	Dental Coverage	25,670	25,893	(7)	25,666	25,893	(11)	Changes to Health and Dental Rates
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	519110	Flexible Benefit Package	9,699	19,789	(66)	10,279	21,112	(139)	Changes to Health and Dental Rates
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	520190	Department Overhead	693,044	730,137	2,119	720,659	752,472	2,213	Balancing entries and transfers
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	540000	Materials & Supplies-Budget	40,307	40,252	(55)	40,307	40,250	(57)	Balancing entries and transfers
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	581130	GF-Con-Internal Audits	11,693	13,100	55	11,048	13,747	57	Changes to Citywide Workorders
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	581210	DT Technology Infrastructure	10,366	13,094	978	10,439	12,972	329	Changes to Citywide Workorders
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	581360	DT Telecommunications Services	3,427	2,868	(19)	3,341	2,863	(110)	Changes to Citywide Workorders
Self Supporting	MTA	175658	175656	175656	22870	10001728	1	10000	581890	GF-Rent Paid To Real Estate	89,985	95,111	3,031	86,160	97,794	1,888	Changes to Citywide Workorders
Self Supporting	PRT	210648	210647	210647	23680	10026770	1	10000	499999	Beg Fund Balance - Budget Only	36,133,028	26,608,959	(95,509)	11,651,304	11,314,839	(105,857)	Balancing entries and transfers
Self Supporting	PRT	210648	210647	210647	23680	10026770	1	10000	515010	Health Service-City Match	1,076	(1,062)	14	1,096	(1,069)	27	Changes to Health and Dental Rates
Self Supporting	PRT	210648	210647	210647	23680	10026770	1	10000	515710	Dependent Coverage	3,985	(9,993)	52	4,059	(9,957)	102	Changes to Health and Dental Rates
Self Supporting	PRT	210648	210647	210647	23680	10026770	1	10000	516010	Dental Coverage	527	(499)	28	515	(471)	44	Changes to Health and Dental Rates
Self Supporting	PRT	210648	210647	210647													

Technical Adjustments for May 1 Departments
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GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes	
Self Supporting	PRT	232109	109740	109740	23680	10026770	-1	10000	516010	Dental Coverage	2,173	2,736	(15)	2,162	2,736	(26)	Changes to Health and Dental Rates	
Self Supporting	PRT	232109	109740	109740	23680	10026770	1	10000	519110	Flexible Benefit Package	4,003	5,012	(7)	4,263	5,347	(14)	Changes to Health and Dental Rates	
Self Supporting	PRT	232109	250002	250002	23680	10026770	1	10000	519010	Fringe Adjustments-Budget	-	(3)	(3)	-	(3)	(3)	Changes to Health and Dental Rates	
Self Supporting	PRT	232111	109747	109747	23680	10026771	1	10000	515010	Health Service-City Match	5,195	3,244	13	4,495	4,495	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232111	109747	109747	23680	10026771	1	10000	515710	Dependent Coverage	10,935	6,828	27	9,462	9,462	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232111	109747	109747	23680	10026771	1	10000	516010	Dental Coverage	1,555	963	16	1,251	1,251	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232111	109747	109747	23680	10026771	-1	10000	581390	GF-Fire	(3,374,924)	3,689,634	314,710	(3,441,405)	3,769,294	327,889	Changes to Citywide Workorders	
Self Supporting	PRT	232111	167644	167644	24530	10024236	3	17321	519010	Fringe Adjustments-Budget	(219)	2,758	2,977	-	5,916	5,916	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109751	109751	23680	10026768	1	10000	581710	Is-Purch-Centrl Shop-AutoMaint	423	475	(2)	411	487	(2)	Changes to Citywide Workorders	
Self Supporting	PRT	232112	109752	109752	23680	10026768	1	10000	515010	Health Service-City Match	5,097	3,183	12	4,411	4,411	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109752	109752	23680	10026768	1	10000	515710	Dependent Coverage	10,734	6,703	27	9,288	9,288	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109752	109752	23680	10026768	1	10000	516010	Dental Coverage	1,521	942	15	1,224	1,224	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109753	109753	23680	10026768	1	10000	581210	DT Technology Infrastructure	663,967	664,751	19,498	666,961	657,546	15,287	Changes to Citywide Workorders	
Self Supporting	PRT	232112	109753	109753	23680	10026768	1	10000	581360	DT Telecommunications Services	813,221	231,225	(4,390)	306,153	241,932	(751)	Changes to Citywide Workorders	
Self Supporting	PRT	232112	109754	109754	23680	10026768	1	10000	515010	Health Service-City Match	6,719	(585)	48	7,218	(624)	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109754	109754	23680	10026768	1	10000	515710	Dependent Coverage	20,944	1,026	130	22,480	1,094	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109754	109754	23680	10026768	1	10000	516010	Dental Coverage	2,764	63	73	2,816	63	-	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109755	109755	23680	10026768	1	10000	581390	GF-Con-Internal Audits	32,769	286,569	(2)	91,876	227,324	(140)	Changes to Citywide Workorders	
Self Supporting	PRT	232112	109755	109755	23680	10026768	1	10000	581245	GF-CON-Information System Ops	164,059	237,001	(1,954)	159,696	238,250	(5,068)	Changes to Citywide Workorders	
Self Supporting	PRT	232112	109756	109756	23680	10026768	1	10000	515010	Health Service-City Match	(4,853)	3,628	(55)	(5,235)	3,871	(116)	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109756	109756	23680	10026768	1	10000	515710	Dependent Coverage	(7,959)	9,894	(117)	(8,613)	10,556	(245)	Changes to Health and Dental Rates	
Self Supporting	PRT	232112	109756	109756	23680	10026768	1	10000	516010	Dental Coverage	(1,258)	1,314	(70)	(1,307)	1,314	(19)	Changes to Health and Dental Rates	
Self Supporting	PRT	232113	109762	109762	23680	10026769	1	10000	581065	Adm-Real Estate Special Svcs	371,085	102,357	(142)	366,083	106,988	(533)	Changes to Citywide Workorders	
Self Supporting	PRT	232113	109762	109762	23680	10026769	1	10000	581710	Is-Purch-Centrl Shop-AutoMaint	514,540	576,199	(3,065)	499,699	590,981	(3,144)	Changes to Citywide Workorders	
Self Supporting	PRT	232113	109762	109762	23680	10026769	1	10000	598090	DesignatdForReplacmnt0/facilis	-	(299,430)	(299,430)	-	(318,609)	(318,609)	-	Balancing entries and transfers
Self Supporting	PRT	232115	109785	109785	23680	10026768	1	10000	515010	Health Service-City Match	10,404	11,807	(9)	11,092	12,599	(19)	Changes to Health and Dental Rates	
Self Supporting	PRT	232115	109785	109785	23680	10026768	-1	10000	515710	Dependent Coverage	31,349	28,490	19	33,468	30,399	39	Changes to Health and Dental Rates	
Self Supporting	PRT	232115	109785	109785	23680	10026768	1	10000	516010	Dental Coverage	4,176	4,141	1	4,176	4,141	1	Changes to Health and Dental Rates	
Self Supporting	PRT	232115	109785	109785	23680	10026768	1	10000	519110	Flexible Benefit Package	4,946	15,036	(66)	5,208	16,041	(139)	Changes to Health and Dental Rates	
Self Supporting	PRT	232116	232116	23700	10030093	-1	12677	567000	Bldgs,Struct&Mpry Proj-Budget	232,992	21,992	(211,000)	242,311	25,311	(217,000)	-	Balancing entries and transfers	
Self Supporting	PRT	232116	232116	23700	10033239	-1	12677	581390	GF-Fire	-	211,000	211,000	-	217,000	217,000	-	Changes to Citywide Workorders	
Self Supporting	PUC	198644	198644	24750	10026777	-1	10000	495045	ITI Fr EQ-CleanpowerSF Funds	19,801,521	20,957,938	(5,313)	24,119,347	25,817,083	(15,090)	-	Balancing entries and transfers	
Self Supporting	PUC	198644	198644	24750	10026777	-1	10000	520190	Department Overhead	2,172,461	2,064,578	(3,167)	2,290,559	2,098,247	(5,738)	-	Balancing entries and transfers	
Self Supporting	PUC	198644	198644	24750	10026777	-1	10000	581210	DT Technology Infrastructure	60,813	66,765	1,748	122,149	66,271	-	-	Changes to Citywide Workorders	
Self Supporting	PUC	198644	198644	24750	10026777	-1	10000	581360	DT Telecommunications Services	20,003	17,443	(54)	37,690	18,291	-	-	Changes to Citywide Workorders	
Self Supporting	PUC	198644	198644	24870	10006358	-2	10000	595328	ITO To EQ-CleanpowerSF Funds	19,801,521	20,957,938	(5,313)	24,119,347	25,817,083	(15,090)	-	Balancing entries and transfers	
Self Supporting	PUC	198644	198644	24870	10006358	-2	10000	598040	Designated For General Reserve	(6,001,764)	16,980,673	5,313	(22,505,510)	22,520,600	15,090	-	Balancing entries and transfers	
Self Supporting	PUC	229309	229271	229267	20160	10029999	-1	10000	478990	Enterprise Fed BondIntSubsidy	3,493,100	4,008,923	515,823	3,493,100	4,008,923	515,823	-	Balancing entries and transfers
Self Supporting	PUC	229309	229271	229267	20160	10029999	-1	10000	574110	Bond Interest-Expense	43,884,494	43,905,155	20,661	48,767,524	48,788,184	20,660	-	Balancing entries and transfers
Self Supporting	PUC	229309	229271	229267	20160	10030000	-1	10000	499999	Bgg Fund Balance - Budget Only	(6,680,445)	6,039,495	(640,950)	-	(322,340)	-	-	Balancing entries and transfers
Self Supporting	PUC	229309	229271	229267	20160	10030000	1	10000	515010	Health Service-City Match	41,835	38,545	22	44,659	41,126	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229267	20160	10030000	1	10000	515710	Dependent Coverage	74,554	64,549	65	79,516	68,874	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229267	20160	10030000	1	10000	516010	Dental Coverage	11,089	9,739	37	11,114	9,739	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229267	20160	10030000	1	10000	519110	Flexible Benefit Package	8,182	7,705	3	8,731	8,220	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229267	20160	10030000	1	10000	520190	Department Overhead	29,173,352	28,506,213	(39,487)	30,701,287	29,074,114	(97,145)	-	Balancing entries and transfers
Self Supporting	PUC	229309	229271	229267	20160	10030000	1	10000	581360	DT Telecommunications Services	923,436	805,258	(2,476)	899,204	844,382	-	-	Changes to Citywide Workorders
Self Supporting	PUC	229309	229271	229267	20160	10030000	-1	10000	598040	Designated For General Reserve	-	-	-	-	517,739	-	-	Balancing entries and transfers
Self Supporting	PUC	229309	229271	229268	20160	10030000	1	10000	581410	GF-GSA-Facilities Mgmt Svcs	275,197	276,525	(2,330)	263,264	281,201	(9,587)	-	Changes to Citywide Workorders
Self Supporting	PUC	229309	229271	229269	20160	10030000	1	10000	515010	Health Service-City Match	126,928	121,102	38	135,462	129,206	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229269	20160	10030000	1	10000	515710	Dependent Coverage	428,940	411,224	116	457,788	438,765	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229269	20160	10030000	1	10000	516010	Dental Coverage	55,716	53,827	65	55,762	53,827	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229271	229269	20160	10030000	1	10000	519110	Flexible Benefit Package	15,461	14,617	6	16,500	15,594	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229281	229281	20160	10030002	-1	10000	515010	Health Service-City Match	396,764	377,179	127	423,452	402,423	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229281	229281	20160	10030002	-1	10000	515710	Dependent Coverage	1,598,347	1,520,128	513	1,705,947	1,621,964	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229281	229281	20160	10030002	-1	10000	516010	Dental Coverage	200,349	190,336	271	200,540	190,336	-	-	Changes to Health and Dental Rates
Self Supporting	PUC	229309	229281	229281	20160	10030002	-1	10000	519110	Flexible Benefit Package	4,690							

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GF5 Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes
Self Supporting	PUC	229309	292647	292649	20160	10030002	8	10000	515710	Dependent Coverage	305,792	305,792	-	323,533	326,258	(35)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	292647	292649	20160	10030002	8	10000	516010	Dental Coverage	40,869	40,869	-	40,542	40,869	(15)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	292647	292649	20160	10030002	8	10000	581710	Is-Purch-Centrl Shop-AutoMaint	70,851	67,227	(358)	69,119	68,949	(368)	Changes to Citywide Workorders
Self Supporting	PUC	229309	292647	292657	20160	10030001	5	10000	515010	Health Service-City Match	131,838	131,838	-	140,209	140,666	(5)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	292647	292657	20160	10030001	5	10000	515710	Dependent Coverage	612,618	612,618	-	651,927	653,661	(22)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	292647	292657	20160	10030001	5	10000	516010	Dental Coverage	72,846	72,846	-	72,638	72,846	(10)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	292647	292657	20160	10030001	5	10000	581710	Is-Purch-Centrl Shop-AutoMaint	441,505	423,562	(2,253)	430,596	434,414	(2,310)	Changes to Citywide Workorders
Self Supporting	PUC	229309	295644	295644	20160	10030002	1	10000	515010	Health Service-City Match	101,076	101,076	-	107,454	107,847	(5)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	295644	295644	20160	10030002	1	10000	515710	Dependent Coverage	275,647	275,647	-	293,020	294,090	(14)	Changes to Health and Dental Rates
Self Supporting	PUC	229309	295644	295644	20160	10030002	1	10000	516010	Dental Coverage	36,608	36,608	-	36,470	36,608	(6)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	231621	231621	24970	10029992	4	10000	478990	Enterprise Fed BondIntSubsidy	568,138	579,920	11,782	537,816	537,849	33	Balancing entries and transfers
Self Supporting	PUC	231637	231621	231621	24970	10029992	4	10000	499999	Beg Fund Balance - Budget Only	(16,510,510)	14,234,592	(2,275,818)	(6,963,381)	5,214,803	(1,748,578)	Balancing entries and transfers
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	515010	Health Service-City Match	547,173	529,677	-114	602,131	565,125	474	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	515710	Dependent Coverage	2,116,937	2,047,515	-656	2,331,540	2,184,697	1,875	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	516010	Dental Coverage	265,657	256,806	-8,851	274,574	256,806	806	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	519110	Flexible Benefit Package	57,229	55,669	-1,560	62,690	59,390	42	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	520190	Department Overhead	9,297,410	9,200,258	(9,152)	9,790,641	9,409,701	(33,572)	Balancing entries and transfers
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	581120	GF-Con-Financial Systems	97,821	78,937	-18,884	84,792	81,965	(1)	Changes to Citywide Workorders
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	581210	DT Technology Infrastructure	326,452	358,404	31,952	327,656	355,753	7,937	Changes to Citywide Workorders
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	581360	DT Telecommunications Services	314,359	274,128	(40,231)	306,110	287,447	4,227	Changes to Citywide Workorders
Self Supporting	PUC	231637	298646	298646	24970	10029992	22	10000	581710	Is-Purch-Centrl Shop-AutoMaint	30,758	14,784	(15,974)	30,377	15,163	(80)	Changes to Citywide Workorders
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	486090	Exp Rec Fr Admin Svcs (AAO)	1,832,260	1,804,550	(27,710)	1,832,260	1,843,332	11,072	Changes to Citywide Workorders
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	515010	Health Service-City Match	49,684	49,684	-	52,488	53,013	(7)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	515710	Dependent Coverage	122,341	122,341	-	128,969	130,533	(20)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	516010	Dental Coverage	16,928	16,928	-	16,727	16,928	(9)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	519110	Flexible Benefit Package	18,018	18,018	-	19,080	19,222	(2)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	520190	Department Overhead	7,992,370	7,807,763	(18,607)	8,374,842	7,942,590	(80,266)	Balancing entries and transfers
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	581210	DT Technology Infrastructure	191,122	209,828	18,706	191,827	208,276	4,647	Changes to Citywide Workorders
Self Supporting	PUC	231637	298651	298647	24970	10029992	4	10000	581360	DT Telecommunications Services	62,864	54,819	(7,945)	61,215	57,482	845	Changes to Citywide Workorders
Self Supporting	PUC	231637	298651	298648	24970	10029992	4	10000	515010	Health Service-City Match	99,314	99,314	-	105,219	105,969	(10)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298648	24970	10029992	4	10000	515710	Dependent Coverage	264,345	264,345	-	279,806	282,039	(29)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298648	24970	10029992	4	10000	516010	Dental Coverage	35,760	35,760	-	35,475	35,760	(13)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298648	24970	10029992	4	10000	519110	Flexible Benefit Package	27,162	27,162	-	28,776	28,978	(2)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298649	24970	10020137	4	10000	574110	Bond Interest-Expense	3,203,694	3,210,034	6,340	3,096,957	3,103,198	6,341	Balancing entries and transfers
Self Supporting	PUC	231637	298651	298649	24970	10029986	12	10000	515010	Health Service-City Match	27,332	27,332	-	28,939	29,164	(3)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298649	24970	10029986	12	10000	515710	Dependent Coverage	67,980	67,980	-	71,863	72,533	(8)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298649	24970	10029986	12	10000	516010	Dental Coverage	9,455	9,455	-	9,369	9,455	(4)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298649	24970	10029986	12	10000	519110	Flexible Benefit Package	14,194	14,194	-	15,082	15,143	(1)	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	486690	Exp Rec Fr Human Services AAO	907,224	698,670	(208,554)	872,900	732,804	(90)	Changes to Citywide Workorders
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	515010	Health Service-City Match	70,098	55,991	(14,107)	96,927	59,735	474	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	515710	Dependent Coverage	256,919	254,902	-2,017	382,758	271,981	1,417	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	516010	Dental Coverage	36,790	31,122	(5,668)	45,305	31,122	645	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	519110	Flexible Benefit Package	7,984	4,179	(3,805)	14,489	4,459	128	Changes to Health and Dental Rates
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	533190	Resale Of Gas	10,171,579	8,648,202	(1,523,377)	10,171,579	9,274,147	(897,432)	Revised gas/steam costs
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	533140	Resale Of Steam	2,285,217	1,599,213	(686,004)	2,285,217	1,622,557	(662,660)	Revised gas/steam costs
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	581410	GF-GSA-Facilities Mgmt Svcs	33,249	82,500	(695)	29,689	83,895	(2,850)	Changes to Citywide Workorders
Self Supporting	PUC	231637	298651	298650	24970	10029985	6	10000	581710	Is-Purch-Centrl Shop-AutoMaint	148,035	172,754	(19,719)	143,585	177,180	(943)	Changes to Citywide Workorders
Self Supporting	PUC	232176	232130	232127	27180	10026772	1	10000	520100	Overhead Recovery	(96,962,909)	(94,746,670)	(2,216,239)	(101,989,101)	(96,577,160)	312,691	Balancing entries and transfers
Self Supporting	PUC	232176	232130	232127	27180	10026772	1	10000	581130	GF-Con-Internal Audits	608,090	1,140,879	(22,493)	425,788	1,256,849	(88,765)	Changes to Citywide Workorders
Self Supporting	PUC	232176	232130	292644	27180	10026772	6	10000	515010	Health Service-City Match	156,285	189,337	46	209,946	202,485	95	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232130	292644	27180	10026772	6	10000	515710	Dependent Coverage	434,480	418,259	-16,221	464,754	447,359	223	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232130	292644	27180	10026772	6	10000	516010	Dental Coverage	60,912	58,616	-2,296	61,097	58,575	106	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232130	292644	27180	10026772	6	10000	519110	Flexible Benefit Package	24,410	23,001	-1,409	26,145	24,632	19	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232145	27190	10026778	5	10002	515010	Health Service-City Match	(2,319)	1,406	3,725	(2,468)	1,507	3,975	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232145	27190	10026778	5	10002	515710	Dependent Coverage	(8,644)	1,105	9,749	(9,206)	1,196	10,402	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232145	27190	10026778	5	10002	516010	Dental Coverage	(4)	1,309	1,313	(4)	1,309	1,313	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232145	27190	10026778	5	10002	519110	Flexible Benefit Package	62,097	62,501	404	66,247	66,678	431	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232145	27190	10026778	5	10002	520100	Overhead Recovery	(4,283,669)	(4,201,841)	(81,828)	(4,598,550)	(4,239,694)	(14,710)	Balancing entries and transfers
Self Supporting	PUC	232176	232149	232146	27190	10026778	3	10002	515010	Health Service-City Match	(10,910)	(3,459)	7,451	(11,641)	(3,691)	7,950	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232146	27190	10026778	3	10002	515710	Dependent Coverage	(14,299)	5,200	19,499	(15,264)	5,840	20,804	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232146	27190	10026778	3	10002	516010	Dental Coverage	(2,569)	58	2,627	(2,569)	58	2,627	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232146	27190	10026778	3	10002	519110	Flexible Benefit Package	(13,617)	(12,810)	807	(14,527)	(13,666)	861	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232146	27190	10026778	3	10002	520100	Overhead Recovery	(12,404,470)	(12,155,929)	(248,541)	(13,314,579)	(12,251,304)	(33,555)	Balancing entries and transfers
Self Supporting	PUC	232176	232149	232147	27190	10026778	4	10002	520100	Overhead Recovery	(15,199,663)	(14,864,983)	(334,680)	(16,310,171)	(14,972,844)	(871)	Balancing entries and transfers
Self Supporting	PUC	232176	232149	232148	27190	10026778	2	10002	515010	Health Service-City Match	(6,496)	(9,045)	2,549	(17,601)	(9,651)	7,950	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232148	27190	10											

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes
Self Supporting	PUC	232176	232149	232148	27190	10026778	2	10002	516010	Dental Coverage	(2,628)	(1)	2,627	(2,628)	(1)	2,627	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232148	27190	10026778	2	10002	519110	Flexible Benefit Package	(40,994)	(40,187)	807	(43,794)	(42,873)	861	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	232148	27190	10026778	2	10002	520100	Overhead Recovery	(19,909,090)	(19,498,165)	(3,133)	(21,362,561)	(19,642,945)	(34,242)	Balancing entries and transfers
Self Supporting	PUC	232176	232149	276641	27180	10026778	6	10000	520100	Overhead Recovery	(16,759,804)	(17,063,127)	(3,841)	(16,812,306)	(17,140,782)	(8,536)	Balancing entries and transfers
Self Supporting	PUC	232176	232149	276641	27180	10026778	6	10000	581210	DT Technology Infrastructure	169,338	185,912	4,868	169,962	184,537	4,117	Changes to Citywide Workorders
Self Supporting	PUC	232176	232149	276641	27180	10026778	-6	10000	581360	DT Telecommunications Services	337,927	294,681	(906)	329,059	308,998	4,543	Changes to Citywide Workorders
Self Supporting	PUC	232176	232149	276641	27180	10026778	6	10000	581710	Is-Purch-Centr Shop-Auto/Maint	45,044	22,761	(121)	44,458	23,344	(124)	Changes to Citywide Workorders
Self Supporting	PUC	232176	232149	276641	27190	10026778	6	10002	515010	Health Service-City Match	18,275	14,550	(3,725)	19,495	15,520	(3,975)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	276641	27190	10026778	6	10002	515710	Dependent Coverage	(14,402)	(24,151)	(9,749)	(15,845)	(25,747)	(10,402)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	276641	27190	10026778	6	10002	516010	Dental Coverage	102	(1,211)	(1,313)	102	(1,211)	(1,313)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	276641	27190	10026778	6	10002	519110	Flexible Benefit Package	14,268	13,864	(404)	15,222	14,791	(431)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	276641	27190	10026778	6	10002	520100	Overhead Recovery	(9,372,661)	(9,155,454)	15,447	(10,042,551)	(9,225,639)	16,612	Balancing entries and transfers
Self Supporting	PUC	232176	232149	295646	27190	10026778	1	10002	515010	Health Service-City Match	(5,042)	(1,317)	3,725	(5,379)	(1,404)	3,975	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	295646	27190	10026778	-1	10002	515710	Dependent Coverage	(7,104)	2,645	9,749	(7,580)	2,822	10,402	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	295646	27190	10026778	1	10002	516010	Dental Coverage	(1,036)	277	1,313	(1,036)	277	1,313	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	295646	27190	10026778	1	10002	519110	Flexible Benefit Package	5,350	5,754	404	5,708	6,139	431	Changes to Health and Dental Rates
Self Supporting	PUC	232176	232149	295646	27190	10026778	1	10002	520100	Overhead Recovery	(3,962,452)	(3,888,084)	(15,338)	(4,250,469)	(3,924,383)	(16,406)	Balancing entries and transfers
Self Supporting	PUC	232176	263643	154648	27180	10026775	3	10000	515010	Health Service-City Match	15,611	15,611	-	16,578	16,657	(81)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	154648	27180	10026775	3	10000	515710	Dependent Coverage	34,508	34,508	-	36,603	36,820	(217)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	154648	27180	10026775	3	10000	516010	Dental Coverage	4,895	4,895	-	4,867	4,895	(28)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	154648	27180	10026775	3	10000	581710	Is-Purch-Centr Shop-Auto/Maint	111,120	121,172	(644)	107,999	124,276	(16,277)	Changes to Citywide Workorders
Self Supporting	PUC	232176	263643	167641	27180	10026775	-1	10000	515010	Health Service-City Match	175,808	175,808	-	186,476	187,584	(11,108)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167641	27180	10026775	1	10000	515710	Dependent Coverage	454,941	454,941	-	482,359	485,890	(3,531)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167641	27180	10026775	1	10000	516010	Dental Coverage	61,435	61,435	-	61,043	61,435	(392)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167641	27180	10026775	1	10000	519110	Flexible Benefit Package	17,404	17,404	-	18,372	18,568	(194)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167641	27180	10026775	1	10000	581245	GF-CON-Information System Ops	3,211,094	3,055,593	(25,119)	3,155,090	3,071,583	(65,333)	Changes to Citywide Workorders
Self Supporting	PUC	232176	263643	167642	27180	10026775	2	10000	515010	Health Service-City Match	50,341	50,341	-	53,321	53,716	(395)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167642	27180	10026775	2	10000	515710	Dependent Coverage	133,255	133,255	-	141,098	142,180	(1,082)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167642	27180	10026775	2	10000	516010	Dental Coverage	18,415	18,415	-	18,278	18,415	(137)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167643	27180	10026776	1	10000	515010	Health Service-City Match	299,918	275,040	156	333,821	293,464	40,357	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167643	27180	10026776	1	10000	515710	Dependent Coverage	811,532	746,185	427	906,558	796,115	110,443	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167643	27180	10026776	1	10000	516010	Dental Coverage	108,492	99,604	242	113,862	99,604	14,258	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167643	27180	10026776	1	10000	519110	Flexible Benefit Package	23,824	19,598	28	28,050	20,908	7,142	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167643	27180	10026776	1	10000	581210	DT Technology Infrastructure	495,237	543,709	14,236	497,063	538,687	(41,624)	Changes to Citywide Workorders
Self Supporting	PUC	232176	263643	167643	27180	10026776	1	10000	581360	DT Telecommunications Services	1,007,935	876,945	(2,702)	981,486	921,469	60,017	Changes to Citywide Workorders
Self Supporting	PUC	232176	263643	167651	27180	10026773	1	10000	515010	Health Service-City Match	12,361	10,813	10	13,199	11,538	1,661	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167651	27180	10026773	1	10000	515710	Dependent Coverage	30,902	26,666	28	33,000	28,452	4,548	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167651	27180	10026773	1	10000	516010	Dental Coverage	4,283	3,707	16	4,294	3,707	587	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167651	27180	10026773	1	10000	519110	Flexible Benefit Package	5,150	4,876	2	5,496	5,202	294	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167652	27180	10026773	2	10000	515010	Health Service-City Match	62,076	58,980	20	66,255	62,931	3,324	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167652	27180	10026773	2	10000	515710	Dependent Coverage	160,976	152,505	55	171,815	162,720	9,095	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167652	27180	10026773	2	10000	516010	Dental Coverage	21,919	20,767	32	21,941	20,767	1,174	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167652	27180	10026773	2	10000	519110	Flexible Benefit Package	20,324	19,776	4	21,686	21,098	588	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167653	27180	10026773	3	10000	515010	Health Service-City Match	163,055	152,580	95	171,897	162,797	9,100	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167653	27180	10026773	3	10000	515710	Dependent Coverage	356,637	333,443	152	380,686	355,782	24,904	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167653	27180	10026773	3	10000	516010	Dental Coverage	50,355	47,200	85	50,416	47,200	3,216	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167653	27180	10026773	3	10000	519110	Flexible Benefit Package	35,839	34,339	10	38,245	36,634	1,611	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167654	27180	10026773	5	10000	515010	Health Service-City Match	56,590	54,379	15	60,393	58,019	2,374	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167654	27180	10026773	5	10000	515710	Dependent Coverage	347,985	341,934	39	371,336	364,839	6,497	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167654	27180	10026773	5	10000	516010	Dental Coverage	39,186	38,369	23	39,201	38,363	838	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167654	27180	10026773	5	10000	519110	Flexible Benefit Package	197	(194)	3	213	(207)	420	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167657	27180	10026773	7	10000	515010	Health Service-City Match	78,808	78,407	9	85,160	83,657	1,503	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167657	27180	10026773	7	10000	515710	Dependent Coverage	172,701	168,868	25	184,296	180,181	4,115	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167657	27180	10026773	7	10000	516010	Dental Coverage	24,375	23,857	14	24,389	23,857	532	Changes to Health and Dental Rates
Self Supporting	PUC	232176	263643	167657	27180	10026773	7	10000	519110	Flexible Benefit Package	10,149	9,901	2	10,829	10,563	266	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292650	27180	10026772	11	10000	515010	Health Service-City Match	46,267	31,400	97	49,207	33,505	15,702	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292650	27180	10026772	-11	10000	515710	Dependent Coverage	118,572	79,595	255	126,957	84,929	42,028	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292650	27180	10026772	11	10000	516010	Dental Coverage	16,657	11,244	147	16,706	11,244	5,462	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292650	27180	10026772	11	10000	519110	Flexible Benefit Package	39,787	29,125	30	36,025	31,071	4,954	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292658	27180	10026772	10	10000	515010	Health Service-City Match	62,186	62,186	-	66,029	66,351	(322)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292658	27180	10026772	10	10000	515710	Dependent Coverage	164,616	164,616	-	174,787	175,632	(845)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292658	27180	10026772	10	10000	516010	Dental Coverage	22,065	22,065	-	21,954	22,065	(111)	Changes to Health and Dental Rates
Self Supporting	PUC	232176	292653	292658	27180	10026772	-10	10000	519110	Flexible Benefit Package	3,632	3,632	-	3,774	3,875	(101)	Changes to Health and Dental Rates
Self Supporting	PUC	232429	232396	232396	25940	10029993	4	10000	574110	Bond Interest-Expense	213,606,974	213,639,475	32,501	211,761,088	211,793,588	(32,500)	Balancing entries and transfers
Self Supporting	PUC	232429	232396	232396	25940	10029994	2	10000	468111	Sale Of Water-SF Consumers	286,509,018	265,282,567	908,549	309,320,880	286,384,658	1,060,178	Changes to Citywide Workorders
Self Supporting	PUC	232429	232396	232396	25940	10029994	2	10000	499999	Beg Fund Balance - Budget Only	13,089,880	4,634,985	257,095	(11,364,817)	11,732,061	(367,244)	Bal

Technical Adjustments for May 1 Departments
FY 2018-19 and FY 2019-20

GFS Type	Dept	Dept Division	Dept Section	Dept ID	Fund ID	Project ID	Activity ID	Authority ID	Account ID	Account Title	FY 18-19 Start	FY 18-19 End	FY 18-19 Change	FY 19-20 Start	FY 19-20 End	FY 19-20 Change	Notes	
Self Supporting	PUC	232429	232396	232396	25940	10029994	10	10000	486630	Exp Rec Fr Rec & Park (AAO)	3,897,386	5,662,351	(908,549)	3,345,386	6,062,722	(1,060,178)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232396	232396	25940	10029994	10	10000	520190	Department Overhead	48,327,318	47,167,759	(59,023)	50,831,770	48,052,508	(146,030)	Balancing entries and transfers	
Self Supporting	PUC	232429	232396	232396	25940	10029994	10	10000	581210	DT Technology Infrastructure	1,375,991	1,510,670	39,553	1,528,910	1,499,496	(33,454)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232396	232396	25940	10029994	10	10000	581360	DT Telecommunications Services	1,407,459	1,227,340	(3,773)	1,542,706	1,286,971	(18,925)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232396	232396	25940	10029994	18	10000	595900	ITO To SW-Water Department Fd	8,647,787	12,387,000	396,787	17,870,018	11,542,000	(736,018)	Balancing entries and transfers	
Self Supporting	PUC	232429	232396	232396	25950	10015493	1	15689	495030	ITI Fr SW-Water Department Fd	8,647,787	12,387,000	396,787	17,870,018	11,542,000	(736,018)	Balancing entries and transfers	
Self Supporting	PUC	232429	232396	232396	25950	10015208	1	17682	486990	Exp Rec-General Unallocated	1,951,000	1,477,000	(474,000)	1,951,000	1,134,000	(817,000)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232396	232396	25950	10015208	1	17682	581065	Adm-Real Estate Special Svcs	(77,213)	-	(77,213)	(80,982)	-	(80,982)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232413	232404	25940	10029998	6	10000	515010	Health Service-City Match	97,078	80,160	110	120,054	99,894	334	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232413	232404	25940	10029998	6	10000	515710	Dependent Coverage	252,605	177,782	491	325,402	209,705	1,479	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232413	232404	25940	10029998	6	10000	516010	Dental Coverage	34,166	24,947	251	41,042	27,512	614	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232413	232404	25940	10029998	6	10000	519110	Flexible Benefit Package	10,240	9,962	2	11,058	10,628	6	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232413	232404	25940	10029998	6	10000	581710	Is-Purch-Centrl Shop-AutoMaint	11,114	29,891	(159)	10,344	30,657	(163)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232413	232411	25940	10029998	6	10000	581410	GF-GSA-Facilities Mgmt Svcs	(63,896)	63,461	(535)	(66,735)	64,535	(2,200)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232420	232417	25940	10029996	4	10000	515010	Health Service-City Match	104,265	65,839	252	110,486	69,178	526	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232417	25940	10029996	4	10000	515710	Dependent Coverage	342,052	233,804	708	362,667	246,441	1,488	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232417	25940	10029996	4	10000	516010	Dental Coverage	43,620	29,060	394	43,527	28,687	674	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232417	25940	10029996	4	10000	519110	Flexible Benefit Package	1,130	(136)	8	1,178	(181)	17	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232418	25940	10029996	4	10000	515010	Health Service-City Match	88,966	84,496	30	95,948	91,149	61	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232418	25940	10029996	4	10000	515710	Dependent Coverage	238,772	226,180	82	257,692	244,113	173	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232418	25940	10029996	4	10000	516010	Dental Coverage	31,947	30,253	46	32,324	30,598	78	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232420	232418	25940	10029996	4	10000	519110	Flexible Benefit Package	4,633	4,486	1	4,977	4,819	2	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232421	25940	10029997	2	10000	581710	Is-Purch-Centrl Shop-AutoMaint	94,930	33,889	(181)	34,057	34,757	(186)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	232426	232422	25940	10029997	20	10000	515010	Health Service-City Match	309,646	298,463	73	333,269	321,261	154	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232422	25940	10029997	20	10000	515710	Dependent Coverage	1,396,532	1,350,967	299	1,501,879	1,452,956	625	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232422	25940	10029997	20	10000	516010	Dental Coverage	168,869	163,102	157	170,310	164,433	267	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232422	25940	10029997	20	10000	519110	Flexible Benefit Package	(777)	(1,039)	2	(760)	(1,042)	4	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232428	25940	10029997	2	10000	515010	Health Service-City Match	71,060	66,381	31	72,283	67,259	64	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232423	25940	10029997	2	10000	515710	Dependent Coverage	191,770	172,707	125	195,405	174,997	262	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232423	25940	10029997	2	10000	516010	Dental Coverage	25,573	23,160	65	24,448	21,989	111	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232423	25940	10029997	2	10000	519110	Flexible Benefit Package	(35)	(145)		(30)	(148)	2	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232425	25940	10029996	4	10000	515010	Health Service-City Match	146,841	135,258	75	157,402	144,965	159	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232425	25940	10029996	4	10000	515710	Dependent Coverage	688,405	641,213	310	737,542	686,872	648	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232425	25940	10029996	4	10000	516010	Dental Coverage	85,606	79,633	163	86,094	79,948	276	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	232426	232425	25940	10029996	4	10000	519110	Flexible Benefit Package	4,929	4,657	2	5,277	4,985	4	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	292651	295647	25940	10029995	2	10000	581710	Is-Purch-Centrl Shop-AutoMaint	9,881	12,055	(64)	9,571	12,364	(65)	Changes to Citywide Workorders	
Self Supporting	PUC	232429	292656	292656	25940	10029995	36	10000	515010	Health Service-City Match	255,140	255,140	-	281,302	276,103	67	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	292656	292656	25940	10029995	36	10000	515710	Dependent Coverage	639,857	639,857	-	706,284	693,262	166	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	292656	292656	25940	10029995	36	10000	516010	Dental Coverage	87,586	87,586	-	90,629	88,900	79	Changes to Health and Dental Rates	
Self Supporting	PUC	232429	292656	292656	25940	10029995	36	10000	519110	Flexible Benefit Package	56,203	56,203	-	61,120	59,959	15	Changes to Health and Dental Rates	
Self Supporting	RET	232318	232318	31330	10026788		1	10000	519010	Fringe Adjustments-Budget	-	11,600	11,600	-	48,585	-	48,585	Changes to Health and Dental Rates
Self Supporting	RET	232318	232318	31330	10026788		1	10000	581130	GF-Con-Internal Audits	(64,769)	64,742	(27)	(65,275)	65,064	(211)	Changes to Citywide Workorders	
Self Supporting	RET	232318	232318	31330	10026788		1	10000	581210	DT Technology Infrastructure	(263,145)	279,074	15,929	(257,810)	268,390	10,580	Changes to Citywide Workorders	
Self Supporting	RET	232318	232318	31330	10026788		1	10000	581360	DT Telecommunications Services	(38,203)	38,270	67	(38,349)	35,877	(3,472)	Changes to Citywide Workorders	
Self Supporting	RET	232318	232318	31330	10026788		1	10000	581650	Leases Paid To Real Estate	1,599,921	1,599,841	(470)	1,424,871	1,774,797	(564)	Changes to Citywide Workorders	
Self Supporting	RET	232319	232319	31330	10026788		1	10000	515010	Health Service-City Match	89,892	89,892	-	104,880	97,869	89	Changes to Health and Dental Rates	
Self Supporting	RET	232319	232319	31330	10026788		1	10000	515710	Dependent Coverage	219,365	219,365	-	253,461	238,701	188	Changes to Health and Dental Rates	
Self Supporting	RET	232319	232319	31330	10026788		1	10000	516010	Dental Coverage	31,089	31,089	-	33,722	31,704	92	Changes to Health and Dental Rates	
Self Supporting	RET	232320	232320	31330	10026788		1	10000	515010	Health Service-City Match	97,767	98,944	(7)	104,308	105,572	(16)	Changes to Health and Dental Rates	
Self Supporting	RET	232320	232320	31330	10026788		1	10000	515710	Dependent Coverage	247,571	245,506	13	264,163	261,946	29	Changes to Health and Dental Rates	
Self Supporting	RET	232320	232320	31330	10026788		1	10000	516010	Dental Coverage	33,915	33,786	3	33,918	33,786	6	Changes to Health and Dental Rates	
Self Supporting	RET	232320	232320	31330	10026788		1	10000	581245	GF-Con-Information System Ops	(160,478)	159,165	(1,308)	(163,395)	160,001	(3,394)	Changes to Citywide Workorders	
Self Supporting	RET	232320	232320	31330	10026788		1	10000	581650	Leases Paid To Real Estate	137,980	190,342	(56)	117,153	211,158	(67)	Changes to Citywide Workorders	
Self Supporting	RNT	232325	10850	10026789		1	10000	460173	Rent Arbitration Fees	8,655,981	7,791,322	5	7,842,533	8,589,643	(15,122)	Balancing entries and transfers		
Self Supporting	RNT	232325	10850	10026789		1	10000	581130	GF-Con-Internal Audits	15,787	17,057	-	15,661	17,153	(30)	Changes to Citywide Workorders		
Self Supporting	RNT	232325	10850	10026789		1	10000	581210	DT Technology Infrastructure	56,030	66,615	2,001	56,468	65,936	1,760	Changes to Citywide Workorders		
Self Supporting	RNT	232325	10850	10026789		1	10000	581360	DT Telecommunications Services	29,191	29,637	(230)	28,295	27,865	(12,898)	Changes to Citywide Workorders		
Self Supporting	RNT	232325	10850	10026789		1	10000	581890	GF-Rent Paid To Real Estate	214,389	241,306	7,691	203,813	248,997	4,806	Changes to Citywide Workorders		

SECTION 3. General Authority.

The Controller is hereby authorized and directed to set up appropriate accounts for the items of receipts and expenditures appropriated herein.

SECTION 3.1 Two-Year Budget.

For departments for which the Board of Supervisors has authorized, or the Charter requires, a fixed two-year budget appropriations in this ordinance shall be available for allotment by the Controller on July 1st of the fiscal year in which appropriations have been approved. The Controller is authorized to adjust the two year budget to reflect transfers and substitutions consistent with City's policies and restrictions for such transfers. The Controller is further authorized to make adjustments to the second year budgets consistent with Citywide estimates for salaries, fringe benefits, and work orders.

SECTION 4. Interim Budget Provisions.

All funds for equipment and new capital improvements shall be held in reserve until final action by the Board of Supervisors. No new equipment or capital improvements shall be authorized during the interim period other than equipment or capital improvements that, in the discretion of the Controller, is reasonably required for the continued operation of existing programs or projects previously approved by the Board of Supervisors. Authorization for the purchase of such equipment may be approved by the Board of Supervisors.

During the period of the interim annual appropriation ordinance and interim annual salary ordinance, no transfer of funds within a department shall be permitted without approval of the Controller, Mayor's Budget Director and the Budget Analyst of the Board of Supervisors.

When the Budget Committee reserves selected expenditure items pending receipt of additional information from departments, upon receipt of the required information to the satisfaction of a financial committee, the Controller may release the previously reserved funds with no further action required by the Board of Supervisors.

If the Budget Committee of the Board of Supervisors recommends a budget that increases funding that was deleted in the Mayor's Budget, the Controller shall have the authority to continue to pay these expenses until final passage of the budget by the Board of Supervisors, and approval of the budget by the Mayor.

SECTION 4.1 Interim Budget – Positions.

No new position may be filled in the interim period with the exception of those positions which in the discretion of the Controller are critical for the operation of existing programs or for projects previously approved by the Board of Supervisors or are required for emergency operations or where such positions would result in a net increase in revenues or where such positions are required to comply with law. New positions shall be defined as those positions that are enumerated in the Mayor's budget for the current fiscal year but were not enumerated in the appropriation and salary ordinances for the prior fiscal year, as amended, through June 30 of the prior fiscal year. In the event the Mayor has approved the reclassification of a position in the department's budget for the current fiscal

year, the Controller shall process a temporary or "tx" requisition at the request of the department and subject to approval of the Human Resources Director. Such action will allow for the continued employment of the incumbent in his or her former position pending action by the Board of Supervisors on the proposed reclassifications.

If the Budget Committee of the Board of Supervisors recommends a budget that reinstates positions that were deleted in the Mayor's Budget, the Controller and the Director of Human Resources shall have the authority to continue to employ and pay the salaries of the reinstated positions until final passage of the budget by the Board of Supervisors, and approval of the budget by the Mayor.

SECTION 5. Transfers of Functions and Duties.

Where revenues for any fund or department are herein provided by transfer from any other fund or department, or where a duty or a performance has been transferred from one department to another, the Controller is authorized and directed to make the related transfer of funds, provided further, that where revenues for any fund or department are herein provided by transfer from any other fund or department in consideration of departmental services to be rendered, in no event shall such transfer of revenue be made in excess of the actual cost of such service.

Where a duty or performance has been transferred from one department to another or departmental reorganization is effected as provided in the Charter, in addition to any required transfer of funds, the Controller and Human Resources Director are authorized to make any personnel transfers or reassignments between the affected departments and appointing officers at a mutually convenient time, not to exceed 100 days from the effective date of the ordinance transferring the duty or function. The Controller, Director of Human Resources and Clerk of the Board of Supervisors, with assistance of the City Attorney, are hereby authorized and directed to make such changes as may be necessary to conform all applicable ordinances to reflect said reorganization, transfer of duty or performance between departments.

SECTION 5.1 Agencies Organized under One Department.

Where one or more departments or agencies are organized under a single appointing officer or department head, the component units can continue to be shown as separate agencies for budgeting and accounting purposes to facilitate reporting. However, the entity shall be considered a single department for purposes of employee assignment and seniority, position transfers, and transfers of monies among funds within the Department of Public Health, and reappropriation of funds.

SECTION 5.2 Continuing Funds Appropriated.

In addition to the amount provided from taxes, the Controller shall make available for expenditure the amount of actual receipts from special funds whose receipts are continuously appropriated as provided in the Administrative and Municipal Codes.

SECTION 5.3 Multi-Year Revenues.

In connection with money received in one fiscal year for departmental services to be performed in a subsequent year, the Controller is authorized to establish an account for

depositing revenues which are applicable to the ensuing fiscal year, said revenue shall be carried forward and become a part of the funds available for appropriation in said ensuing fiscal year.

SECTION 5.4 Contracting Funds.

All money received in connection with contracts under which a portion of the moneys received is to be paid to the contractors and the remainder of the moneys received inures to the City and County shall be deposited in the Treasury.

(a) That portion of the money received that under the terms of the contract inures to the City and County shall be deposited to the credit of the appropriate fund.

(b) That portion of the money received that under the terms of the contracts is to be paid to the contractor shall be deposited in special accounts and is hereby appropriated for said purposes.

SECTION 5.5 Real Estate Services.

Rents received from properties acquired or held in trust for specific purposes are hereby appropriated to the extent necessary for maintenance of said properties, including services of the General Services Agency.

Moneys received from lessees, tenants or operators of City-owned property for the specific purpose of real estate services relative to such leases or operating agreements are hereby appropriated to the extent necessary to provide such services.

SECTION 5.6 Collection Services.

In any contracts for the collection of unpaid bills for services rendered to clients, patients or both by the Department of Public Health in which said unpaid bills have not become delinquent pursuant to the provisions of Administrative Code Section 10.37 and 10.38, the Controller is hereby authorized to adjust the estimated revenues and expenditures of the various divisions and institutions of the Department of Public Health to record such recoveries. Any percentage of the amounts, not to exceed 25 percent, recovered from such unpaid bills by a contractor is hereby appropriated to pay the costs of said contract. The Controller is authorized and is hereby directed to establish appropriate accounts to record total collections and contract payments relating to such unpaid bills.

SECTION 5.7 Contract Amounts Based on Savings.

When the terms of a contract provide for payment amounts to be determined by a percentage of cost savings or previously unrecognized revenues, such amounts as are actually realized from either said cost savings or unrecognized revenues are hereby appropriated to the extent necessary to pay contract amounts due. The Controller is authorized and is hereby directed to establish appropriate accounts to record such transactions.

SECTION 5.8 Collection and Legal Services.

In any contracts between the City Attorney's Office and outside counsel for legal services in connection with the prosecution of actions filed on behalf of the City or for assistance in

the prosecution of actions that the City Attorney files in the name of the People, where the fee to outside counsel is contingent on the recovery of a judgment or other monies by the City through such action, the Controller is hereby authorized to adjust the estimated revenues and expenditures of the City Attorney's Office to record such recoveries. A percentage of such recoveries, not to exceed 25 percent plus the amount of any out-of-pocket costs the Controller determines were actually incurred to prosecute such action, is hereby appropriated from the amount of such recoveries to pay the contingent fee due to such outside counsel under said contract and any costs incurred by the City or outside counsel in prosecuting the action. The Controller is authorized and hereby directed to establish appropriate accounts to record total collections and contingent fee and cost payments relating to such actions. The City Attorney as verified by the Controller shall report to the Board of Supervisors annually on the collections and costs incurred under this provision, including the case name, amount of judgment, the fund which the judgment was deposited, and the total cost of and funding source for the legal action.

SECTION 6. Bond Interest and Redemption.

In the event that estimated receipts from other than utility revenues, but including amounts from ad-valorem, taxes shall exceed the actual requirements for bond interest and redemption, said excess shall be transferred to a General Bond Interest and Redemption Reserve account. The Bond Interest and Redemption Reserve is hereby appropriated to meet debt service requirements including printing of bonds, cost of bond rating services and the legal opinions approving the validity of bonds authorized to be sold not otherwise provided for herein:

Issuance, legal and financial advisory service costs, including the reimbursement of departmental services in connection therewith, for debt instruments issued by the City and County, to the extent approved by the Board of Supervisors in authorizing the debt, may be paid from the proceeds of such debt and are hereby appropriated for said purposes.

SECTION 7. Allotment Controls.

Since several items of expenditures herein appropriated are based on estimated receipts, income or revenues which may not be fully realized, it shall be incumbent upon the Controller to establish a schedule of allotments, of such duration as the Controller may determine, under which the sums appropriated to the several departments shall be expended. The Controller shall revise such revenue estimates periodically. If such revised estimates indicate a shortage, the Controller shall hold in reserve an equivalent amount of the corresponding expenditure appropriations set forth herein until the collection of the amounts as originally estimated is assured, and in all cases where it is provided by the Charter that a specified or minimum tax shall be levied for any department the amount of appropriation herein provided derived from taxes shall not exceed the amount actually produced by the levy made for such department.

The Controller in issuing payments or in certifying contracts, purchase orders or other encumbrances pursuant to Section 3.105 of the Charter, shall consider only the allotted portions of appropriation items to be available for encumbrance or expenditure and shall not approve the incurring of liability under any allotment in excess of the amount of such

allotment. In case of emergency or unusual circumstances which could not be anticipated at the time of allotment, an additional allotment for a period may be made on the recommendation of the department head and the approval of the Controller. After the allotment schedule has been established or fixed, as heretofore provided, it shall be unlawful for any department or officer to expend or cause to be expended a sum greater than the amount set forth for the particular activity in the said allotment schedule so established, unless an additional allotment is made, as herein provided.

Allotments, liabilities incurred and expenditures made under expenditure appropriations herein enumerated shall in no case exceed the amount of each such appropriation, unless the same shall have been increased by transfers or supplemental appropriations made in the manner provided by Section 9.105 of the Charter.

SECTION 7.1 Prior Year Encumbrances.

The Controller is hereby authorized to establish reserves for the purpose of providing funds for adjustments in connection with liquidation of encumbrances and other obligations of prior years.

SECTION 7.2 Equipment Defined.

Funds for the purchase of items of equipment having a significant value of over \$5,000 and a useful life of three years and over shall only be purchased from appropriations specifically provided for equipment or lease-purchased equipment, including equipment from capital projects. Departments may purchase additional or replacement equipment from previous equipment or lease-purchase appropriations, or from citywide equipment and other non-salary appropriations, with approval of the Mayor's Office and the Controller.

Where appropriations are made herein for the purpose of replacing automotive and other equipment, the equipment replaced shall be surrendered to the Department of Administrative Services and shall be withdrawn from service on or before delivery to departments of the new automotive equipment. When the replaced equipment is sold, in lieu of being traded-in, the proceeds shall be deposited to a revenue account of the related fund. Provided, however, that so much of said proceeds as may be required to affect the purchase of the new equipment is hereby appropriated for the purpose. Funds herein appropriated for automotive equipment shall not be used to buy a replacement of any automobile superior in class to the one being replaced unless it has been specifically authorized by the Board of Supervisors in the making of the original appropriation.

Appropriations of equipment from current funds shall be construed to be annual appropriations and unencumbered balances shall lapse at the close of the fiscal year.

SECTION 7.3 Enterprise Deficits.

Funds appropriated herein to meet estimated enterprise deficits shall be made available to each such enterprise only to the extent that an actual deficit shall exist and not to exceed the amount herein provided. Any amount not required for the purpose of meeting an enterprise fund deficit shall be transferred back to the General Fund at the end of each fiscal year. Provided, however, that the Board of Supervisors, in the annual budget, may

approve appropriating such amounts to fund the activities of the enterprise in the succeeding fiscal year.

SECTION 8. Expenditure Estimates.

Where appropriations are made for specific projects or purposes which may involve the payment of salaries or wages, the head of the department to which such appropriations are made, or the head of the department authorized by contract or interdepartmental order to make expenditures from each such appropriation, shall file with the Controller, when requested, an estimate of the amount of any such expenditures to be made during the ensuing period.

SECTION 8.1 State and Federal Funds.

The Controller is authorized to increase Federal and State funds that may be claimed due to new General Fund expenditures appropriated by the Board of Supervisors. The Director of Human Resources is authorized to add civil service positions required to implement the programs authorized by these funds. The Controller and the Director of Human Resources shall report to the Board of Supervisors any actions taken under this authorization before the Board acts on the Annual Appropriation and Annual Salary Ordinances.

SECTION 8.2 State and Federal Funding Restorations.

If additional State or Federal funds are allocated to the City and County of San Francisco to backfill State reductions, the Controller shall backfill any funds appropriated to any program to the General Reserve.

SECTION 8.3 Process for Addressing General Fund Revenue Shortfalls

Upon receiving Controller estimates of revenue shortfalls that exceed the value of the General Reserve and any other allowances for revenue shortfalls in the adopted City budget, the Mayor shall inform the Board of Supervisors of actions to address this shortfall. The Board of Supervisors may adopt an ordinance to reflect the Mayor's proposal or alternative proposals in order to balance the budget.

SECTION 9. Interdepartmental Services.

The Controller is hereby authorized and directed to prescribe the method to be used in making payments for interdepartmental services in accordance with the provisions of Section 3.105 of the Charter, and to provide for the establishment of interdepartmental reserves which may be required to pay for future obligations which result from current performances. Whenever in the judgment of the Controller, the amounts which have been set aside for such purposes are no longer required or are in excess of the amount which is then currently estimated to be required, the Controller shall transfer the amount no longer required to the fund balance of the particular fund of which the reserve is a part. Provided further that no expenditure shall be made for personnel services, rent, equipment and capital outlay purposes from any interdepartmental reserve or work order fund without specific appropriation by the Board of Supervisors.

The amount detailed in departmental budgets for services of other City departments cannot be transferred to other spending categories without prior agreement from both the requesting and performing departments.

The Controller, pursuant to the provisions of Charter Section 3.105, shall review and may adjust charges or fees for services that may be authorized by the Board of Supervisors for the administration of the Computer Store. Such fees are hereby appropriated for that purpose.

SECTION 10. Positions in the City Service.

Department heads shall not make appointments to any office or position until the Controller shall certify that funds are available.

Funds provided herein for salaries or wages may, with the approval of the Controller, be used to provide for temporary employment when it becomes necessary to replace the occupant of a position while on extended leave without pay, or for the temporary filling of a vacancy in a budgeted position. The Controller is authorized to approve the use of existing salary appropriations within departments to fund permanent appointments of up to six months to backfill anticipated vacancies to ensure implementation of successful succession plans and to facilitate the transfer of mission critical knowledge. The Controller shall provide a report to the Board of Supervisors every six months enumerating permanent positions created under this authority.

Appointments to seasonal or temporary positions shall not exceed the term for which the Controller has certified the availability of funds.

The Controller shall be immediately notified of a vacancy occurring in any position.

SECTION 10.1 Positions, Funds, and Transfers for Specific Purposes.

Funds for personnel services may be transferred from any legally available source on the recommendation of the department head and approval by the Director of Administrative Services, Board or Commission, for departments under their respective jurisdiction, and on authorization of the Controller with the prior approval of the Human Resources Director for:

(a) Lump sum payments to officers, employees, police officers and fire fighters other than elective officers and members of boards and commissions upon death or retirement or separation caused by industrial accident for accumulated sick leave benefits in accordance with Civil Service Commission rules.

(b) Payment of the supervisory differential adjustment, out of class pay or other negotiated premium to employees who qualify for such adjustment provided that the transfer of funds must be made from funds currently available in departmental personal service appropriations.

(c) Payment of any legal salary or fringe benefit obligations of the City and County including amounts required to fund arbitration awards.

(d) The Controller is hereby authorized to adjust salary appropriations for positions administratively reclassified or temporarily exchanged by the Human Resources Director provided that the reclassified position and the former position are in the same functional area.

(e) Positions may be substituted or exchanged between the various salary appropriations or position classifications when approved by the Human Resources Director as long as said transfers do not increase total departmental personnel service appropriations.

(f) The Controller is hereby authorized and directed upon the request of a department head and the approval by the Mayor's Office to transfer from any legally available funds amounts needed to fund legally mandated salaries, fringe benefits and other costs of City employees. Such funds are hereby appropriated for the purpose set forth herein.

(g) The Controller is hereby authorized to transfer any legally available funds to adjust salary and fringe benefit appropriations as required under reclassifications recommended by the Human Resources Director and approved by the Board of Supervisors in implementing the Management Compensation and Classification Plan.

Amounts transferred shall not exceed the actual amount required including the cost to the City and County of mandatory fringe benefits.

(h) Pursuant to California Labor Code Section 4850.4, the Controller is authorized to make advance payments from departments' salary accounts to employees participating in CalPERS who apply for disability retirement. Repayment of these advanced disability retirement payments from CalPERS and from employees are hereby appropriated to the departments' salary account.

(i) For purposes of defining terms in Administrative Code Section 3.18, the Controller is authorized to process transfers where such transfers are required to administer the budget through the following certification process: In cases where expenditures are reduced at the level of appropriation control during the Board of Supervisors phase of the budget process, the Chair of the Budget Committee, on recommendation of the Controller, may certify that such a reduction does not reflect a deliberate policy reduction adopted by the Board. The Mayor's Budget Director may similarly provide such a certification regarding reductions during the Mayor's phase of the budget process.

SECTION 10.2 Professional Services Contracts.

Funds appropriated for professional service contracts may be transferred to the account for salaries on the recommendation of the department head for the specific purpose of using City personnel in lieu of private contractors with the approval of the Human Resources Director and the Mayor and the certification by the Controller that such transfer of funds would not increase the cost of government.

SECTION 10.3 Surety Bond Fund Administration.

The Controller is hereby authorized to allocate funds from capital project appropriations to the San Francisco Self-Insurance Surety Bond Fund, as governed by Administrative Code Section 10.100-317 and in accordance with amounts determined pursuant to Administrative Code Section 14B.16.

SECTION 10.4 Salary Adjustments, Memoranda of Understanding (MOUs).

The Controller is authorized and directed to transfer from the Salary and Benefits Reserve, or any legally available funds, amounts necessary to adjust appropriations for salaries and related mandatory fringe benefits of employees whose compensation is pursuant to Charter Sections A8.403 (Registered Nurses), A8.404 (Transit Operators), A8.409 (Miscellaneous Employees), A8.405 and A8.590-1 through A8.590-5 (Police and Firefighters), revisions to State Law, and/or collective bargaining agreements adopted pursuant to the Charter or arbitration award. The Controller and Director of Human Resources are further authorized and directed to adjust the rates of compensation to reflect current pay rates for any positions affected by the foregoing provisions.

Adjustments made pursuant to this section shall reflect only the percentage increase required to adjust appropriations to reflect revised salary and premium pay requirements above the funding level established in the adopted budget of the respective departments.

The Controller is authorized and directed to transfer from reserves or any legally available funds amounts necessary to provide costs of non-salary benefits in ratified Memoranda of Understanding or arbitration awards. The Controller's Office shall report to the Budget and Finance Committee on the status of the Salary and Benefits Reserve, including amounts transferred to individual City Departments and remaining Reserve balances, following the first quarter of FY 2009-10 and as part of the Controller's Six and Nine Month Budget Status Reports.

SECTION 10.5 MOUs to be Reflected in Department Budgets.

Should the City and County adopt an MOU with a recognized employee bargaining organization during the fiscal year which has fiscal effects, the Controller is authorized and directed to reflect the budgetary impact of said MOU in departmental appropriations by transferring amounts to or from the Salary and Benefits Reserve, or, for self-supporting or restricted funds, to or from the respective unappropriated fund balance account. All amounts transferred pursuant to this section are hereby appropriated for the purpose.

SECTION 10.6 Funding Memoranda of Understanding (MOUs).

Whenever the Board of Supervisors has ratified by ordinance or resolution Memoranda of Understanding or has not contested an arbitration award with recognized employee organizations and said memoranda or award contains provisions requiring the expenditure of funds, the Controller, on the recommendation of the Human Resources Director, shall reserve sufficient funds to comply with such provisions and such funds are hereby appropriated for such purposes. The Controller is hereby authorized to make such transfers from funds hereby reserved or legally available as may be required to make funds available to departments to carry out the purposes required by the Memoranda of Understanding or arbitration award.

SECTION 10.7 Fringe Benefit Rate Adjustments.

Appropriations herein made for fringe benefits may be adjusted by the Controller to reflect revised amounts required to support adopted or required contribution rates. The Controller is authorized and is hereby directed to transfer between departmental appropriations and the General Reserve or other unappropriated balance of funds any amounts resulting from adopted or required contribution rates and such amounts are hereby appropriated to said accounts.

When the Controller determines that prepayment of the employer share of pension contributions is likely to be fiscally advantageous, the Controller is authorized to adjust appropriations and transfers in order to make and reconcile such prepayments.

SECTION 10.8 Police Department Uniformed Positions.

Positions in the Police Department for each of the various ranks that are filled based on the educational attainment of individual officers may be filled interchangeably at any level within the rank (e.g., Patrol Officer Q2, Q3 or Q4, Sergeant Q50, Q51, Q52). The Controller and Director of Human Resources are hereby authorized to adjust payrolls, salary ordinances and other documents, where necessary, to reflect the current status of individual employees; provided however, that nothing in this section shall authorize an increase in the total number of positions allocated to any one rank or to the Police Department.

SECTION 10.9 Holidays, Special Provisions.

Whenever any day is declared to be a holiday by proclamation of the Mayor after such day has heretofore been declared a holiday by the Governor of the State of California or the President of the United States, the Controller, with the approval of the Mayor's Office, is hereby authorized to make such transfer of funds not to exceed the actual cost of said holiday from any legally available funds.

SECTION 10.10 Litigation Reserve, Payments.

The Controller is authorized and directed to transfer from the Reserve for Litigation Account for General Fund supported departments or from any other legally available funds for other funds, amounts required to make payments required to settle litigation against the City and County of San Francisco that has been recommended by the City Attorney and approved by the Board of Supervisors in the manner provided in the Charter. Such funds are hereby appropriated for the purposes set forth herein.

SECTION 10.11 Changes in Health Services Eligibility.

Should the Board of Supervisors amend Administrative Code Section 16.700 to change the eligibility in the City's Health Service System, the Controller is authorized and directed to transfer from any legally available funds or the Salary and Fringe Reserve for the amount necessary to provide health benefit coverage not already reflected in the departmental budgets.

SECTION 11. Funds Received for Special Purposes, Trust Funds.

The Controller is hereby authorized and directed to continue the existing special and trust funds, revolving funds, and reserves and the receipts in and expenditures from each such

fund are hereby appropriated in accordance with law and the conditions under which each such fund was established.

The Controller is hereby authorized and directed to set up additional special and trust funds and reserves as may be created by either additional grants and bequests or under other conditions and the receipts in each fund are hereby appropriated in accordance with law for the purposes and subject to the conditions under which each such fund was established.

SECTION 11.1 Special and Trust Funds Appropriated.

Whenever the City and County of San Francisco shall receive for a special purpose from the United States of America, the State of California, or from any public or semi-public agency, or from any private person, firm or corporation, any moneys, or property to be converted into money, the Controller shall establish a special fund or account evidencing the said moneys so received and specifying the special purposes for which they have been received and for which they are held, which said account or fund shall be maintained by the Controller as long as any portion of said moneys or property remains.

Recurring grant funds which are detailed in departmental budget submissions and approved by the Mayor and Board of Supervisors in the annual budget shall be deemed to have met the requirements of Administrative Code Section 10.170 for the approval to apply for, receive and expend said funds and shall be construed to be funds received for a specific purpose as set forth in this section. Positions specifically approved by granting agencies in said grant awards may be filled as though said positions were included in the annual budget and Annual Salary Ordinance, provided however that the tenure of such positions shall be contingent on the continued receipt of said grant funds. Individual grants may be adjusted by the Controller to reflect actual awards made if granting agencies increase or decrease the grant award amounts estimated in budget submissions.

The expenditures necessary from said funds or said accounts as created herein, in order to carry out the purpose for which said moneys or orders have been received or for which said accounts are being maintained, shall be approved by the Controller and said expenditures are hereby appropriated in accordance with the terms and conditions under which said moneys or orders have been received by the City and County of San Francisco, and in accordance with the conditions under which said funds are maintained.

The Controller is authorized to adjust transfers to the San Francisco Capital Planning Fund, established by Administrative Code Section 10.100-286, to account for final capital project planning expenditures reimbursed from approved sale of bonds and other long term financing instruments.

SECTION 11.2 Insurance Recoveries.

Any moneys received by the City and County of San Francisco pursuant to the terms and conditions of any insurance policy are hereby appropriated and made available to the general city or specific departments for associated costs or claims.

SECTION 11.3 Bond Premiums.

Premiums received from the sale of bonds are hereby appropriated for bond interest and redemption purposes of the issue upon which it was received.

SECTION 11.4 Ballot Arguments.

Receipts in and expenditures for payment for the printing of ballot arguments, are hereby appropriated in accordance with law and the conditions under which this appropriation is established.

SECTION 11.5 Tenant Overtime.

Whenever employees of departments are required to work overtime on account of services required by renters, lessees or tenants of City-owned or occupied properties, or recipients of services from City departments, in connection with such properties the cost of such overtime employment shall be collected by the departments from the requesters of said services and shall be deposited with the Treasurer to the credit of departmental appropriations. All moneys deposited therein are hereby appropriated for such purpose.

SECTION 11.6 Refunds.

The Controller is hereby authorized and directed to set up appropriations for refunding amounts deposited in the Treasury in excess of amounts due, and the receipts and expenditures from each are hereby appropriated in accordance with law. Whereby State statute, local ordinance or court order, interest is payable on amounts to be refunded, in the absence of appropriation therefore, such interest is herewith appropriated from the unappropriated interest fund or interest earnings of the fund involved. The Controller is authorized, and funds are hereby appropriated, to refund overpayments and any mandated interest or penalties from State, Federal and local agencies when audits or other financial analyses determine that the City has received payments in excess of amounts due.

SECTION 11.7 Arbitrage.

The Controller is hereby authorized and directed to refund excess interest earnings on bond proceeds (arbitrage) when such amounts have been determined to be due and payable under applicable Internal Revenue Service regulations. Such arbitrage refunds shall be charged in the various bond funds in which the arbitrage earnings were recorded and such funds are hereby appropriated for the purpose.

SECTION 11.8 Damage Recoveries.

Moneys received as payment for damage to City-owned property and equipment are hereby appropriated to the department concerned to pay the cost of repairing such equipment or property. Moneys received as payment for liquidated damages in a City-funded project are appropriated to the department incurring costs of repairing or abating the damages. Any excess funds, and any amount received for damaged property or equipment which is not to be repaired shall be credited to a related fund.

SECTION 11.9 Purchasing Damage Recoveries.

That portion of funds received pursuant to the provisions of Administrative Code Section 21.33 - failure to deliver article contracted for - as may be needed to affect the required

procurement are hereby appropriated for that purpose and the balance, if any, shall be credited the related fund.

SECTION 11.10 Off-Street Parking Guarantees.

Whenever the Board of Supervisors has authorized the execution of agreements with corporations for the construction of off-street parking and other facilities under which the City and County of San Francisco guarantees the payment of the corporations' debt service or other payments for operation of the facility, it shall be incumbent upon the Controller to reserve from parking meter or other designated revenues sufficient funds to provide for such guarantees. The Controller is hereby authorized to make payments as previously guaranteed to the extent necessary and the reserves approved in each Annual Appropriation Ordinance are hereby appropriated for the purpose. The Controller shall notify the Board of Supervisors annually of any payments made pursuant to this Section.

SECTION 11.11 Hotel Tax – Special Situations.

The Controller is hereby authorized and directed to make such interfund transfers or other adjustments as may be necessary to conform budget allocations to the requirements of the agreements and indentures of the 1994 Lease Revenue and/or San Francisco Redevelopment Agency Hotel Tax Revenue Bond issues.

SECTION 11.12 Local Transportation Agency Fund.

Local transportation funds are hereby appropriated pursuant to the Government Code.

SECTION 11.13 Insurance.

The Controller is hereby authorized to transfer to the City Risk Manager any amounts indicated in the budget estimate and appropriated hereby for the purchase of insurance or the payment of insurance premiums.

SECTION 11.14 Grants to Commission on Aging and Child Support Services.

The Commission on Aging and the Department of Child Support Services are authorized to receive and expend available federal and state contributions and grant awards for their target populations. The Controller is hereby authorized and directed to make the appropriate entries to reflect the receipt and expenditure of said grant award funds and contributions.

SECTION 11.15 FEMA, OES, Other Reimbursements.

Whenever the City and County recovers funds from any federal or state agency as reimbursement for the cost of damages resulting from earthquakes and other disasters for which the Mayor has declared a state of emergency, such funds are hereby appropriated for the purpose. The Controller is authorized to transfer such funds to the credit of the departmental appropriation which initially incurred the cost, or, if the fiscal year in which the expenses were charged has ended, to the credit of the fund which incurred the expenses. Revenues received from other governments as reimbursement for mutual aid provided by City departments are hereby appropriated for services provided.

SECTION 11.16 Interest on Grant Funds.

Whenever the City and County earns interest on funds received from the State of California or the federal government and said interest is specifically required to be expended for the purpose for which the funds have been received, said interest is hereby appropriated in accordance with the terms under which the principal is received and appropriated.

SECTION 11.17 Treasurer – Banking Agreements.

Whenever the Treasurer finds that it is in the best interest of the City and County to use either a compensating balance or fee for service agreement to secure banking services that benefit all participants of the pool, any funds necessary to be paid for such agreement are to be charged against interest earnings and such funds are hereby appropriated for the purpose.

The Treasurer may offset banking charges that benefit all participants of the investment pool against interest earned by the pool. The Treasurer shall allocate other bank charges and credit card processing to Departments or pool participants that benefit from those services. The Controller may transfer funds appropriated in the budget to general fund Departments as necessary to support allocated charges.

SECTION 11.18 City Buildings–Acquisition with Certificates of Participation (COPs).

Receipts in and expenditures from accounts set up for the acquisition and operation of City-owned buildings including, but not limited to 25 Van Ness Avenue and 1660 Mission Street, are hereby appropriated for the purposes set forth in the various bond indentures through which said properties were acquired.

SECTION 11.19 Generally Accepted Principles of Financial Statement Presentation.

The Controller is hereby authorized to make adjustments to departmental budgets as part of the year-end closing process to conform amounts to the Charter provisions and generally accepted principles of financial statement presentation.

SECTION 11.20 Fund Balance Reporting and Government Fund Type Definitions.

The Controller is authorized to establish or adjust fund type definitions for restricted, committed or assigned revenues and expenditures, in accordance with the requirements of Governmental Accounting Standards Board Statement 54. These changes will be designed to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. Reclassification of funds shall be reviewed by the City's outside auditors during their audit of the City's financial statements.

SECTION 11.21 State Local Public Safety Fund.

Amounts received from the State Local Public Safety Fund (Sales Taxes) for deposit to the Public Safety Augmentation Fund shall be transferred to the General Fund for use in meeting eligible costs of public safety as provided by State law and said funds are appropriated for said purposes.

Said funds shall be allocated to support public safety department budgets, but not specific appropriation accounts, and shall be deemed to be expended at a rate of 75% of eligible

departmental expenditures up to the full amount received. The Controller is hereby directed to establish procedures to comply with state reporting requirements.

SECTION 11.22 Laguna Honda Employee Development Account.

The Controller is authorized and directed to set up special funds as may be required to receive employee, corporate and private donations made for the purpose of funding employee training and development. Donated funds for employee development will be automatically appropriated for such purpose, and shall be maintained in the City's financial systems.

SECTION 11.23 Affordable Housing Loan Repayments and Interest Earnings.

Loan repayments, proceeds of property sales in cases of defaulted loans, and interest earnings in special revenue funds designated for affordable housing are hereby appropriated for affordable housing program expenditures, including payments from loans made by the former San Francisco Redevelopment Agency and transferred to the Mayor's Office of Housing and Community Development, the designated the housing successor agency. Expenditures shall be subject to the conditions under which each such fund was established.

SECTION 11.24 Developer Agreement Implementation Costs.

The Controller is hereby authorized to appropriate reimbursements of City costs incurred to implement development agreements approved by the Board of Supervisors, including but not limited to City staff time, consultant services and associated overhead costs to conduct plan review, inspection, and contract monitoring, and to draft, negotiate, and administer such agreements. This provision does not apply to development impact fees or developer exactions, which shall be appropriated by the Board of Supervisors.

SECTION 12. Special Situations.**SECTION 12.1 Revolving Funds.**

Surplus funds remaining in departmental appropriations may be transferred to fund increases in revolving funds up to the amount authorized by the Board of Supervisors if said Board, by ordinance, has authorized an increase in said revolving fund amounts.

SECTION 12.2 Interest Allocations.

Interest shall not be allocated to any special, enterprise, or trust fund or account unless said allocation is required by Charter, state law or specific provision in the legislation that created said fund. Any interest earnings not allocated to special, enterprise or trust funds or accounts shall be credited, by the Controller, to General Fund Unallocated Revenues.

SECTION 12.3 Property Tax.

Consistent with the State Teeter Plan requirements, the Board of Supervisors elects to continue the alternative method of distribution of tax levies and collections in accordance with Revenue and Taxation Code Section 4701. The Board of Supervisors directs the Controller to maintain the Teeter Tax Losses Reserve Fund at an amount not less than 1% of the total of all taxes and assessments levied on the secured roll for that year for participating entities in the county as provided by Revenue and Taxation Code Section

4703. The Board of Supervisors authorizes the Controller to make timely property tax distributions to the Office of Community Investment and Infrastructure, the Treasure Island Development Authority, and City and County of San Francisco Infrastructure Financing Districts as approved by the Board of Supervisors through the budget, through development pass-through contracts, through tax increment allocation pledge agreements and ordinances, and as mandated by State law.

The Controller is authorized to adjust the budget to conform to assumptions in final approved property tax rates and to make debt service payments for approved general obligation bonds accordingly.

The Controller is authorized and directed to recover costs from the levy, collection and administration of property taxes.

SECTION 12.4 New Project Reserves.

Where this Board has set aside a portion of the General Reserve for a new project or program approved by a supplemental appropriation, any funds not required for the approved supplemental appropriation shall be returned to the General Fund General Reserve by the Controller.

SECTION 12.5 Aid Payments.

Aid paid from funds herein provided and refunded during the fiscal year hereof shall be credited to, and made available in, the appropriation from which said aid was provided.

SECTION 12.6 Department of Public Health Transfer Payments, Indigent Health Revenues, and Realignment Funding to Offset for Low Income Health Programs.

To more accurately reflect the total net budget of the Department of Public Health, this ordinance shows net revenues received from certain State and Federal health programs. Funds necessary to participate in such programs that require transfer payments are hereby appropriated. The Controller is authorized to defer surplus transfer payments, indigent health revenues, and Realignment funding to offset future reductions or audit adjustments associated with funding allocations for health services for low income individuals.

SECTION 12.7 Municipal Transportation Agency.

Consistent with the provisions of Proposition E and Proposition A creating the Municipal Transportation Agency and including the Parking and Traffic function as a part of the Municipal Transportation Agency, the Controller is authorized to make such transfers and reclassification of accounts necessary to properly reflect the provision of central services to the Municipal Transportation Agency in the books and accounts of the City. No change can increase or decrease the overall level of the City's budget.

SECTION 12.8 Treasure Island Authority.

Should the Treasure Island property be conveyed and deed transferred from the Federal Government, the Controller is hereby authorized to make budgetary adjustments necessary to ensure that there is no General Fund impact from this conveyance.

SECTION 12.9 Hetch Hetchy Power Stabilization Fund.

Hetch Hetchy has entered into a long-term agreement to purchase a fixed amount of power. Any excess power from this contract will be sold back to the power market.

To limit Hetch Hetchy's risk from adverse market conditions in the future years of the contract, the Controller is authorized to establish a power stabilization account that reserves any excess revenues from power sales in the early years of the contract. These funds may be used to offset potential losses in the later years of the contract. The balance in this fund may be reviewed and adjusted annually.

The power purchase amount reflected in the department's expenditure budget is the net amount of the cost of power purchased for Hetch Hetchy use. Power purchase appropriations may be increased by the Controller to reflect the pass through costs of power purchased for resale under long-term fixed contracts previously approved by the Board of Supervisors.

SECTION 12.10 Closure of Special Funds, Projects, and Accounts

In accordance with Administrative Code Section 10.100-1(d), if there has been no expenditure activity for the past two fiscal years, a special fund or project can be closed and repealed. The Controller is hereby authorized and directed to reconcile and balance funds, projects and accounts. The Controller is directed to create a clearing account for the purpose of balancing surpluses and deficits in such funds, projects and accounts, and funding administrative costs incurred to perform such reconciliations.

SECTION 12.11 Charter-Mandated Baseline Appropriations.

The Controller is authorized to increase or reduce budgetary appropriations as required by the Charter for baseline allocations to align allocations to the amounts required by formula based on actual revenues received during the fiscal year. Departments must obtain Board of Supervisors' approval prior to any expenditure supported by increasing baseline allocations as required under the Charter and the Municipal Code.

SECTION 12.12 Parking Tax Allocation.

The Controller is authorized to increase or decrease final budgetary allocation of parking tax in-lieu transfers to reflect actual collections to the Municipal Transportation Agency. The Municipal Transportation Agency must obtain Board of Supervisors' approval prior to any expenditure supported by allocations that accrue to the Agencies that are greater than those already appropriated in the Annual Appropriation Ordinance.

SECTION 12.13 Former Redevelopment Agency Funds.

Pursuant to Board of Supervisors Ordinance 215-12, the Successor Agency to the San Francisco Redevelopment Agency (also known as the Office of Community Investment and Infrastructure, or OCII) is a separate legal entity from the City and its budget is subject to separate approval by resolution of the Board of Supervisors. The Controller is authorized to transfer funds and appropriation authority between and within accounts related to former San Francisco Redevelopment Agency fund balances to serve the accounting requirements of the OCII, the Port, the Mayor's Office of Housing and the City

Administrator's office and to comply with State requirements and applicable bond covenants.

The Purchaser is authorized to allow the OCII and Departments to follow applicable contracting and purchasing procedures of the former SFRA and waive inconsistent provisions of the San Francisco Administrative Code when managing contracts and purchasing transactions related to programs formerly administered by the SFRA.

If during the course of the budget period, the OCII requests Departments to provide additional services beyond budgeted amounts and the Controller determines that the Successor Agency has sufficient additional funds available to reimburse Departments for such additional services, the Departmental expenditure authority to provide such services is hereby appropriated.

When 100% of property tax increment revenues for a redevelopment project area are pledged based on an agreement that constitutes an enforceable obligation, the Controller will increase or decrease appropriations to match actual revenues realized for the project area.

The Mayor's Office of Housing is authorized to act as the fiscal agent for the Public Initiatives Development Corporation (PIDC) and receive and disburse PIDC funds as authorized by the PIDC bylaws and the PIDC Board of Directors.

SECTION 12.14 CleanPowerSF.

CleanPowerSF customer payments and all other associated revenues deposited in the CleanPowerSF special revenue fund are hereby appropriated for fiscal years 2018-19 and 2019-20 in the amounts actually received by the City and County in such fiscal year. Estimated amounts of those appropriations are provided for information only. The Controller is authorized to disburse the revenues appropriated by this section as well as those appropriated yet unspent from prior fiscal years to pay power purchase obligations and other operating costs as provided in the program plans and annual budgets, as approved by the Board of Supervisors for the purposes authorized therein. Estimated customer revenues are \$112,415,632 in fiscal year 2018-19 and \$156,864,143 in fiscal year 2019-20.

SECTION 13. Treasure Island Development Authority.

The budget for the Treasure Island Development Authority is subject to separate approval by resolution of the Board of Supervisors. Work performed by City departments for the Treasure Island Development Authority may also be reflected in the City's budget. Administrative support to the Treasure Island Development Authority shall be performed by the General Services Agency. The General Services Agency may include required positions and operating costs in its annual budget, funded by the Treasure Island Development Authority.

SECTION 14. Departments.

The term department as used in this ordinance shall mean department, bureau, office, utility, agency, board or commission, as the case may be. The term department head as

used herein shall be the chief executive duly appointed and acting as provided in the Charter. When one or more departments are reorganized or consolidated, the former entities may be displayed as separate units, if, in the opinion of the Controller, this will facilitate accounting or reporting.

(a) The Public Utilities Commission shall be considered one entity for budget purposes and for disbursement of funds within each of the enterprises. The entity shall retain its enterprises, including Water, Hetch Hetchy, Wastewater, and the Public Utilities Commission, as separate utility fund enterprises under the jurisdiction of the Public Utilities Commission and with the authority provided by the Charter. This section shall not be construed as a merger or completion of the Hetch Hetchy Project, which shall not be deemed completed until a specific finding of completion has been made by the Public Utilities Commission. The consolidated agency will be recognized for purposes of determining employee seniority, position transfers, budgetary authority and transfers or reappropriation of funds.

(b) There shall be a General Services Agency, headed by the City Administrator, including the Department of Public Works, the Department of Telecommunication and Information Services, and the Department of Administrative Services

The City Administrator shall be considered one entity for budget purposes and for disbursement of funds. This budgetary structure does not affect the separate legal status of the departments placed within the entity: Administrative Services, Medical Examiner, Convention and Facilities Management, and Animal Care and Control. Each of these departments shall retain the duties and responsibilities of departments as provided in the Charter and the Administrative Code, including but not limited to appointing and contracting authority.

(c) There shall be a Human Services Agency, which shall be considered one entity for budget purposes and for disbursement of funds. Within the Human Services Agency shall be two departments: (1) the Department of Human Services, under the Human Services Commission, and (2) the Department of Aging and Adult Services ("DAAS"), under the Mayor, includes Adult Protective Services, the Public Administrator/Public Guardian, the Mental Health Conservator, the Office on Aging, the County Veterans' Service Officer, and the In-Home Supportive Services Program. This budgetary structure does not affect the legal status or structure of the two departments, unless reorganized under Charter Section 4.132. The Director of Human Resources and the Controller are authorized to transfer employees, positions, and funding in order to effectuate the transfer of the program from one department to the other. The consolidated agency will be recognized for purposes of determining employee seniority, position transfers, budgetary authority and transfers or reappropriation of funds.

The departments within the Human Services Agency shall coordinate with each other and with the Commission on Aging to improve delivery of services, increase administrative efficiencies and eliminate duplication of efforts. To this end, they may share staff and facilities. The Commission on Aging shall remain the Area Agency on Aging. This

coordination is not intended to diminish the authority of the Commission on Aging over matters under the jurisdiction of the Commission.

The Director of the Commission on Aging also may serve as the department head for DAAS, and/or as a deputy director for the Department of Human Services, but shall receive no additional compensation by virtue of an additional appointment. If an additional appointment is made, it shall not diminish the authority of the Commission on Aging over matters under the jurisdiction of the Commission.

The Department of Homelessness and Supportive Housing (HOM) is an office of the City until the Board of Supervisors adopts an ordinance authorizing the creation of a separate department. The appropriation summary contained herein referring to HOM is for display purposes only.

SECTION 15. Travel Reimbursement and Cell Phone Stipends.

The Controller shall establish rules for the payment of all amounts payable for travel for officers and employees, and for the presentation of such vouchers as he shall deem proper in connection with expenditures made pursuant to said Section. No allowance shall be made for traveling expenses provided for in this ordinance unless funds have been appropriated or set aside for such expenses in accordance with the provisions of the Charter.

The Controller may advance the sums necessary for traveling expenses, but proper account and return must be made of said sums so advanced by the person receiving the same within ten days after said person returns to duty in the City and County of San Francisco, and failure on the part of the person involved to make such accounting shall be sufficient cause for the Controller to withhold from such persons pay check or checks in a sum equivalent to the amount to be accounted.

In consultation with the Director of Human Resources, the Controller shall establish rules and parameters for the payment of monthly stipends to officers and employees who use their own cells phones to maintain continuous communication with their workplace, and who participate in a Citywide program that reduces costs of City-owned cell phones.

SECTION 16. Contributed Revenue Reserve and Audit and Adjustment Reserve.

The Controller is hereby authorized to establish a Contributed Revenue and Adjustment Reserve to accumulate receipts in excess of those estimated revenues or unexpended appropriations stated herein. Said reserve is established for the purpose of funding the budget of the subsequent year, and the receipts in this reserve are hereby appropriated for said purpose. The Controller is authorized to maintain an Audit and Adjustment Reserve to offset audit adjustments, and to balance expenditure accounts to conform to year-end balancing and year-end close requirements.

SECTION 17. Airport Service Payment.

The moneys received from the Airport's revenue fund as the Annual Service Payment provided in the Airline-Airport Lease and Use Agreement are in satisfaction of all obligations of the Airport Commission for indirect services provided by the City and

County of San Francisco to the Commission and San Francisco International Airport and constitute the total transfer to the City's General Fund.

The Controller is hereby authorized and directed to transfer to the City's General Fund from the Airport revenue fund with the approval of the Airport Commission funds that constitute the annual service payment provided in the Airline - Airport Lease and Use Agreement in addition to the amount stated in the Annual Appropriation Ordinance.

On the last business day of the fiscal year, unless otherwise directed by the Airports Commission, the Controller is hereby authorized and directed to transfer all moneys remaining in the Airport's Contingency Account to the Airport's Revenue Fund. The Controller is further authorized and directed to return such amounts as were transferred from the Contingency Account, back to the Contingency Account from the Revenue Fund Unappropriated Surplus on the first business day of the succeeding fiscal year, unless otherwise directed by the Airports Commission.

SECTION 18. Pooled Cash, Investments.

The Treasurer and Controller are hereby authorized to transfer available fund balances within pooled cash accounts to meet the cash management of the City, provided that special and non-subsidized enterprise funds shall be credited interest earnings on any funds temporarily borrowed there from at the rate of interest earned on the City Pooled Cash Fund. No such cash transfers shall be allowed where the investment of said funds in investments such as the pooled funds of the City and County is restricted by law.

SECTION 19. Matching Funds for Federal or State Programs.

Funds contributed to meet operating deficits and/or to provide matching funds for federal or State aid (e.g. Medicaid under SB 855 or similar legislation for San Francisco General Hospital) are specifically deemed to be made exclusively from local property and business tax sources.

SECTION 20. Advance Funding of Bond Projects – City Departments.

Whenever the City and County has authorized appropriations for the advance funding of projects which may at a future time be funded from the proceeds of general obligation, revenue, or lease revenue bond issues or other legal obligations of the City and County, the Controller shall recover from bond proceeds or other available sources, when they become available, the amount of any interest earnings foregone by the General Fund as a result of such cash advance to disbursements made pursuant to said appropriations. The Controller shall use the monthly rate of return earned by the Treasurer on City Pooled Cash Fund during the period or periods covered by the advance as the basis for computing the amount of interest foregone which is to be credited to the General Fund.

SECTION 21. Advance Funding of Projects – Transportation Authority.

Whenever the San Francisco County Transportation Authority requests advance funding of the costs of administration or the costs of projects specified in the City and County of San Francisco Transportation Expenditure Plan which will be funded from proceeds of the transactions and use tax as set forth in Article 14 of Part III of the Municipal Code of the City and County of San Francisco, the Controller is hereby authorized to make such

advance. The Controller shall recover from the proceeds of the transactions and use tax when they become available, the amount of the advance and any interest earnings foregone by the City and County General Fund as a result of such cash advance funding. The Controller shall use the monthly rate of return earned by the Treasurer on General City Pooled Cash funds during the period or periods covered by the advance as the basis for computing the amount of interest foregone which is to be credited to the General Fund.

SECTION 22. Controller to Correct Clerical Errors.

The Controller is hereby authorized and directed to adjust interdepartmental appropriations, make transfers to correct objects of expenditures classifications and to correct clerical or computational errors as may be ascertained by the Controller to exist in the Annual Budget as adopted by the Board of Supervisors. The Controller shall file with the Clerk of the Board a list of such adjustments, transfers and corrections made pursuant to this Section.

The Controller is hereby authorized to make the necessary transfers to correct objects of expenditure classifications, and corrections in classifications made necessary by changes in the proposed method of expenditure.

SECTION 22.1 Controller to Implement New Financial System.

In order to complete implementation of the Financial System Replacement Project, the Controller shall have the authority to reclassify departments' appropriations to conform to the accounting structures established in the new system.

SECTION 23. Transfer of State Revenues.

The Controller is authorized to transfer revenues among City departments to comply with provisions in the State budget.

SECTION 24. Use of Permit Revenues from the Department of Building Inspection.

Permit revenue funds from the Department of Building Inspection that are transferred to other departments as shown in this budget shall be used only to fund the planning, regulatory, enforcement and building design activities that have a demonstrated nexus with the projects that produce the fee revenues.

SECTION 25. Board of Supervisors Official Advertising Charges.

The Board of Supervisors is authorized to collect funds from enterprise departments to place official advertising. The funds collected are automatically appropriated in the budget of the Board of Supervisors as they are received.

SECTION 26. Work Order Appropriations.

The Board of Supervisors directs the Controller to establish work orders pursuant to Board-approved appropriations, including positions needed to perform work order services, and corresponding recoveries for services that are fully cost covered, including but not limited to services provided by one City department to another City department, as well as services provided by City departments to external agencies, including but not limited to the Office of Community Investment and Infrastructure, the Treasure Island

Development Authority, the School District, and the Community College. Revenues for services from external agencies shall be appropriated by the Controller in accordance with the terms and conditions established to perform the service.

It is the policy of the Mayor and the Board of Supervisors to allocate costs associated with the replacement of the City's financial and purchasing system to all City Departments proportional to the departments' costs and financial requirements. In order to minimize new General Fund appropriations to complete the project, the Controller is authorized and directed to work with departments to identify efficiencies and savings in their financial and administrative operations to be applied to offset their share of the costs of this project, and is authorized to apply said savings to the project.

SECTION 26.1 Property Tax System

In order to minimize new appropriations to the property tax system replacement project, the Controller is authorized and directed to apply operational savings from the offices of the Tax Collector, Assessor, and Controller to the project. No later than June 1, 2018 the Controller shall report to the Budget and Legislative Analyst's Office and Budget and Finance Committee on the specific amount of operational savings, including details on the source of such savings, in the budgets of Tax Collector, Assessor, and Controller that are re-allocated to the Property Tax System Replacement Project

SECTION 27. Fee Reserves and Deferrals.

The Controller is authorized to establish fee reserve allocations for a given program to the extent that the cost of service exceeds the revenue received in a given fiscal year, including establishment of deferred revenue or reserve accounts.

SECTION 28. Close-Out of Reserved Appropriations.

On an annual basis, the Controller shall report the status of all reserves, their remaining balances, and departments' explanations of why funding has not been requested for release. Continuation of reserves will be subject to consideration and action by the Budget and Finance Committee. The Controller shall close out reserved appropriations that are no longer required by the department for the purposes for which they were appropriated.

SECTION 28.1. Reserves Placed on Expenditures by Controller.

Consistent with Charter Section 3.105(d), the Controller is authorized to reserve expenditures in the City's budget equal to uncertain revenues, as deemed appropriate by the Controller. The Controller is authorized to remove, transfer, and update reserves to expenditures in the budget as revenue estimates are updated and received in order to maintain City operations.

SECTION 29. Appropriation Control of Capital Improvement Projects and Equipment.

Unless otherwise exempted in another section of the Administrative Code or Annual Appropriation Ordinance, and in accordance with Administrative Code Section 3.18, departments may transfer funds from one Board-approved capital project to another Board-approved capital project. The Controller shall approve transfers only if they do not materially change the size or scope of the original project. Annually, the Controller shall

report to the Board of Supervisors on transfers of funds that exceed 10% of the original appropriation to which the transfer is made.

The Controller is authorized to approve substitutions within equipment items purchased to equip capital facilities providing that the total cost is within the Board-approved capital project appropriation.

The Controller is authorized to transfer approved appropriations between departments to correctly account for capitalization of fixed assets.

SECTION 30. Business Improvement Districts.

Proceeds from all special assessments levied on real property included in the property-based business improvement districts in the City and County of San Francisco are hereby appropriated for fiscal years 2018-19 and 2019-20 in the respective amounts actually received by the City and County in such fiscal year for each such district. Estimated amounts of those appropriations for the business improvement districts identified are summarized in the chart below for information only.

The Controller is authorized to disburse the assessment revenues appropriated by this section to the respective Owners' Associations (as defined in Section 36614.5 of the Streets and Highways Code) for such districts as provided in the management district plans, resolutions establishing the districts, annual budgets and management agreements, as approved by the Board of Supervisors for each such district, for the purposes authorized therein. The Tourism Improvement District and Moscone Expansion Business Improvement District assessments are levied on gross hotel room revenue, not real property, and are collected and distributed by the Tax Collector's Office.

District/Resolution No./Special Assessment No.	FY 2018-19	FY 2019-20
Castro/Upper Market Community Benefit District, 582-05, 63	\$498,133	\$498,133
Central Market Community Benefit District, 631-06, 66	\$1,458,969	\$1,458,969
Civic Center Community Benefit District, 021-11, 31	\$828,893	\$828,893
Dogpatch & Northwest Potrero Hill Green Benefit District, 301-15, 33	\$584,753	\$584,753
Fisherman's Wharf Community Benefit District, 540-05, 64	\$695,045	\$695,045
Fisherman's Wharf Portside, 539-05, F-107	\$230,818	\$230,818
Greater Rincon Hill CBD, 299-15, 32	\$3,287,636	\$3,287,636
Greater Union Square Business Improvement District, 550-10, 57	\$3,551,533	\$3,551,533
Japantown Community Benefit District, 302-17, 47	\$393,701	\$393,701
Lower Polk Community Benefit District, 314-14, 74	\$839,148	\$839,148
Moscone Expansion Business Improvement District, 26-13	\$30,300,000	\$31,300,000
Noe Valley Community Benefit District, 583-05, 61	\$265,123	\$265,123
North of Market/Tenderloin Community Benefit District, 584-05, 62	\$1,089,904	\$1,089,904
Ocean Avenue, 587-10, 73	\$311,579	\$311,579
San Francisco Bay Restoration Authority, Measure AA, June 2016	\$2,377,296	\$2,377,296
Top of Broadway, 263-13, 76	\$108,178	\$108,178
Tourism Improvement District, 504-08, 75	\$25,200,000	\$26,100,000
Yerba Buena Community Benefit District, 330-08, 96	\$3,009,910	\$3,009,910

SECTION 31. Infrastructure Financing and Infrastructure Revitalization Financing Districts.

Pursuant to California Government Code Section 53395 et seq. (IFD Law), the Board of Supervisors has formed Infrastructure Financing (IFD) and Infrastructure Revitalization Financing (IRFD) Districts within the City and County of San Francisco. The Board of Supervisors hereby authorizes the Controller to transfer funds and appropriation authority between and within accounts related to City and County of San Francisco IFDs and IRFDs to serve accounting and State requirements, the latest approved Infrastructure Financing Plan for a District, and applicable bond covenants.

When 100% of the portion of property tax increment normally appropriated to the City and County of San Francisco's General Fund or Special Revenue Fund or to the County's Educational Revenue Augmentation Fund (ERAF) is instead pledged, based on Board of Supervisors Ordinance, the Controller may increase or decrease appropriations to match

actual revenues realized for the IFD or IRFD. Any increases to appropriations would be consistent with the Financing Plan previously approved by the Board of Supervisors.

IFD/IRFD No / Title	Ordinance	Estimated Tax Increment	
		FY 2018-19	FY 2019-20
IFD 2 Port Infrastructure Financing District Subproject Area Pier 70 G-1 Historic Core	27-16	\$ 539,000	\$ 719,000
IFD 2 Port Infrastructure Financing District Project Area I (Mission Rock)	34-18	\$ -	\$ -
IRFD 1 Treasure Island Infrastructure Revitalization Financing District	21-17	\$ 148,000	\$ 1,066,000

SECTION 32. Labor Cost Contingency Reserve.

Notwithstanding Section 7.3 of these provisions, seventy million dollars (\$70,000,000) of unassigned fund balance from fiscal year 2017-18 is hereby assigned to a budget contingency reserve for the purpose of managing costs related to wage and salary provisions negotiated in the City's labor contracts in fiscal year 2019-20, and to manage volatility in employee health and pension benefit costs. This assignment shall not be included in the calculations of deposits to the Budget Stabilization Reserve as required in Administrative Code Section 10.60 (c).

SECTION 33. State and Federal Revenue Risk Reserve.

Forty million dollars (\$40,000,000) of unassigned fund balance from fiscal year 2017-18 is hereby assigned to a budget contingency reserve for the purpose of managing state, federal and other revenue uncertainty during the term of the proposed budget. This assignment shall not be included in the calculations of deposits to the Budget Stabilization Reserve as required in Administrative Code Section 10.60 (c).

SECTION 34. Transbay Joint Powers Authority Financing.

Sources received for purposes of payment of debt service for the approved and issued Transbay Community Facilities District special tax bonds and the approved and drawn City bridge loan to the Transbay Joint Powers Authority are hereby appropriated.

SECTION 35. Implementation of Proposed November 2018 Ballot Measure to Dedicate Hotel Tax Proceeds.

This ordinance assumes hotel tax revenue allocations and expenditures necessary to conform with the provisions contained in Board of Supervisors File No. 180122 titled "Initiative Ordinance – Business and Tax Regulations and Administrative Codes – Hotel Tax Allocations," which is proposed to be placed on the November 2018 ballot and would, if approved, dedicate hotel taxes for the purposes stated in the measure effective January 1, 2019. Should the measure fail, the Controller is directed to adjust the budget to increase transfers from the General Fund to the Grants for the Arts, the Cultural Equity Endowment and Cultural Centers to support existing expenditures in the second half of fiscal year 2018-19.



San Francisco
International
Airport

Airport Commission of the City and County of San Francisco



634

Presentation to: The Board of Supervisors Budget & Finance Committee

May 17, 2018

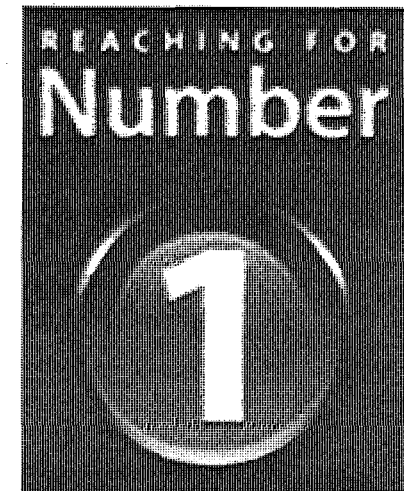
Our Mission & Core Values

Our strategic goals are driven by our mission and values

Our **mission** is to provide an exceptional airport in service to our communities.

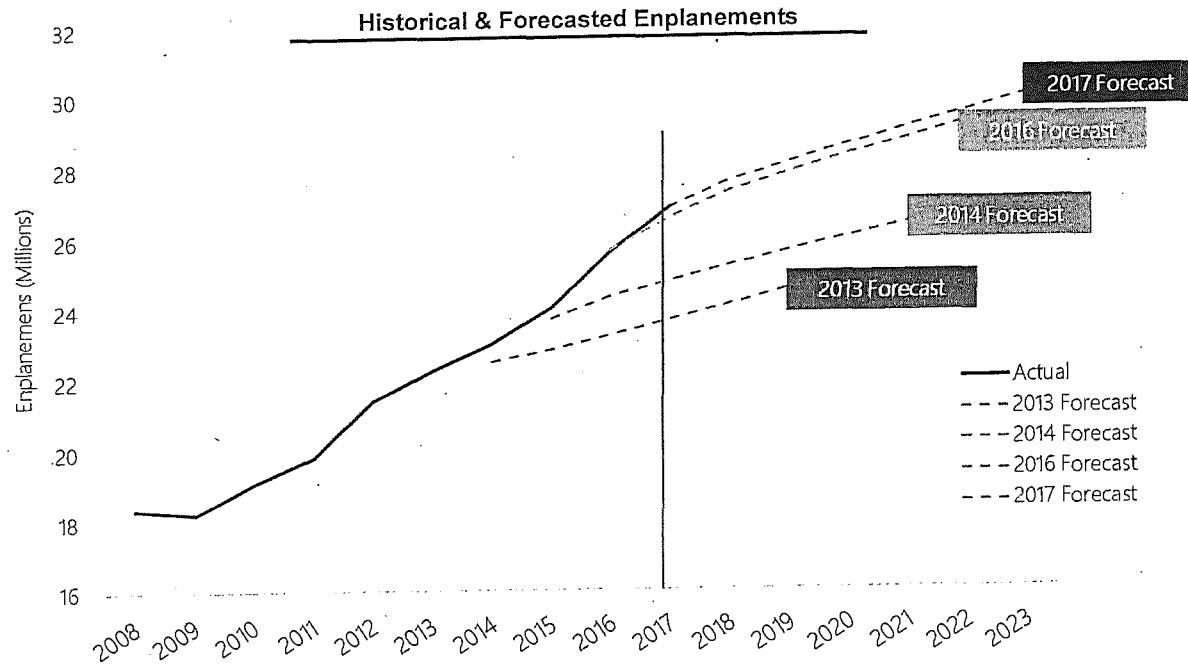
Our **core values** are the foundation of everything we do.

- Safety & Security is our First Priority
- We are One team
- We treat everyone with Respect
- We communicate fully and Help one another
- We strive to be the Best
- We are Innovative
- We are Open to new ideas
- We are Committed to SFO being a great place to work for all employees
- We are each Responsible for the Airport's success
- We take Pride in SFO and in our accomplishments

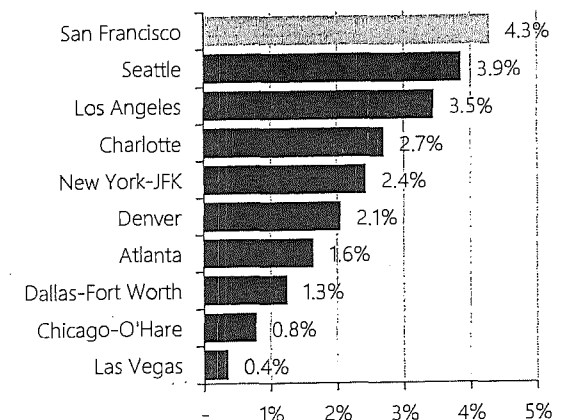


Consistently Strong Air Traffic Growth

SFO continues to experience record breaking passenger levels, consistently outperforming forecasts



Growth of 10-Largest Airports (FY2008-FY2017)⁽¹⁾













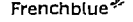

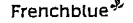


















(1) FY2008-2017 Enplaned Passengers CAGR. Source: U.S. DOT, Schedule T100

- One of the fastest growing large hub airports nationally
 - Ranked 1st in enplanement growth among the 10 largest U.S. airports from FY2008-FY2017, growing by 4.3% CAGR
- Reached 26.9 million enplaned passengers (53.8 million total passengers) in FY2017, up 4.9% from FY2016
- On track to meet and possibly exceed FY2018 forecasts (57 million total passengers).

Continued Demand for New Routes and Increased Airline Service

Route expansion along with new carrier additions continue to strengthen SFO's global prominence

Published Airline Service Additions in FY2018 and FY2019

Domestic				International			
Airline	Destination	New daily service*	Date of Change	Airline	Destination	New daily service*	Date of Change
 Alaska Airlines	Albuquerque	1.0	September 2017	 AIR CANADA	Edmonton, Canada	1.0	May 2018
 Alaska Airlines	Baltimore	1.0	October 2017	 Alaska Airlines	Mexico City, Mexico	1.0	August 2017
 Alaska Airlines	Indianapolis	1.0	September 2017	 CATHAY PACIFIC	Hong Kong	1.0 (d)	November 2017
 Alaska Airlines	Kansas City	1.0	September 2017	 EL AL	Tel Aviv, Israel	0.4 (b)	November 2018
 Alaska Airlines	Kona	1.0	December 2017	 FIJI AIRWAYS	Nadi, Fiji	0.4 (e)	November 2017
 Alaska Airlines	Minneapolis – St. Paul	2.0	July 2017	 Frenchblue*	Paris (Orly), France	1.0 (f)	May 2018
 Alaska Airlines	Nashville	1.0	September 2017	 Frenchblue*	Papeete, Tahiti	1.0 (f)	May 2018
 Alaska Airlines	New Orleans	1.0	September 2017	 HONG KONG AIRLINES	Hong Kong	1.0 (g)	March 2018
 Alaska Airlines	Philadelphia	1.0	August 2017	 IBERIA	Madrid, Spain	1.0 (b)	April 2018
 Alaska Airlines	Phoenix	2.0 (a)	February 2018	 ICELANDAIR	Reykjavik, Iceland	1.0 (c)	June 2018
 Alaska Airlines	Raleigh-Durham	1.0	October 2017	 *interjet	Cancun, Mexico	0.4 (b)	March 2018
 FRONTIER	Des Moines	0.4 (b)	June 2018	 *interjet	Guadalajara, Mexico	0.4 (b)	March 2018
 FRONTIER	Omaha	0.6 (c)	June 2018	 KOREAN AIR	Seoul, South Korea	1.0 (d)	September 2017
 Southwest	Austin	1.0	April 2018	 QANTAS	Melbourne, Australia	1.0 (c)	November 2018
 UNITED	Madison	1.0	June 2018	 UNITED	Zurich, Switzerland	1.0 (h)	June 2018
 UNITED	Vail	1.0	December 2017	 UNITED	Papeete, Tahiti	1.0 (b)	October 2018
Total Domestic		17.0		Total International		13.6	

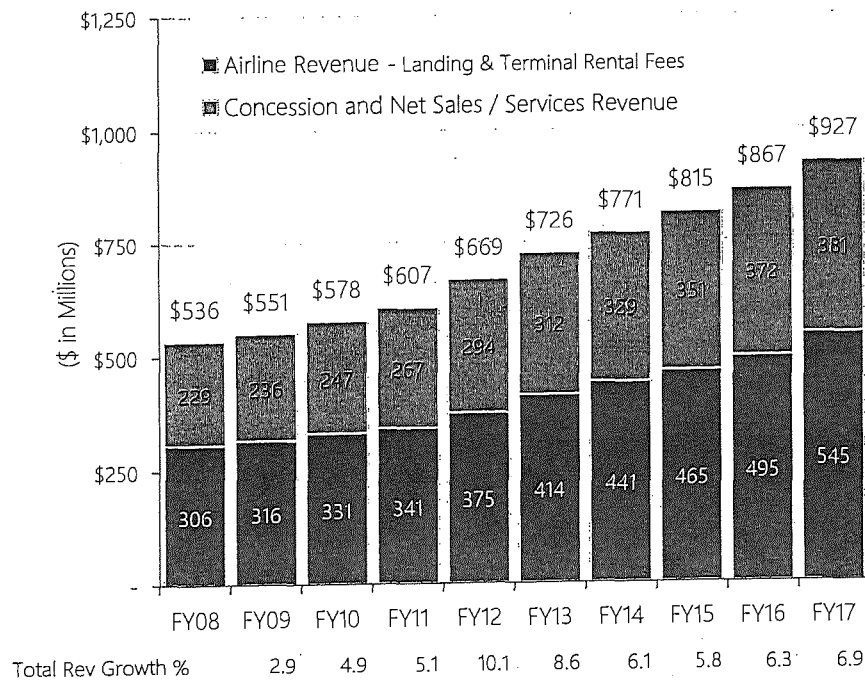
*Key: (a) Seasonal service operated in February–March 2018, during Major League Baseball spring training; (b) New 3 times weekly service; (c) New 4 times weekly service; (d) Increased frequency of service by 5 weekly flights; (e) Change from seasonal to year-round service; (f) New 2 times weekly service. Service addition is pending approval from U.S. Customs and Border Protection; (g) New 4 times weekly service, increasing to daily service in August 2018; (h) New 2 times weekly service.
Note: Air Berlin ceased operations and Etihad Airways discontinued service in October 2017.

No significant airline service reductions are expected in FY2019

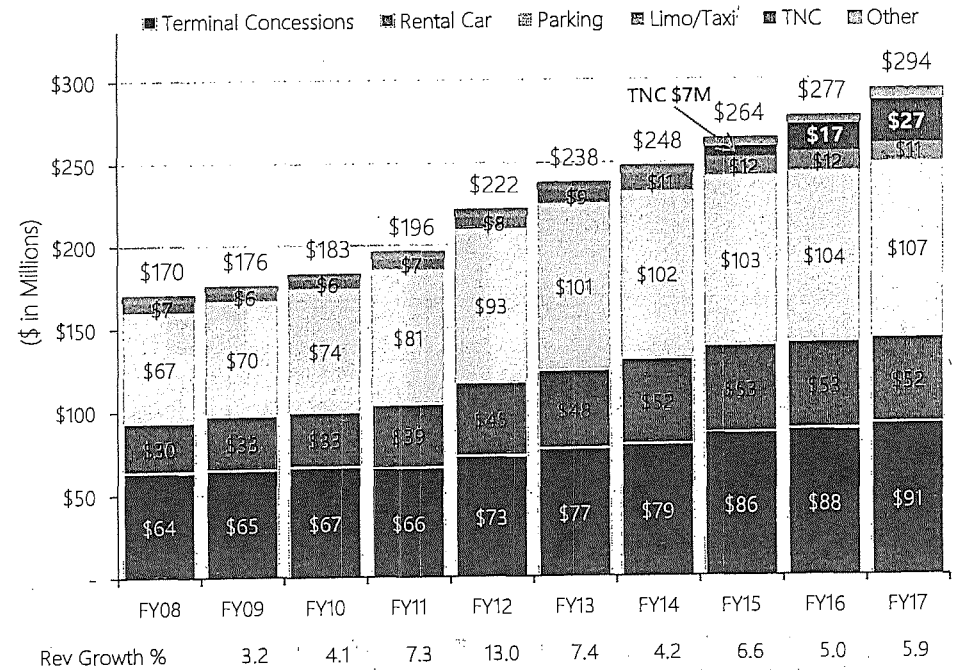
Increased Revenues

Increase in Non-Airline Revenues continues to help diversify Airport's overall revenues

Total Revenues



Major Non-Airline Revenues

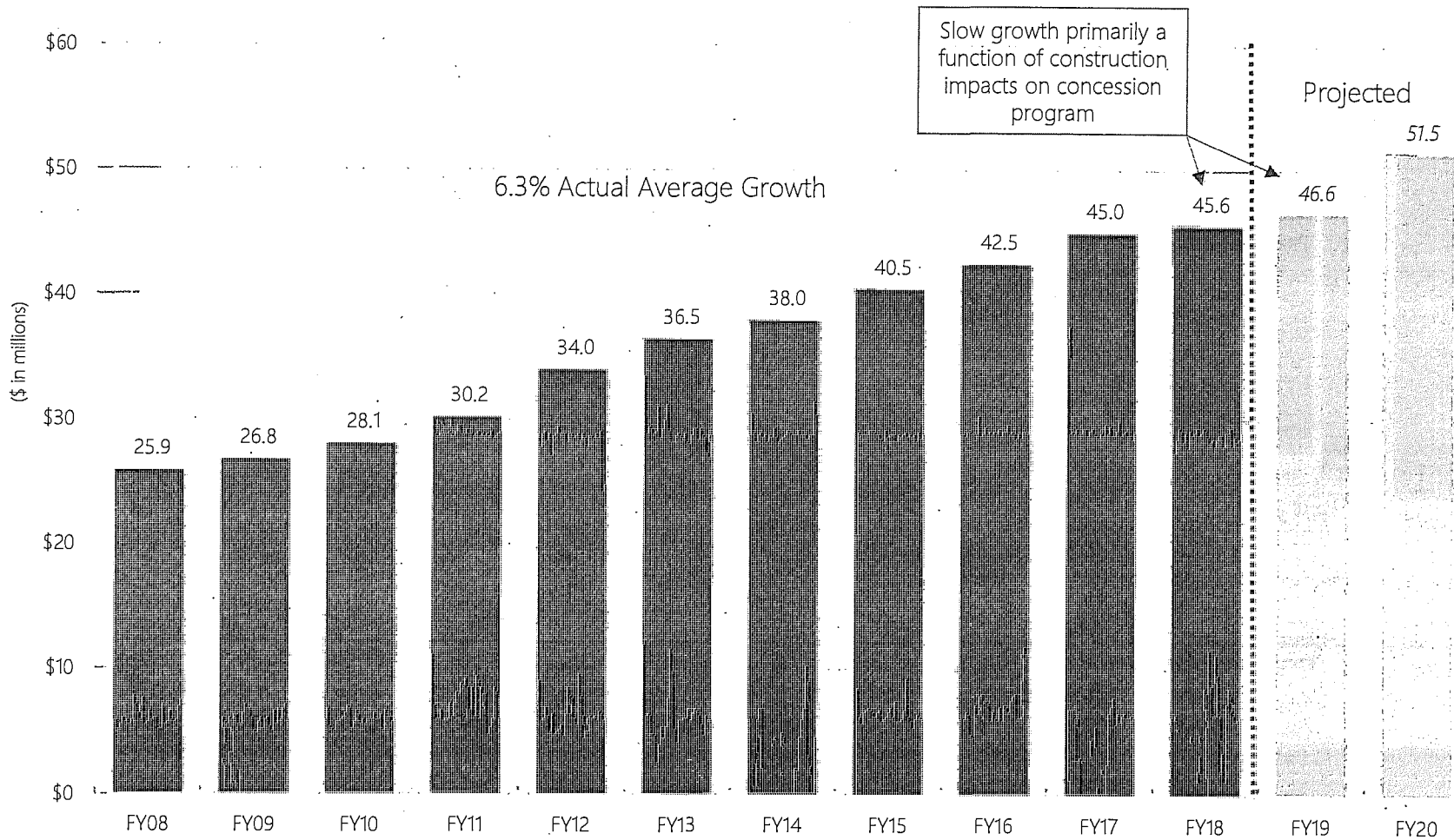


*Terminal Concessions includes food and beverage, retail, duty free, and advertising

Increased Annual Service Payment (ASP)

15% of Concession & Ground Transportation Revenue are paid to the City's General Fund

ASP paid in lieu of reimbursement for City indirect services to Airport

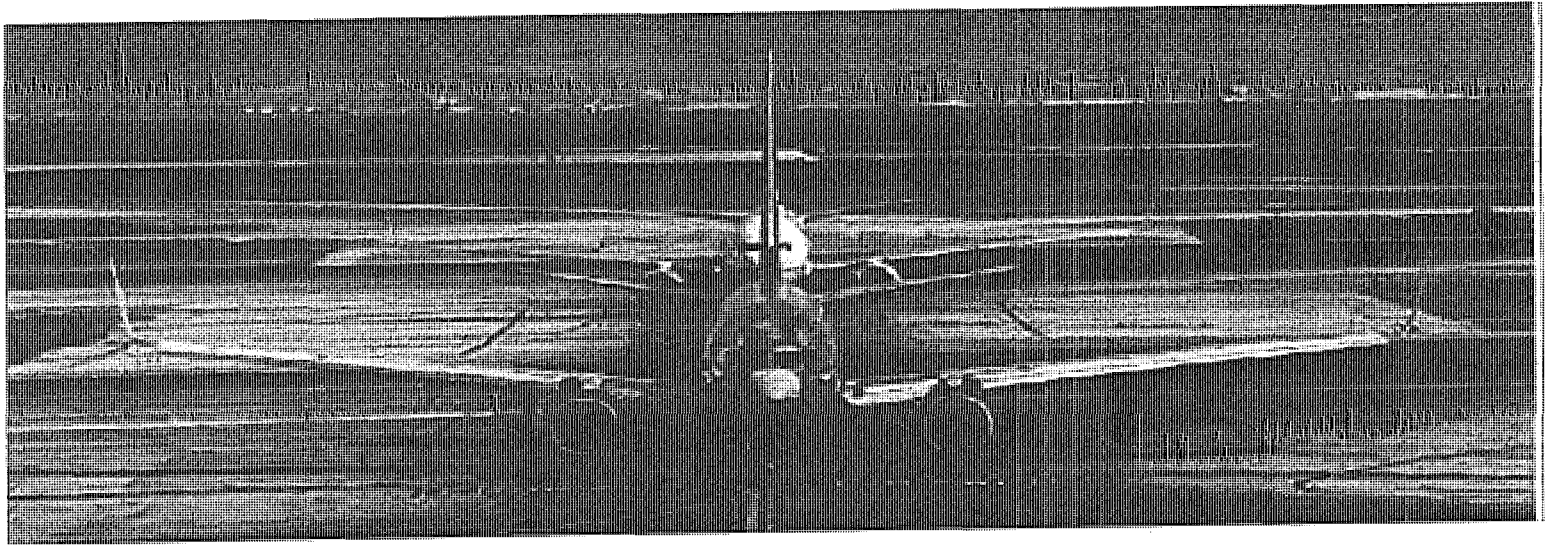


Growth-Focused Budget & Planning

SFO is accommodating growth through strategic budgeting & careful capital planning

Budget Objectives

- Enhance safety & security - *additional police officers*
- Support the Capital Improvement Plan (CIP) – *debt service & operating needs of new facilities*
- Meet increased passenger traffic demands on facilities – *remote gate operations*
- Address curbside traffic and congestion – *enhanced curbside control and strategic TNC management*
- Increase sustainability – *airport-wide renewables, zero-energy, and zero-emission efforts*



FY 2018/19 & FY 2019/20 Proposed Budget

Proposed budget increases primarily driven by growth related needs

\$ are in millions

Proposed Budget

Total Budget	FY 17/18	FY 18/19	FY 19/20
Total Budget	\$1,050.6	\$1,163.5	\$1,299.1
% Change vs. Prior FY	3.9%	<u>10.7%</u>	<u>11.7%</u>

Budget Highlights (included in budget total)	FY 17/18	FY 18/19	FY 19/20
SFPD Direct Charge	\$58.3	\$60.7	\$75.2
SFPD Academy Class	\$2.5	\$11.7	\$12.2
Airport Overtime	\$2.3	\$2.5	\$2.6
Annual Service Payment to City General Fund	\$45.6	\$46.6	\$51.5

Position Overview	FY 17/18	FY 18/19	FY 19/20
Total Positions	1,880	1,911	1,911
Operating Positions	1,629	1,641 (+12)	1,641 (+0)
Project & Overhead Positions	251	270	270
Total Position % Change vs. Prior FY	3.1%	1.6%	0.0%
Total Passengers per Position	30,307	30,556	31,310

- All expenses are funded with Airport generated revenues
- Budget increase driven by increased debt service, additional police, normal salary growth, and an increase in contractual services
- Proposing 12 net-new operating positions; but held funded FTE flat by balancing attrition and temporary salaries

\$7.4 Billion Capital Improvement Plan (CIP)

Robust construction activity found throughout SFO today as progress on CIP continues

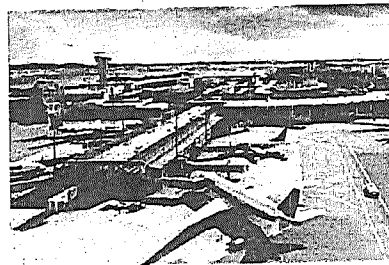
SFO has completed roughly \$1.6 billion of CIP work to date

Terminal 1 Projects



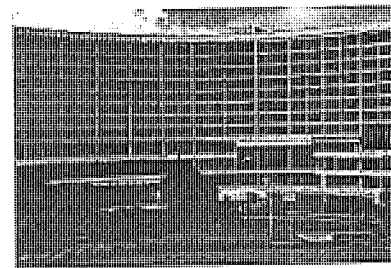
Total Cost: \$2.3 B
Schedule: Through 2022

Terminal 3 West Redevelopment



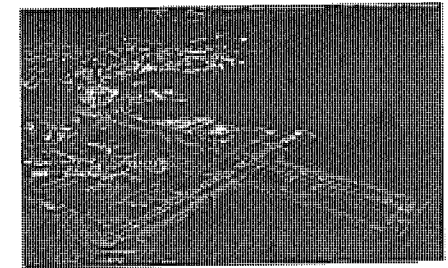
Total Cost: \$775 M
Schedule: Late 2022

Airport Hotel



Total Cost: \$240 M
Schedule: Summer 2019

Shoreline Protection Program



Total Cost: \$61 M
Schedule: Spring 2023

Security Infrastructure Project



Total Cost: \$176 M
Schedule: Late 2019

Long-term Parking Garage 2



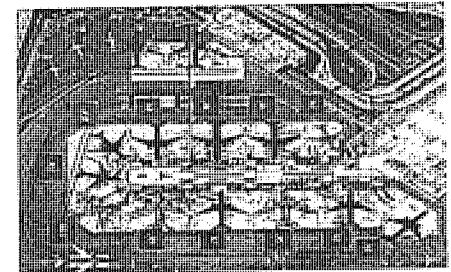
Total Cost: \$161 M
Schedule: Early 2019

AirTrain Extension Project



Total Cost: \$217 M
Schedule: Spring 2020

Boarding Area A Gate Enhancements



Total Cost: \$97 M
Schedule: Late 2020

Social Responsibility & Community Sustainability – Job Training

SFO offers a variety of internship & job training programs

Internships programs include:

SFO Programs (w FY 16/17 Participation #s)

- Career Connect - College & Employment (29)
- Custodial Trainee Program (2)
- College Intern Program (30)
- High School Intern Program (44)
- Graduate Fellows (2)
- Project Assist (2)
- Habitat Preservation Project (11)

Internships Positions:

- FY 16/17: 180 interns
- FY 17/18 YTD: 128, *projecting 197 by year end*

Upcoming Opportunities

- New training program for entry-level Hyatt Hotel positions, 40 additional trainees
- Specialized construction trainings (e.g. Iron worker training)
- Service Priorities: Homeless/Formely Homeless, Underrepresented Communities

Partner Programs

- SF Fellows (2)
- Construction Administration Internship (1)
- Project Pull (1)
- SFUSD Fellows (N/A - *did not participate in FY16/17*)
- Youth Works (7)
- Engineering, Architectural, & Planning Trainee Program (48)
- Coro Fellowship (1)



Social Responsibility & Community Sustainability - Jobs

SFO is dedicated to connecting local residents to jobs

SFO connects job seekers with both the City and private companies at the Airport.

First Source: # Job seekers placed with private airport companies:

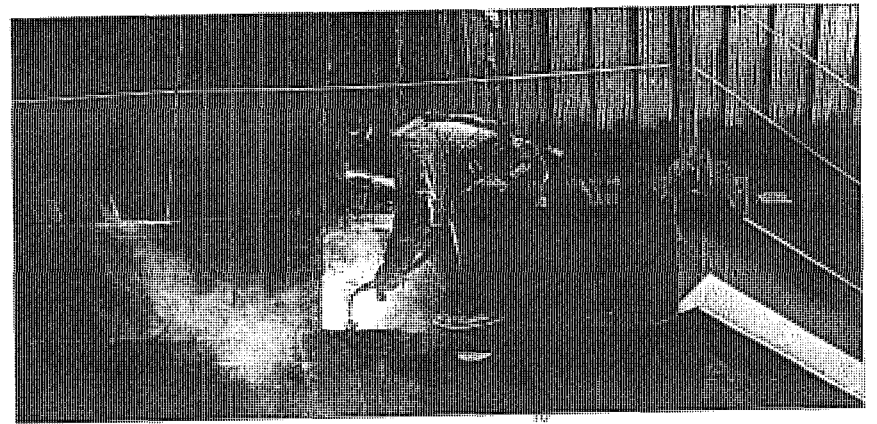
- FY 16/17: 1,141
- FY 17/18 YTD: 588

Local Hire: % of hours worked by local residents on construction projects:

Fiscal Year	Total Work Hours	Local hire Hours	% Local hire
16/17	697,727	245,587	35.2%
17/18 YTD	946,533	257,219	27.2%

Upcoming Opportunities

- New Hyatt Hotel – over 200 jobs
- Private Sector Jobs – increase of 10-15%
- Construction Hours – increase of 36%



Social Responsibility & Community Sustainability – Small & Local Business

SFO recognizes small & local business are a big part of what makes SFO an exceptional Airport

- SFO was one of the first Airports in the US to create a small business outreach office.
- Provides an array of supports to ensure small, local, woman, and minority-owned businesses have equitable access to SFO's business opportunities.

Small & Local Business Highlights

CIP Construction (Q2 2015 – YTD)

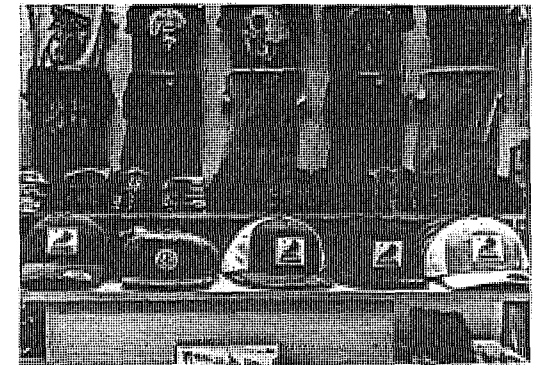
- 18.5% Local Business Enterprise (LBE) participation across projects
- \$292M has gone to LBEs

FY 16/17 Concessions

- 60% of leases had owners headquartered in San Francisco and the Bay Area
- 70% (\$254M) of revenue earned by San Francisco/Bay Area owners
- 40% of concessions were small businesses at lease commencement

FY 17/18 YTD Concessions

- 68% of leases had owners headquartered in San Francisco and the Bay Area
- 72% (\$190M) of revenue YTD earned by San Francisco/Bay Area owners
- 48% of concessions were small businesses at lease commencement



Policy Trends & Initiatives

Updates on key efforts underway at SFO

- Building Wage Momentum – private employers increasing wages for SFO workers
- Managing Roadside Congestion – implementing TNC Traffic Improvement Plan
- Leveraging Technology – piloting biometric access control technology & automated security screening lanes
- Pursuing Alternative Fuels – developing solutions for sustainable aviation fuels
- Addressing Community Noise – monitoring noise impacts on the community, working with the FAA on more frequent utilization of quiet procedures, and implementing a new GPS landing system
- Airport Development Plan (ADP) – continuing to plan for the future

Wong, Linda (BOS)

From: Ivar Satero (AIR)
Sent: Wednesday, May 23, 2018 9:20 AM
To: Cohen, Malia (BOS); Kittler, Sophia (BOS); Fewer, Sandra (BOS); Boilard, Chelsea (BOS); Stefani, Catherine (BOS); Gallagher, Jack (BOS); Yee, Norman (BOS); Pagoulatos, Nick (BOS); Sheehy, Jeff (BOS); Fatooh, Martin (BOS)
Cc: Calvillo, Angela (BOS); Wong, Linda (BOS); Cathy Widener (AIR)
Subject: Airport's Follow-up to 5/17/18 Budget & Finance Committee Meeting
Attachments: SFO Response to 5-17-18 BOS Budget and Finance Committee 5-23-18.pdf

Honorable Members of the Board of Supervisors Budget & Finance Committee:

Attached for your review, please find the Airport's response to questions asked by Committee members at the May 17, 2018 Board of Supervisors Budget & Finance Committee hearing.

Thank you,
Chris Arrigale for



Ivar C. Satero
Airport Director
San Francisco International Airport | P.O. Box 8097 | San Francisco, CA 94128
Office: 650-821-5000 | Email: ivar.satero@flysfo.com

Executive Assistant: Chris Arrigale
Direct: 650-821-5004 | Email: chris.arrigale@flysfo.com



San Francisco International Airport

May 23, 2018

TO: San Francisco Board of Supervisors Budget and Finance Committee
Supervisor Malia Cohen, Chair
Supervisor Sandra Lee Fewer, Vice Chair
Supervisor Catherine Stefani
Supervisor Jeff Sheehy
Supervisor Norman Yee

SUBJECT: Airport's Follow-up to May 17, 2018 Budget & Finance Committee Hearing

At the Board of Supervisors Budget and Finance Committee meeting of May 17, 2018, Committee members had a series of questions about proposed Airport budget items and policies. I would like to take the opportunity to follow-up in detail below on these outstanding issues and am prepared to discuss them further at the May 25, 2018 Committee meeting as well.

POLICE STAFFING

What's driving increased need for police officers? (Supervisor Cohen)

Passenger traffic at San Francisco International Airport (SFO) has increased substantially over the last 20 years from 39.7 million passengers in 1997 to 54 million passengers in 2017. San Francisco Police Department Airport Bureau (SFPD-AB) budgeted positions have not kept pace with the increased passenger growth. Passenger levels have increased by 36% and SFPD-AB budgeted positions have increased by 9%.

- 1997: 130 Officer level positions budgeted
- 2017: 142 Officer level positions budgeted

Additionally, since 1997, the Airport has added 2.6 million square feet of terminal space and growth will continue with future development and construction. Consistent security coverage is required for all airfield and construction projects.

- 1998 Rental Car Facility opened
- 2000 International Terminal Building opened
- 2003 AirTrain System began operations
- 2003 SFO BART Station opened

The Airport needs to manage the impact of increased vehicular traffic by Transportation Network Companies (TNCs) such as Lyft and Uber (687,000 trips in 2017). Additionally, we must ensure a strong, visible security presence to mitigate the threat of active shooter incidents and address global terrorism in public areas of the Airport.

Are there any federal dollars to assist with ramping up police at the Airport? (Supervisor Cohen)

Beyond federal appropriations for the Transportation Security Administration (TSA), Department of

AIRPORT COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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Homeland Security and Customs and Border Protection, there is limited opportunity to leverage federal dollars for increased police presence at airports. The TSA is responsible for funding only its own operations, primarily screening at checkpoints and baggage screening.

SFO Finance and Governmental Affairs staff have researched potential federal grant opportunities for law enforcement and have not found any that provide for additional police staffing.

Zero-based staffing plan (Supervisor Cohen)

The Airport's police officer staffing level has remained roughly the same for the past decade, at just over 140 budgeted officer positions. In the aftermath of active shooter incidents at Fort Lauderdale Airport and LAX and terrorist attacks at airports in Europe, in 2017, SFO's Safety & Security team and the SFPD-AB conducted a detailed analysis of the resources needed to address these types of threats. Staff analyzed incident reports, dispatch calls for service, arrests, annual passengers, retail operations, and new facilities over the period of 1997 to 2017. The resulting analysis was a zero-based staffing plan, which calls for an increase in the number of officers at the Airport from the current budget of 142 to 287 over the course of three years. The best way to deter threats, and to respond quickly to threats when they arise, is with a highly visible police presence on patrol in the terminals and around our airfield perimeter.

Police positions compared to other airports (Supervisor Stefani)

The SFPD-AB has surveyed other Category X/Gateway Airports and found varying staffing models. For example, LAX has 543 sworn and 450 Police Service Aides (PSAs). They cover 3,500 acres and 128 gates compared to SFO's 5,207 acres and 115 gates. Additionally, according to the Department of Homeland Security, the Los Angeles Region is the number 4 terrorist target with the San Francisco Region ranking number 5.

City, State, Airport Code	2016 Total Passengers	2017 Total Passengers	Acres	Sworn Personnel 2017	Gates
Los Angeles (LAX)	80.9 M	84.6 M	3,500	543	128
Port Authority NYNJ*	59.1 M	59.3 M	5200	619	128
Denver CO (DEN)	58.2 M	61.4 M	33,531	130	137
San Francisco CA (SFO)	53.0 M	55.8 M	5,207	184	115
Las Vegas NV (LAS)	47.5 M	48.5 M	2,800	101	92
Seattle WA (SEA)	45.7 M	46.9 M	2,500	104	88
Miami FL (MIA)	44.5 M	44.1 M	3,300	166	131
Charlotte NC (CLT)	44.4 M	45.9 M	5,558	75	111
Phoenix AZ (PHX)	43.3 M	43.9 M	3,400	108	116
Fort Lauderdale, FL (FLL)	29.2 M	32.5 M	1,380	98	66

*Port Authority covers JFK, EWR and LGA.

EMPLOYMENT OPPORTUNITIES/OUTREACH

Employment opportunities for seniors/people with disabilities (Supervisor Yee)

The Airport has many seniors and people with disabilities who are successfully employed with airline catering companies, food and beverage and retail tenants, as well as at the SFO Rental Car Center. These employers offer around-the-clock shifts as well as numerous part-time and on-call opportunities that often work well for individuals needing flexible and alternative schedules. Work varies by employer – from food preparation, to shuttling rental cars from one terminal to another, to customer service. Most of these jobs are covered by the City's First Source hiring policy, and the Airport works closely with the Office of Employment and Workforce Development (OEWD), the Human Services Agency (HSA), and community-based organizations to recruit for these positions.

SFO's Office of Economic and Community Development (ECD) is working with OEWD on a new entry-level training program for our on-Airport hotel, and was recently selected as a training organization by Self-Help for the Elderly.

Along with SFPUC, we are also looking into piloting a Neurodiversity Workforce Program with our tenants and contractors that would identify internships and jobs for SF residents who are on the autism spectrum, or who have a diagnosis of severe ADHD, Down syndrome, or other learning differences. All of these individuals are existing clients of the California Department of Rehabilitation (DOR).

The Airport is currently participating in a DHR pilot that places Access to City Employment (ACE) program candidates into Temporary Exempt positions as an entry-way into Civil Service. We currently have two employees hired under this pilot.

How many internships lead to jobs at the Airport? (Supervisor Fewer)

SFO offers two internship tracks designed to lead into Airport Commission positions. Over the past few years, over 70% (20/28) of our Custodial Track graduates transitioned into permanent civil service positions, and 51% (120 out of 235) of our Student Design Trainees in Planning, Design, and Construction and Information Technology and Telecommunications continued in follow-on positions with the Airport Commission (Commission). For our programs that are not designed to lead to Commission positions, including our high school internship programs, typically 70% of these interns transition into part-time and full-time positions at private Airport employers.

Plans to incorporate Prop J positions into permanent civil service positions? (Supervisor Fewer)

The Airport currently has four Proposition J contracts. The following contracts were approved in the FY16/18 budget cycle and were resubmitted for the FY18/20 budget cycle:

- Employee and Public Parking Management Services
- Information Booth and Guest Assistance Services
- SFO Hotel Shuttle Inc.
- Security Services

We will assess the various job functions used by the Airport's Prop J service providers and consult with DHR and the Civil Service Commission to determine the feasibility of bringing these functions in-house as City jobs.

As leases expire over the next few years for certain services at the Airport, such as the rental of luggage carts, we will determine the feasibility of bringing these services in-house to provide entry level jobs for San Francisco residents.

Local hiring policy for Airport hiring in addition to construction jobs? (Supervisor Fewer)

At this time, the City and County's Local Hire legislation only applies to construction opportunities. For non-construction, the Airport ensures the City & County's First Source hiring provisions are included in all of our relevant agreements.

OEWD is the regulatory authority for both Local Hire and First Source, and our work order with OEWD includes funding for overseeing SFO's compliance with these two pieces of legislation.

To maximize compliance and opportunities for disadvantaged individuals, the Airport's ECD staff works with each of our tenants to ensure they post all entry-level jobs with OEWD. Our tracking shows that approximately 90% of the job placements reported last year at the Airport (1,141) were for entry-level positions.

Job opportunities/outreach to homeless population? (Supervisor Fewer)

Airport ECD staff works with HSA and their network of homeless providers on referring participants to our jobs, including the following:

- Downtown Streets Team
- Back on My Feet
- Community Housing Partnership
- Hospitality House
- Episcopal Community Services

SFO participates in tours, presentations and workshops specifically targeted to these homeless providers, and has had success with hires at airline catering companies.

TERMINAL CURBSIDE CONGESTION

Curbside Congestion Mitigation (Supervisor Fewer)

Traffic Improvement Goals

- Reduce vehicle back-ups beyond the International Terminal on Domestic Terminal inbound roadways
- Maintain minimum average speed of 15 mph on the inbound roadways

The Airport has determined that 50% (one of every two cars) on terminal roadways is a TNC and has developed a phased TNC Traffic Improvement Plan to improve curbside congestion. Phase 1 contains

short-term mitigations designed to incrementally alleviate curbside and terminal traffic congestion by redistributing TNC traffic along the Terminal curbs and moving a portion of TNC operations to Level 5 of the Domestic Garage. Phases 2-3 provide longer term projects and solutions for moving additional (or potentially all) TNC pick-up operations to Level 5 of the Domestic Garage if these short-term measures are not successful in reducing terminal roadway congestion. The plan includes improvements to the garage to improve the customer experience.

COMMERCIAL TRANSPORTATION

TNC and taxi fees (Supervisor Sheehy)

TNCs are charged \$3.80 for each pick-up and \$3.80 for each drop-off while the taxi trip fee is set at \$5.00 per pick-up only, based on a cost recovery methodology where costs totaling \$123.3M for FY18/19 are allocated to the projected vehicle trips.

TNC and taxi authorization to operate (Supervisor Sheehy)

- TNCs operate under an Airport-issued permit
- Taxis operate under the authorization of the SFMTA medallion program

Taxi medallion cost recovery assistance? (Supervisor Sheehy)

Under federal and state law, waiving taxi trip fees or directing Airport funds to assist medallion owners to recover the cost for the taxi medallions would be problematic.

Waiving taxi trip fees would contravene the federal law mandate that airports be financially self-sustaining. Commercial users of the Airport must pay for their share of the costs associated with Airport operations and maintenance. Such a waiver would necessitate higher trip fees to other modes of ground transportation and/or would necessitate the cost be added to the calculation in determining airline landing fees and terminal rental rates, which would violate the Airport's Airline Lease and Use Agreement which mandates the Airport maximize revenues from non-airline users.

Directing Airport funds to assist medallion owners to recover the cost for taxi medallions would likely be considered a diversion of revenue in violation of federal airport regulations and an illegal gift of public funds in violation of the California Constitution.

Cost recovery calculations (Supervisor Sheehy)

Total cost allocation to various ground transportation modes is projected to be:

- \$123.4M for FY18/19 consisting of -
 - Operating costs - \$94.8M
 - i. Landside Operations
 - ii. Police & Fire departments
 - iii. Utilities maintenance and other administration
 - iv. All ground transportation staging lots including the taxi staging area in the domestic garage

- v. Additional infrastructure improvements for the 5th floor of the domestic garage reconfiguration
- o Debt Service - \$28.6M
 - vi. Roadway construction
 - vii. Roadway and intersection improvements & repairs
 - viii. Roadway signal and signage improvements
 - ix. Ground Transportation Management System (GTMS)

Allocation of costs for TNCs and taxis (Supervisor Sheehy)

For FY18/19, costs are not allocated directly by specific modes (i.e. TNCs). All costs are aggregated and divided by the total number of projected vehicle trips separated by low occupancy commercial vehicles (TNCs & limousines), high occupancy commercial vehicles (shuttles, vans, buses), taxis and private vehicles.

Since taxis operate under the SFMTA medallion program, changes to taxi trip fees must be approved by SFMTA.

Amount collected in taxi trip fees (Supervisor Sheehy)

	FY15/16	FY16/17	FY17/18 Est.
Taxi Trip Fee Revenue	\$7.21M	\$6.97M	\$6.07M

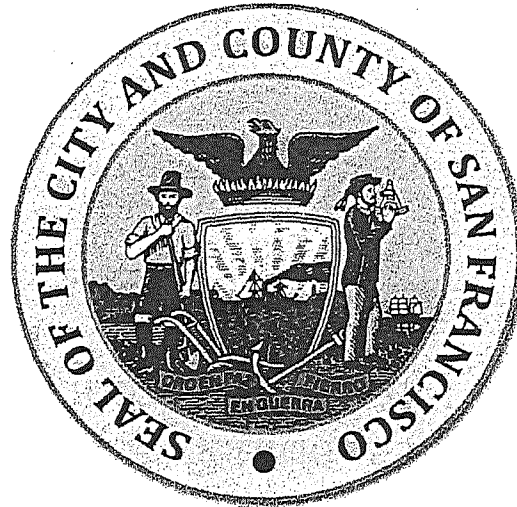
How much charged to other modes? (Supervisor Sheehy)

	FY17/18 (per trip)	Proposed FY18/19 (per trip)
Scheduled/Charter Buses	\$3.30	\$3.60
Pre-arrange & Shared Ride Vans	\$3.60	\$3.60
Off-airport Parking & Hotel Shuttles	\$3.60	\$3.60
Limousines	\$3.80	\$3.60*/\$5.00**
TNCs	\$3.80	\$3.60*/\$5.00**
Taxi (pick up only)	\$5.00	\$5.00
* \$3.60 = 5 th floor of domestic garage pickup/drop-off		
** \$5.00 (\$3.60 + \$1.40) = Includes a terminal curbside access fee of \$1.40 per pickup or drop-off		

Please do not hesitate to contact me if you have questions or would like additional information.

Very truly yours,


Ivar C. Satero
Airport Director



Board of Appeals

FY19 & FY20 Budget Presentation to
The Board of Supervisors

MAY 17, 2018

Board of Appeals

Mission

- Provide the public with a final administrative review process for the issuance, denial, suspension, revocation and modification of City permits, licenses and other determinations.
- Provide an efficient, fair and expeditious public hearing and decision-making process before an impartial panel.

0112 Board Members

President Frank Fung

Vice President Rick Swig

Commissioner Ann Lazarus

Commissioner Bobbie Wilson

Commissioner Darryl Honda

0961 Department Head

Julie Rosenberg (1FTE)

8173 Legal Assistant

Gary Cantara (1 FTE)

8106 Legal Process Clerk

(3 FTES)

Xiomara Mejia

Alec Longaway

Anita Lau

Strategic Goals

- Goal# 1: Enhance the appeal process for all participants (the public, Board members and staff) through the increased use of technology.
- Goal #2: Foster workforce development: As a small department, cross training is important to ensure coverage and service provision at all times; staff retention is also key to maintaining competencies and institutional knowledge.
- Goal #3: Analyze and amend the Board's Rules of procedure and governing legislation to modernize appeal processing, enhance the public's understanding of appeal rights and the appeal process, and eliminate inconsistencies.

Revenue Sources

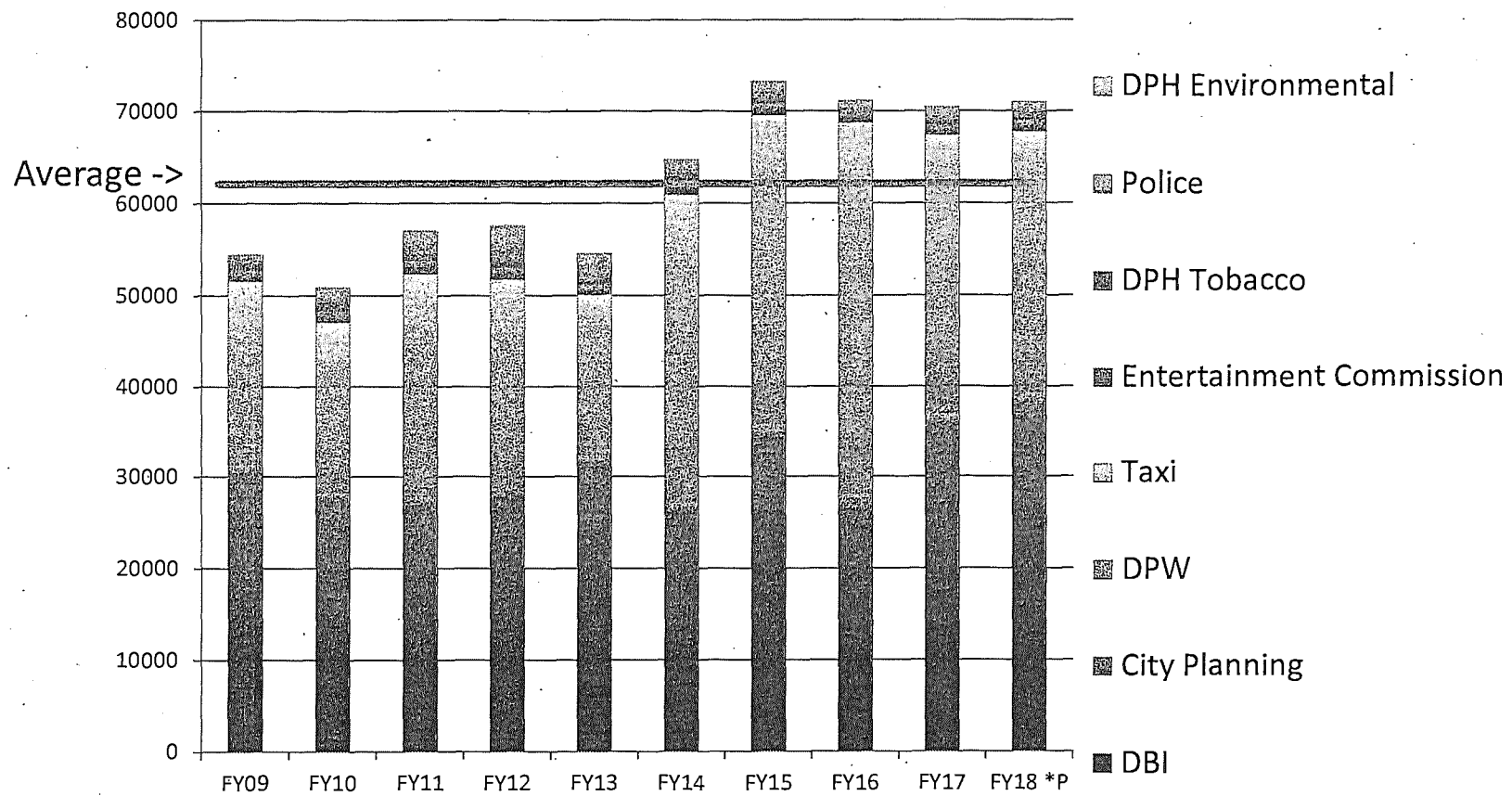
Permits

- Surcharges = 94% of revenue
- Collected on new and renewed permit applications
- Rate proportional to percentage of cases originating from each department
 - Controller performs a rate analysis after other departments submit permit data in April
 - DBI & City Planning account for 76% of surcharge revenue
 - DBI & City Planning surcharge fees were reduced by 26% in FY18
 - \$25 reduced to \$18.50
 - Goal was to prevent overcollection
- Controller may make CPI-based adjustments; rate changes beyond CPI require legislation
- Legislation may also be warranted to change the permit types upon which surcharges are levied (eg. Cannabis permits)

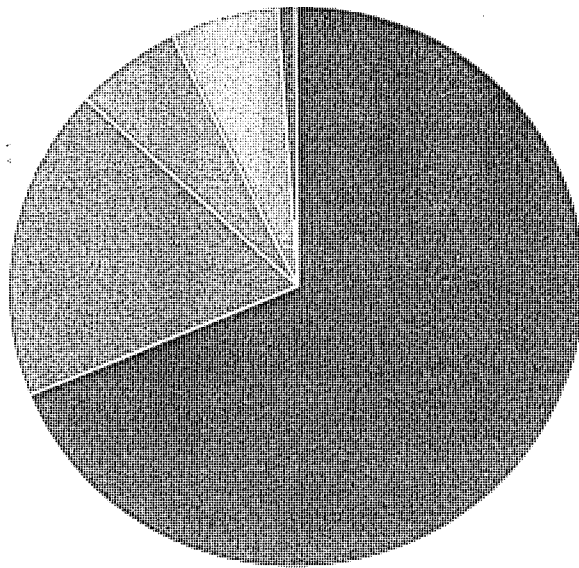
Appeals

- Filing Fees = 6% of revenue
- Collected by Board when new appeals are filed

Permit Volume



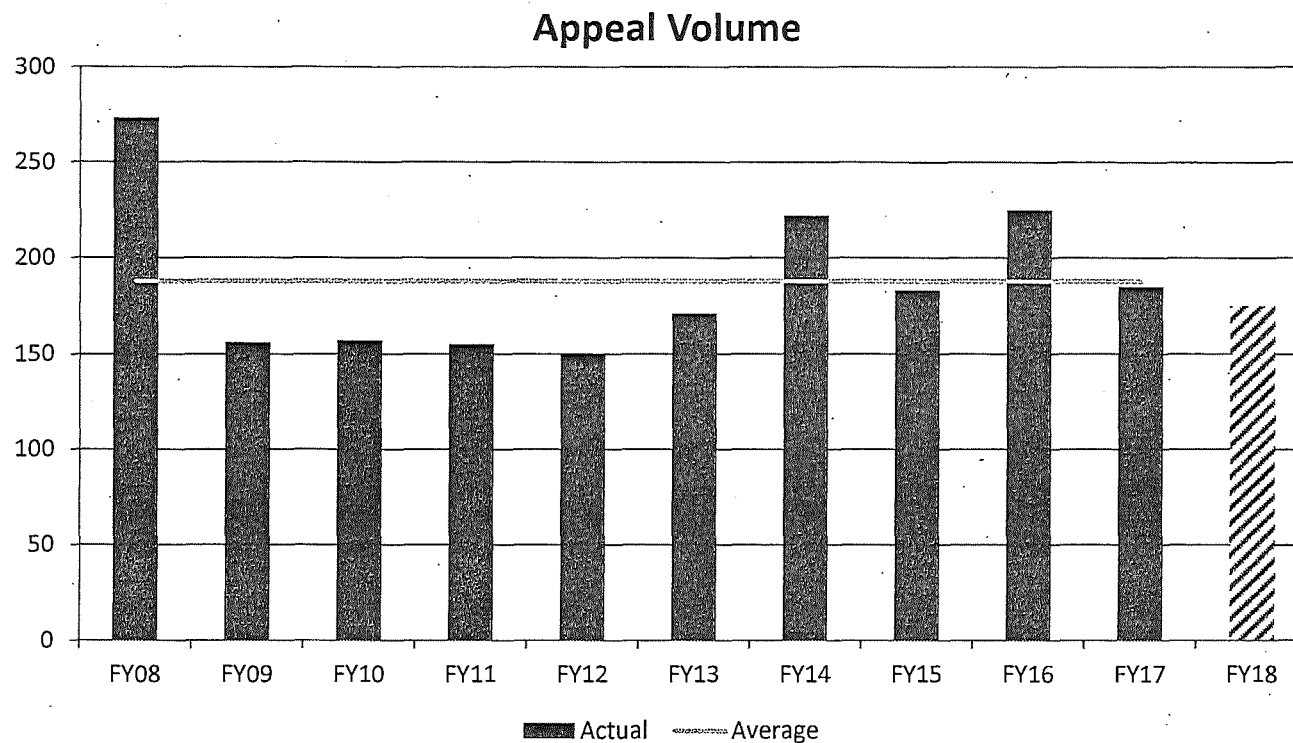
Overview: Expenditure Budget



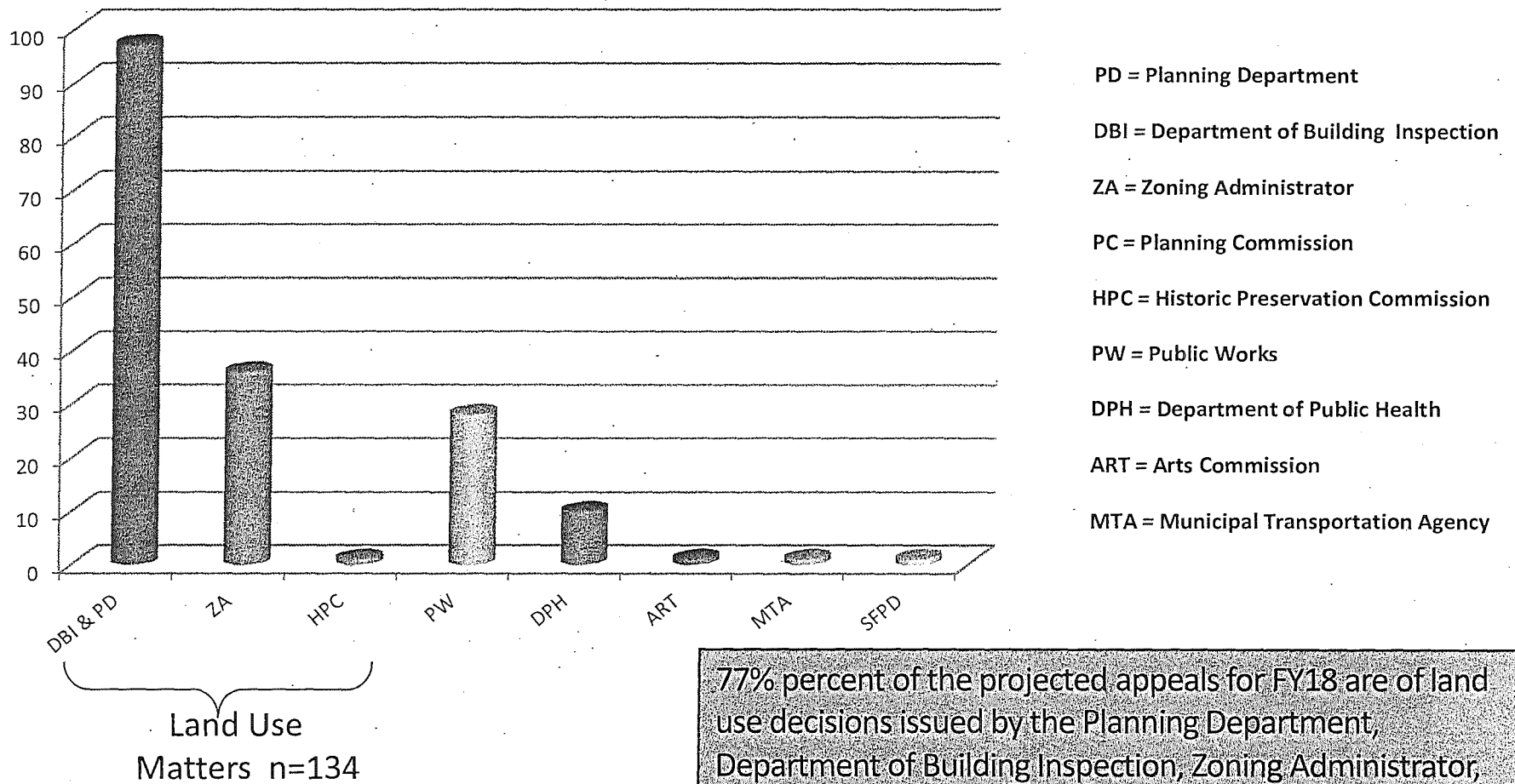
- Salary & Fringe Benefits
- Services by Other Departments
- Specialized Services
- Infrastructure
- Materials & Supplies

- Over 2/3 of the Board's expenditure budget covers salary & fringe benefit expenses. 5 FTEs and 5 Commissioners (69%)
- Services provided by other departments comprise the next largest portion (18%)
- Specialized Services (6%)
 - Neighborhood notification, interpreter & delivery services
- Infrastructure(6%)
 - Office lease, equipment rental, computer & telephone maintenance
- Materials & Supplies (1%)

Appeal Volume for FY18 is projected to be slightly lower than the 10-year average of 188 appeals per year. The Board also hears Rehearing and Jurisdiction Requests.



Appeal Distribution (based on projected appeals for FY18)



FY19 & FY20 Budgets Revenue

- Surcharge rates are designed to generate the revenue needed to cover operating expenses in both FYs.
- FY19: No increases in surcharge rates
- FY20: Surcharge rates will be analyzed during next year's budget process
- No change is projected in filing fee revenue

FY19 & FY20 Budget Proposals

	FY18 Budget	FY19 Proposed	FY18-19 variance	FY20 Proposed	Fy19-FY20 Variance
Revenue					
Surcharges	992,533	1,024,524	31,991	1,059,190	34,666
Filing Fees	46,037	46,037	-	46,037	-
Total	1,038,570	1,070,561	31,991	1,105,227	34,666
Expenses					
Personnel	718,798	748,541	29,743	783,207	34,666
Other	319,772	322,020	2,248	322,020	-
Total expenses	1,038,570	1,070,561	31,991	1,105,227	34,666
Net	\$0	\$0-	\$0	\$0	\$0

- Budget Proposals include modest increase in expenditures in both budget years to cover mandatory increases in salaries/fringe benefits and rent.
- No Increases in staffing levels.

Appendix A – Current Surcharge Rates

PERMIT ISSUING DEPARTMENT	CURRENT SURCHARGE
DBI & PLANNING	\$18.50
PUBLIC WORKS	\$6.50
ENTERTAINMENT COMMISSION	\$4.00
PUBLIC HEALTH (TOBACCO)	\$43.00
MUNICIPAL TRANSPORTATION AGENCY (TAXI)	\$2.00
POLICE	\$6.00

Surcharges are calculated by: (1) Determining the number of appeals filed in the prior fiscal year that originated with actions taken by each funding department; (2) applying the percentage of appeals for each department to the Board's budget to determine the dollar amount each funding department should contribute; and (3) dividing this dollar amount by the number of appealable permits issued by each funding department.

Appendix B - Filing Fees

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



Strategic Plan

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

The Proposed FY 2018-19 and FY 2019-20 Budget funds salaries, training, materials/supplies, IT projects and education/outreach programs that address the following Strategic Plan Goals:

- Review plans and issue permits safeguarding life and property in compliance with City and State regulations.
- Perform inspections to enforce codes and standards to protect occupant's rights ensuring safety and quality of life.
- Deliver highest level of customer service.
- Implement efficient and effective administrative practices.
- Proactively engage and educate customers, contractors, media and other stakeholders.



FY 2018-19 and FY 2019-20 Priorities

- Mayor's Executive Directive 17-02 (Housing)
- Implementation of Accessible Business Entrance Program
- Continued focus on Code Enforcement
- Seismic Safety



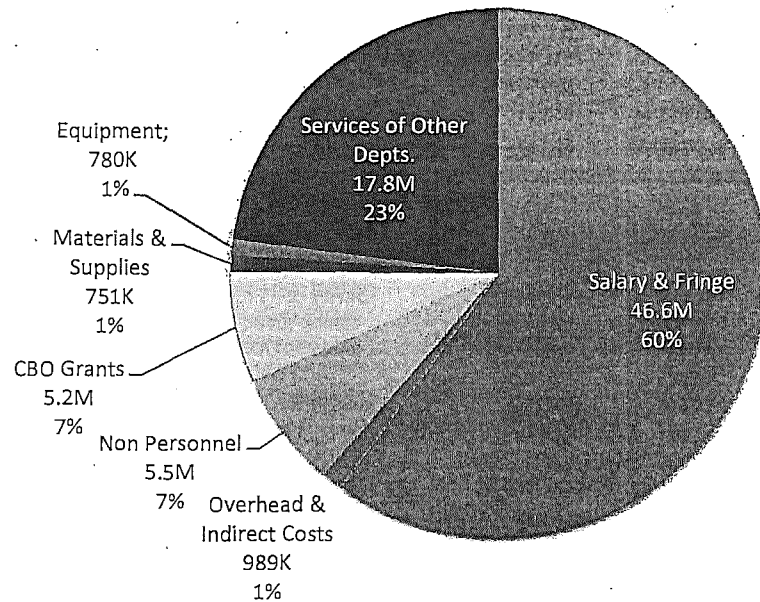
FY 2018-19 and FY 2019-20 Budget Changes

Sources	2017-2018 Original Budget	2018-2019 Proposed Budget	Chg From 2017- 2018	2019-2020 Proposed Budget	Chg From 2018- 2019	Major changes
Charges for Services	58,491,770	63,456,649	4,964,879	61,826,149	(1,630,500)	FY 18-19 \$5M increase due to continued strength in Plan Check Revenues. FY 19-20 slight reduction.
Expenditure Recovery	173,340	171,840	(1,500)	171,840		
Interest & Investment Income	559,214	559,214		559,214		
IntraFund Transfers In	2,479,339	3,423,225	943,886	2,223,225	(1,200,000)	
Licenses: Permits/Franchises	6,696,009	6,696,009		6,696,009		
Transfer Adjustment-Source	(2,479,339)	(3,423,225)	(943,886)	(2,223,225)	1,200,000	
Unappropriated Fund Balance	10,613,366	6,898,351	(3,715,015)	7,293,875	395,524	
General Fund Support						
Sources Total	76,533,699	77,782,063	1,248,364	76,547,087	(1,234,976)	
Uses - Operating Expenditures						
Salaries	31,195,933	32,048,673	852,740	32,283,470	234,797	FY 18-19 \$1.4M increase in Salaries/Fringes to cover COLAs/fringes.
Mandatory Fringe Benefits	14,044,916	14,590,052	545,136	15,165,042	574,990	
Non-Personnel Services	6,856,086	5,549,966	(1,306,120)	5,349,966	(200,000)	FY 18-19 \$1.3M decrease in Professional Services
City Grant Program	4,991,314	5,230,314	239,000	5,230,314		
Capital Outlay	1,130,000	780,000	(350,000)		(780,000)	
Carry-Forward Budgets Only	(2,562,240)		2,562,240			
Intrafund Transfers Out	2,479,339	3,423,225	943,886	2,223,225	(1,200,000)	
Materials & Supplies	826,300	751,300	(75,000)	676,300	(75,000)	
Overhead and Allocations	742,252	989,644	247,392	989,644		
Services Of Other Depts	19,309,138	17,842,114	(1,467,024)	16,852,351	(989,763)	FY 18-19 \$1.5M decrease Services of Other Departments. Eliminate \$3M Hotel Preservation funds to Mayor's Office of Housing (all funds allocated in FY 17-18) offset by increases in City Attorney, Real Estate, Assessor, Department of Technology increases
Transfer Adjustment - Uses	(2,479,339)	(3,423,225)	(943,886)	(2,223,225)	1,200,000	
Uses Total	76,533,699	77,782,063	1,248,364	76,547,087	(1,234,976)	
Uses - Division Description						
DBI Administration	18,574,055	19,822,979	1,248,924	19,429,409	(393,570)	
DBI Inspection Services	42,044,690	41,095,784	(948,906)	40,070,636	(1,025,148)	
DBI Permit Services	15,914,954	16,863,300	948,346	17,047,042	183,742	
Uses by Division Total	76,533,699	77,782,063	1,248,364	76,547,087	(1,234,976)	

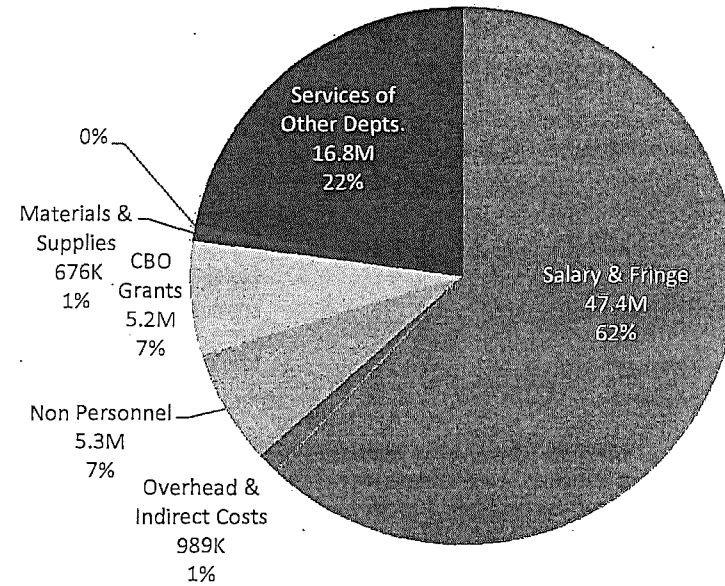


FY 2018-19 and FY 2019-20 Expenditures

DEPARTMENT OF BUILDING INSPECTION
TOTAL EXPENDITURES
FISCAL YEAR 2018-19



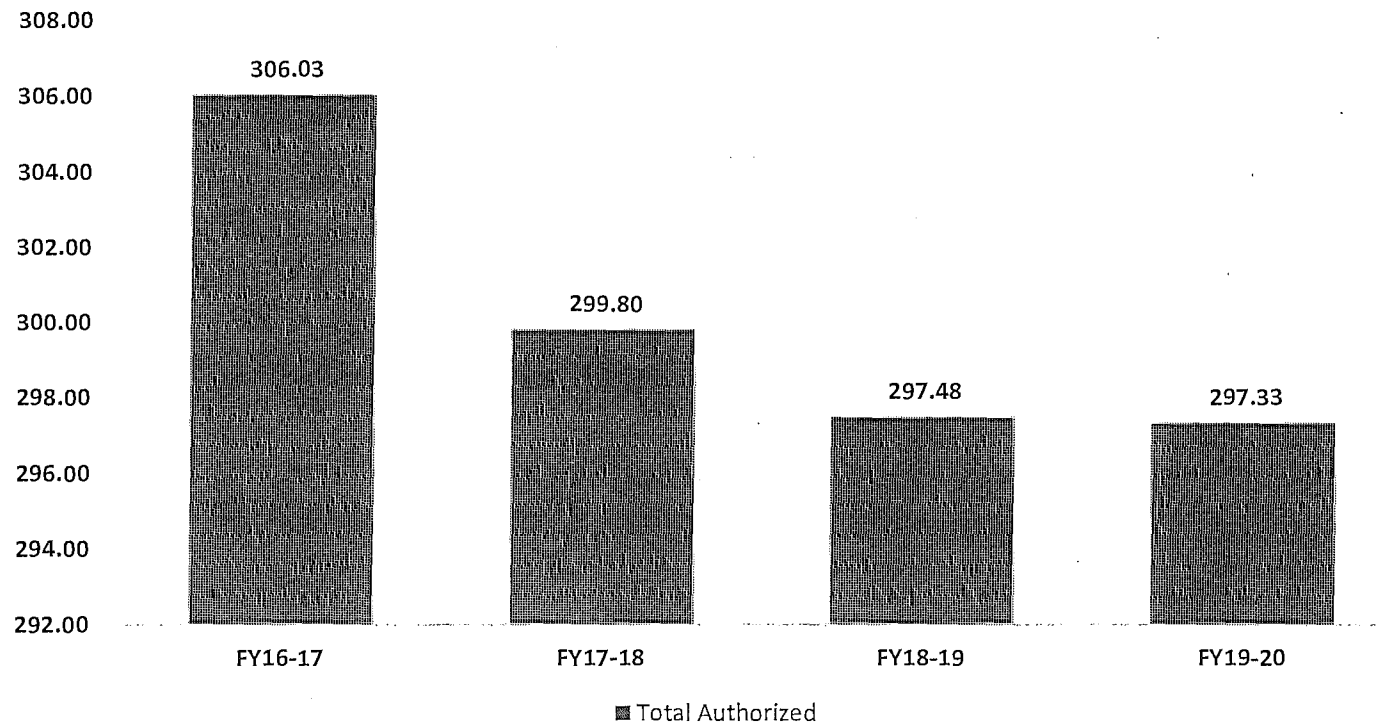
DEPARTMENT OF BUILDING INSPECTION
TOTAL EXPENDITURES
FISCAL YEAR 2019-20





FY 2018-19 and FY 2019-20 Positions

DEPARTMENT OF BUILDING INSPECTION
TOTAL AUTHORIZED POSITIONS





DEPARTMENT of CHILD SUPPORT SERVICES

**BUDGET PRESENTATION
to
SAN FRANCISCO BOARD OF SUPERVISORS
BUDGET AND FINANCE COMMITTEE
FY2018-2019 and FY2019-2020**



Putting San Francisco Families First...

Our Vision

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

Our Mission

To empower parents to provide economic support for their children by furnishing child support services in the form of location of absent parents, establishment of paternity and support obligations and enforcement of support obligations, thereby contributing to the well-being of families and children.



Child Support Citywide Initiatives...

Major Initiatives

Project 500

Human Services Agency and
Department of Public Health

"Lifting families out of
poverty"

HopeSF

Department of Public Health

"DADS - Fatherhood Family
Involvement"

Treasurer

Fines and Fees Task Force

"Paying Families First"

Helping Non Custodial Parents
Take Care of Their Children

Community Response Services

- "Safe" Child Support Services for Domestic Violence Survivors
- Custodial and Non Custodial Employment CNET – Connecting Parents to Workforce Development
- Expanded Program Access to Incarcerated Parents County Jail
- Co-Parenting Plans through access and visitation
- Compromise of Debt (COAP)
- "Express Driver's" License Release



Community Collaborations

- Visitacion Valley
Neighborhood Access Point
- San Francisco Public Library
- Reentry Services for Parents –
Adult Probation
- YMCA Potrero Hill, Bayview
- Mo'Magic, Western Addition
Access Point
- Job Support Collaborative
(OEWD) Employment
Opportunities for Parents
- WtW Oversight Committee, HSA
- Sentencing Commission –
District Attorney
- San Francisco Reentry Council
- San Francisco Domestic Violence
Council –Department on the
Status of Women



San Francisco Families First! Meeting our performance goals!

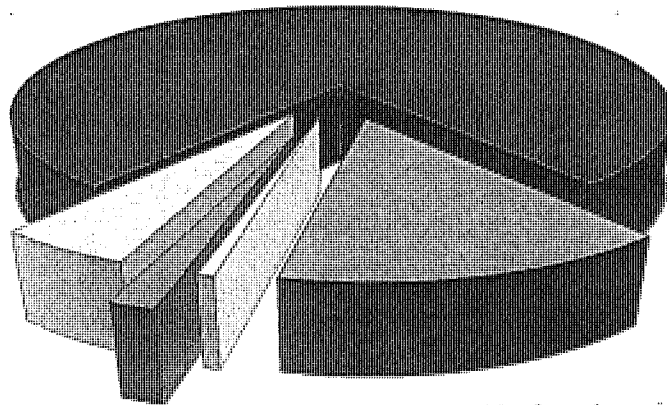
95% of every dollar received goes directly to families.

	District	Cases	% of Cases	FFY2017 Collection	Money to Families
<ul style="list-style-type: none"> 97% (9,167) children have Paternity Established 90% of Requested Services have Child Support Orders Established 	11	1,753	15%	3,885,900	3,691,605
	10	3,740	32%	8,289,920	7,875,424
	9	1,169	10%	2,590,600	2,461,070
	8	234	2%	518,120	492,214
	7	468	4%	1,036,240	984,428
	6	1,286	11%	2,849,660	2,707,177
	5	1,636	14%	3,626,840	3,445,498
	4	351	3%	777,180	738,321
	3	584	5%	1,295,300	1,230,535
	2	117	1%	259,060	246,107
	1	<u>351</u>	<u>3%</u>	<u>777,180</u>	<u>738,321</u>
		11,689	100%	\$25,906,001	24,610,701



Two Year Budget: FY 2019 , FY2020 Expenditures

78% of Budget \$10,586,125
Salary and Benefits



14 % of Budget \$1,898,977
Rent for Main Office

5% of Budget \$678,206

Work Orders of Other City Departments

2% of Budget \$271,282

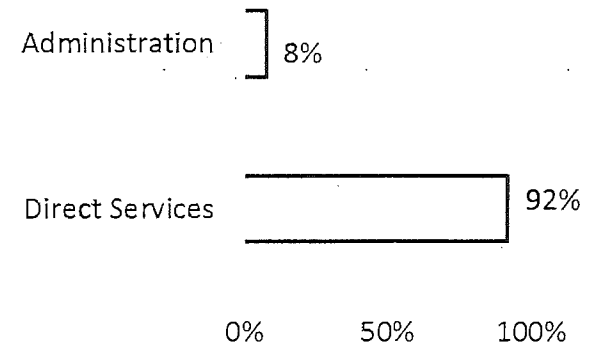
Professional Services funds Genetic Testing and Process of Service

1% of Budget \$129,529

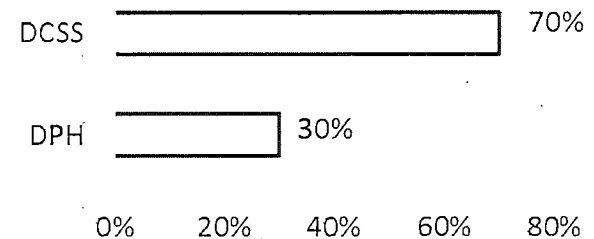
Travel, Training, Materials and Supplies

TOTAL Annual Budget = \$13,564,119

Salary Distribution



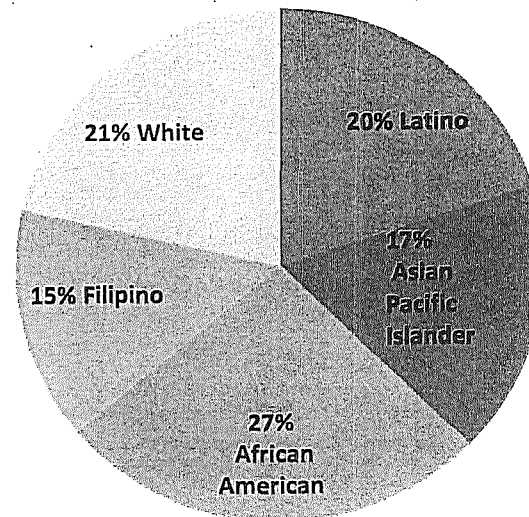
Rent Co-Location Distribution



Funding Priority : Direct Services to Families

- **No New Positions**
- **No Change in budgeted FTE's (92.0)**
- **New Overtime Budget**
 - expand outreach to fragile families (\$5,000)
- **No Equipment Budget**
State IT Equipment Refresh during FY2019

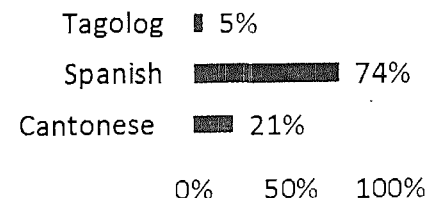
CSS Staff Ethnicity

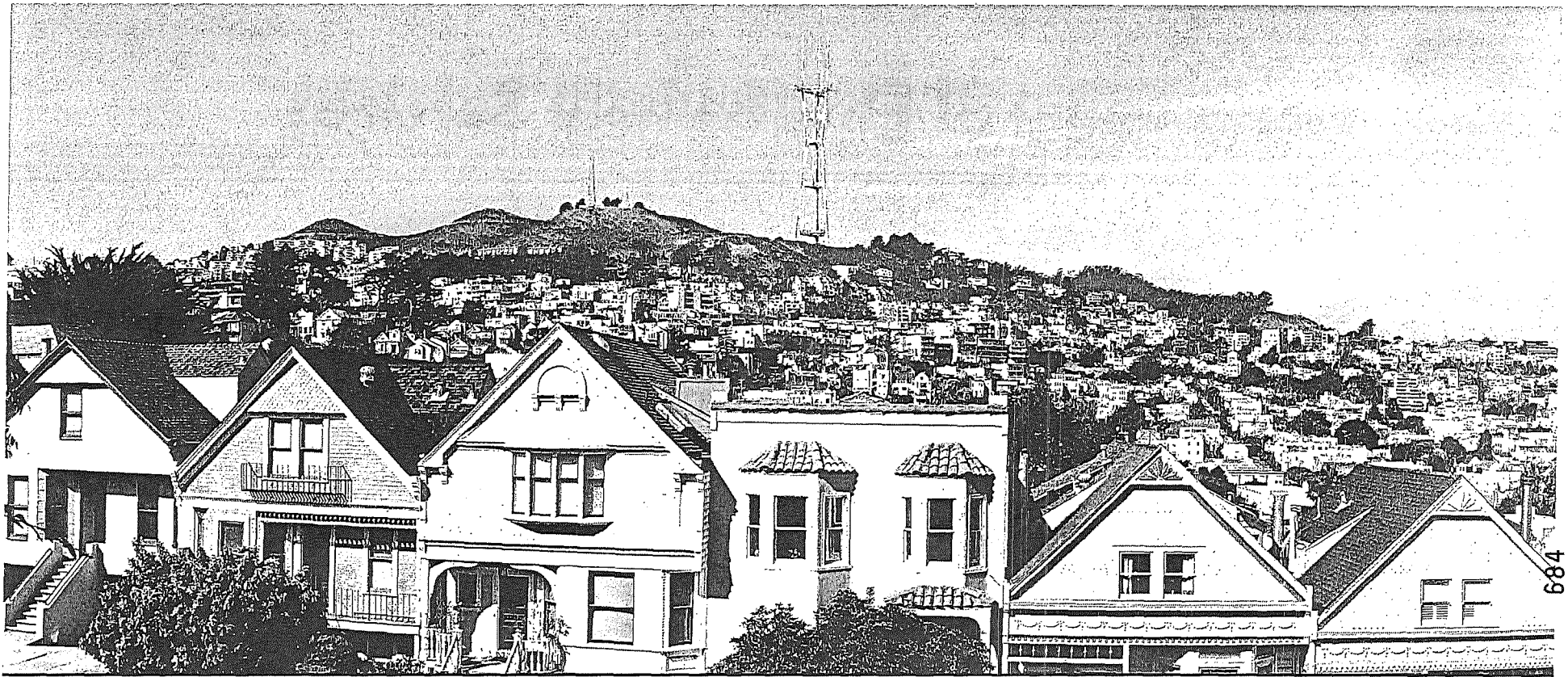


Language Access

- 43% caseworkers are certified bilingual workers
- California Language Line supports available during business hours
 - TTY lines for the hearing impaired

Certified Bilingual Workers





San Francisco Department of the Environment Proposed Budget for FY18-19

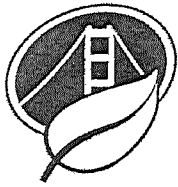
Debbie Raphael, Director



SFEnvironment

Our home. Our city. Our planet.

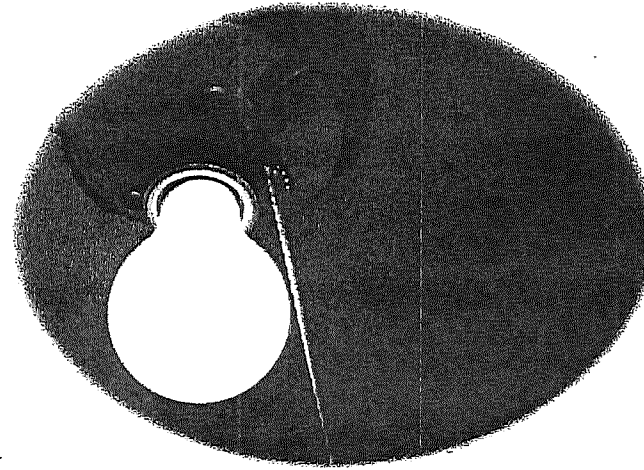
A Department of the City and County of San Francisco



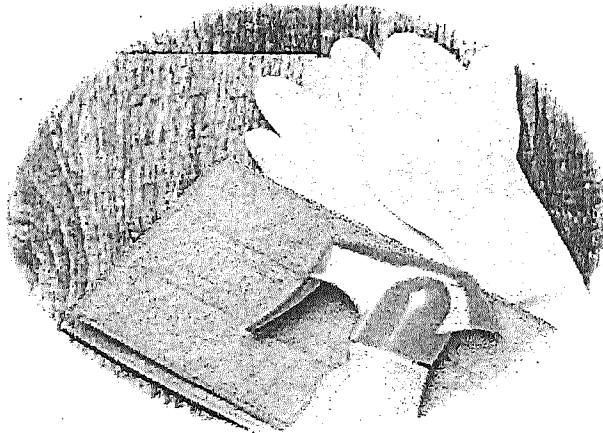
Department of Environment Services



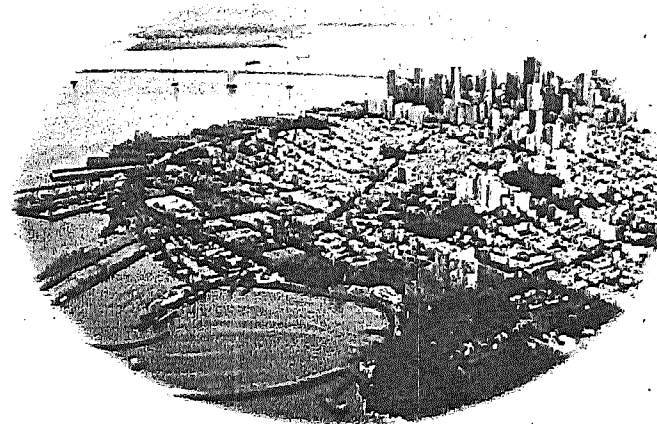
Zero Waste



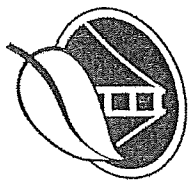
Energy



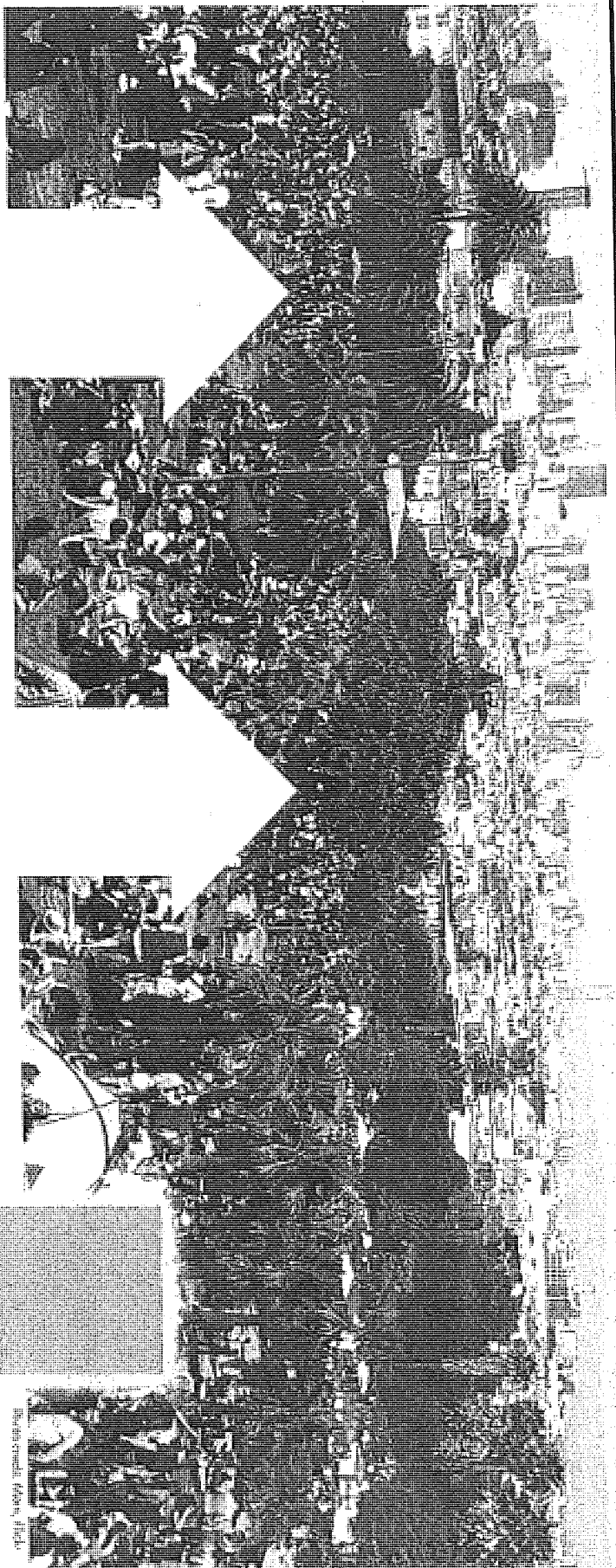
Toxics Reduction & Healthy Ecosystems



Climate Action



San Francisco Today (1990 – 2016)



20%

Population

111%

GDP

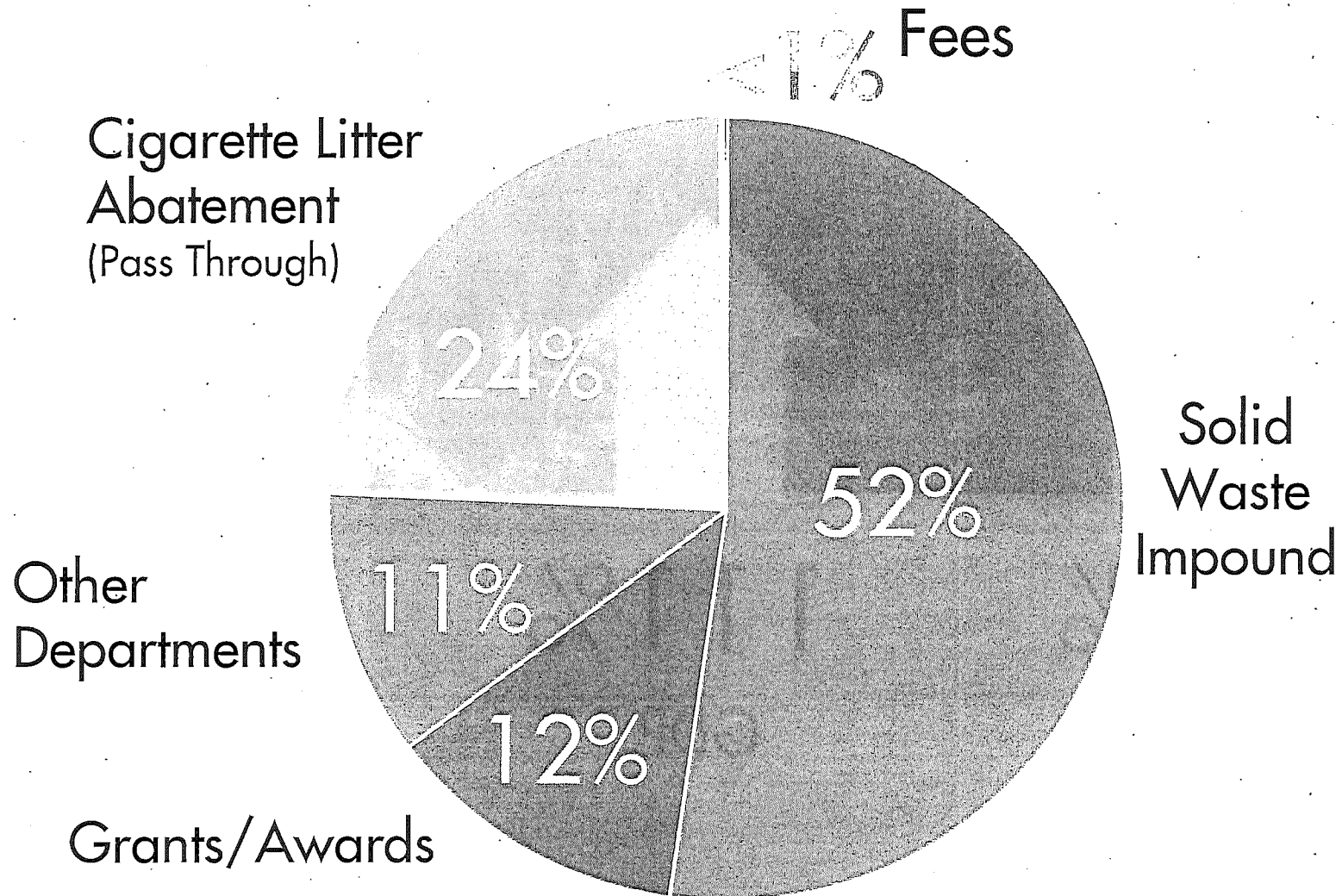
29%

GHG Emissions



How the Department is Funded

Total FY18-19 Budget: \$ 21,965,767





Proposed Budget FY18-19

Program	Services Delivered	Fund Code	FY 17-18 Budget	FY 18-19 Proposed Budget	Difference from FY17-18	FY 19-20 Projection
ZERO WASTE	<ul style="list-style-type: none"> Mandatory Recycling and Composting Compliance Technical Assistance School Education Door to Door Outreach 	13990, 14000, 12200	\$ 7,299,035	\$ 7,052,042	\$ (246,993)	\$ 7,125,879
TOXICS REDUCTION & HEALTHY ECOSYSTEMS	<ul style="list-style-type: none"> Household Hazardous Waste Integrated Pest Management Green Business Program Biodiversity and Urban Forestry 	12210, 13990, 14000, 12230	\$ 2,998,765	\$ 2,001,915	\$ (996,850)	\$ 2,060,086
ENERGY	<ul style="list-style-type: none"> Energy Efficiency Energy Codes & Standards Zero Emission Vehicles 	12230, 12200	\$ 1,385,141	\$ 785,931	\$ (599,210)	\$ 791,854
CLIMATE ACTION	<ul style="list-style-type: none"> Municipal Climate Action Planning Environmental Justice Green Building Carbon Fund 	12210, 13990, 12200 10020	\$ 1,545,327	\$ 1,623,393	\$ 78,066	\$ 1,653,891
ADMINISTRATION		12200, 13990	\$ 4,803,170	\$ 5,202,486	\$ 399,316	\$ 5,413,808
CIGARETTE LITTER ABATEMENT FEE		13850	\$ 5,050,000	\$ 5,300,000	\$ 250,000	\$ 5,000,000
		TOTAL	\$ 23,081,438	\$ 21,965,767	\$ (1,115,671)	\$ 22,045,518



FTE Count

66.9



FY 17-18

66.04



FY 18-19

65.96

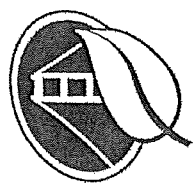


FY 19-20

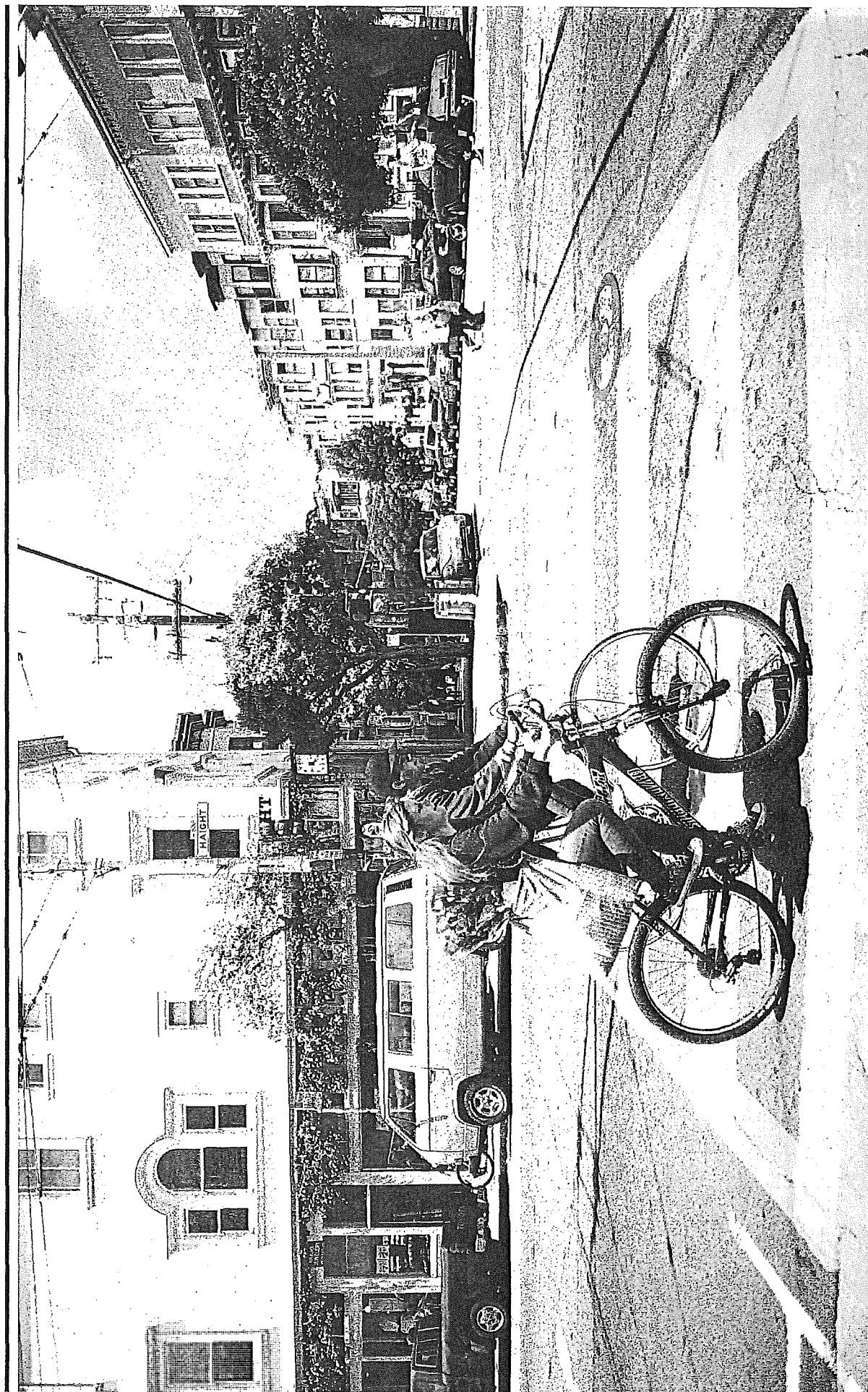


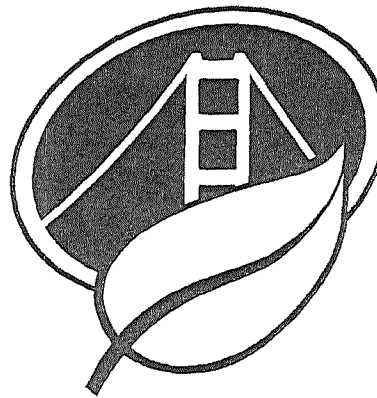
Citywide Roll-Out of Recycling Changes





Net-Zero Emissions by 2050





SF Environment

Our home. Our city. Our planet.

A Department of the City and County of San Francisco



Proposed Budget FY 2018-19 & FY 2019-20

Budget Hearing May 17, 2018

San Francisco Law Library
sflawlibrary@sfgov.org
1145 Market Street, 4th Floor □ San Francisco, CA 94103
(415) 554-1772 □ <http://www.sflawlibrary.com>

SINCE



1870

SAN FRANCISCO
LAW LIBRARY

sflawlibrary.org

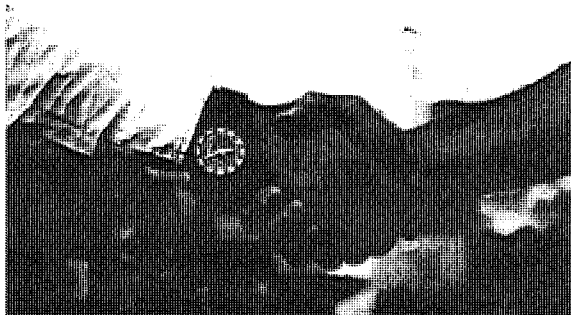
MISSION:

To provide free access and use of legal reference materials in order that the people of San Francisco may conduct their legal affairs and preserve their rights.

The Law Library serves:

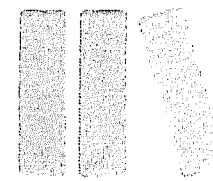
- The Public
- City and County Departments
- State, Local and Federal Agencies
- Businesses & Corporations
- Non-Profits
- Attorneys & Law Firms
- Paralegal Schools
- Law Schools
- Self-Represented Litigants
- Specialty & Minority Bar Associations
- The Courts
- Legal Advocacy Organizations
- Sole Proprietorships
- Elected Officials
- Students
- Seniors

695





Resources & Services



Reference Services -

Provided by Attorney Librarians

- Professional librarian staff available to guide patrons through a complex legal system and resources

Collections Available Only at the Law Library

- Rare San Francisco Municipal Code archive
- Unique CA legal materials

- Comprehensive San Francisco, California, & Federal Legal Collection

- Extensive Electronic Collection
- Free Use of Legal Databases

- Legal Education Programs & Seminars for the Public & Legal Practitioners

- Continuing Legal Education Materials (MCLE) in CD format

SINCE



1870

SAN FRANCISCO
LAW LIBRARY

**Law Library Non-CCSF Funded
Income & Operating Expense Statement
Fiscal Year 2016-17**

7/01/16-6/30/17

Actual**Income**

Filing Fees	992,435
Premium Services Fees	139,855
Investment Interest	31,522
Miscellaneous Income	8,395
Conference Room Rental Income	6,154
Library Donations	1,192
Total Gross Income	\$1,179,553

Expenses

Health Insurance	47,733
Retirement Fund	62,548
Salaries	419,793
Books & Multimedia Materials	450,461
Contractual Services	38,995
Insurance	8,711
Leased Equipment	8,484
Library Systems Maintenance	19,029
Materials & Supplies	5,381
Miscellaneous	7,116
Payroll Service Fees	3,656
Payroll Taxes Employer Portion	36,184
PCs, Equipment & Furniture	2,407
Storage	4,388
Technology IT Services	9,482
Training & Prof Affiliations	11,686

Total Expenses **\$1,136,053**

Net Surplus/Shortfall **\$43,500**



Law Library Operating Expenses & CCSF Appropriation

Law Library Funded Operating Expenses	CCSF Appropriation – Charter Mandated
---------------------------------------	---------------------------------------

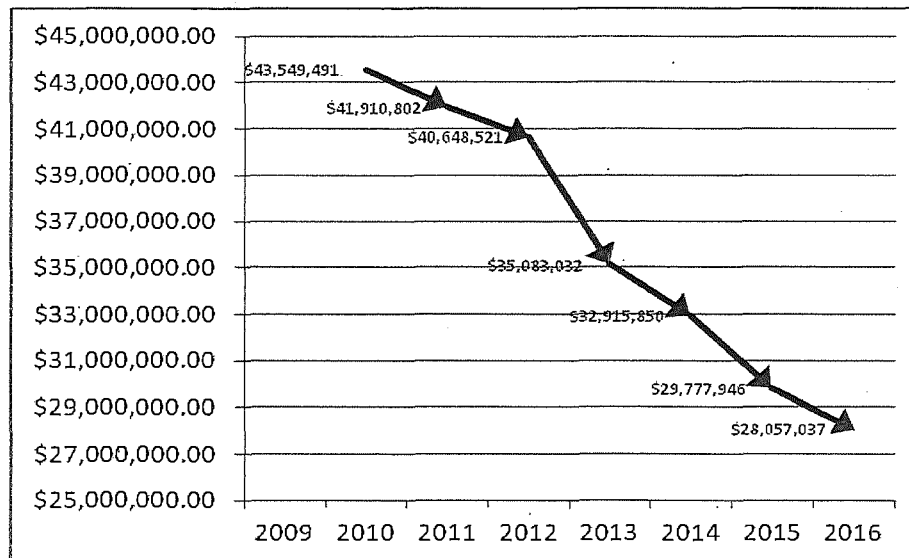
Salaries
Retirement
Health Insurance
Collection - Databases, Multimedia & Print
Contractual Services
Insurance
Leased Equipment
Library Systems Maintenance
Materials & Supplies
Miscellaneous
Payroll Service Fees
Payroll Taxes
PCs, Equipment & Furniture
Storage
Technology IT Services
Training & Professional Affiliations

Salaries
Mandatory Fringe
Materials & Supplies
Services of Other Departments

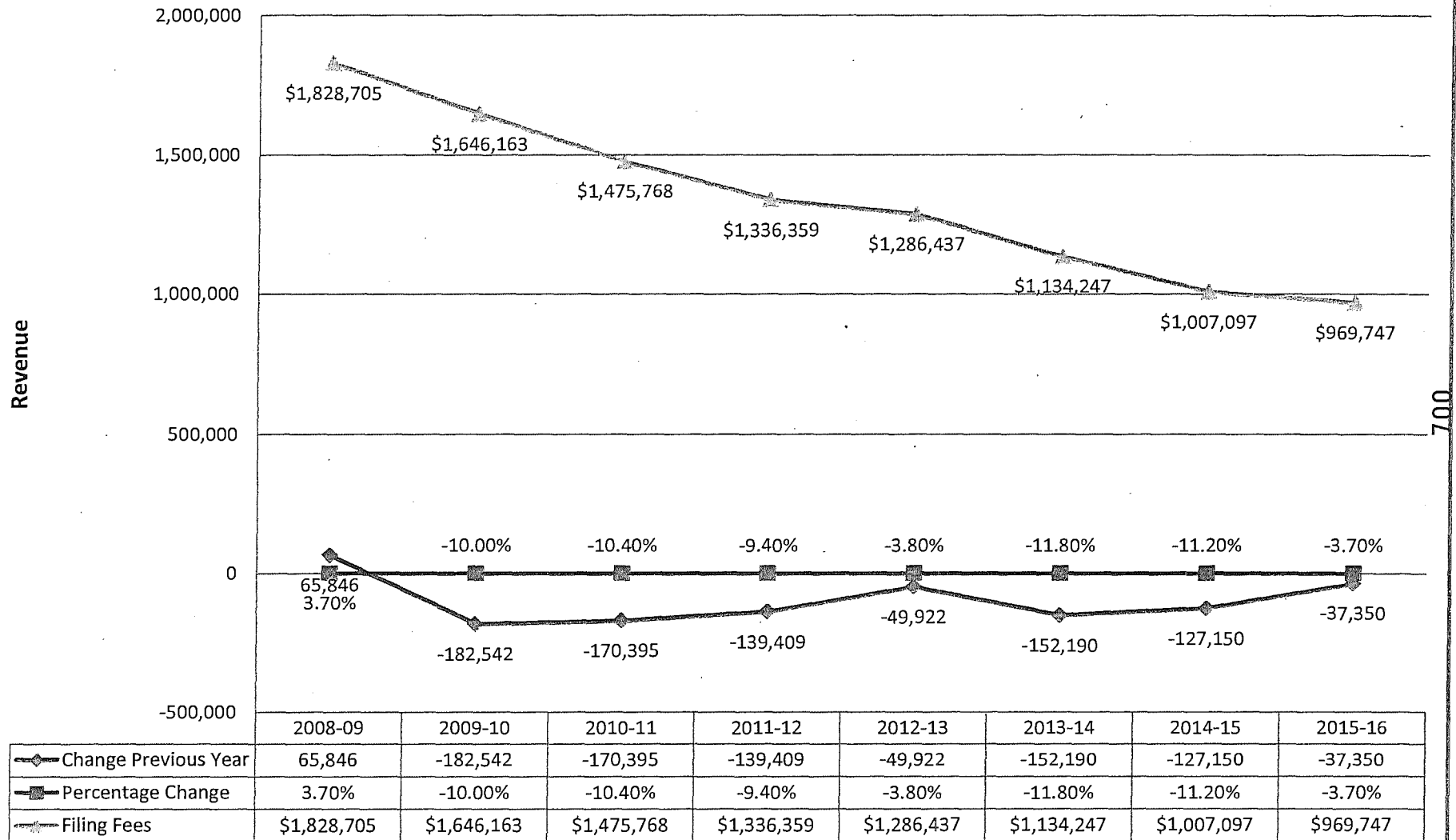
Statewide Filing Fees Comparison FY 2009-FY 2016

F/Y	Filing Fees	Decrease	Total Decrease
2009	\$ 43,549,491		
2010	\$ 41,910,802	3.76%	3.76%
2011	\$ 40,648,521	3.01%	6.77%
2012	\$ 35,083,032	13.69%	20.47%
2013	\$ 32,915,850	6.18%	26.64%
2014	\$ 29,777,946	9.53%	36.18%
2015	\$ 28,057,037	5.78%	41.96%
2016	\$ 29,519,226	-5.21%	36.74%

Statewide Filing Fees Comparison FY 2009-FY 2016



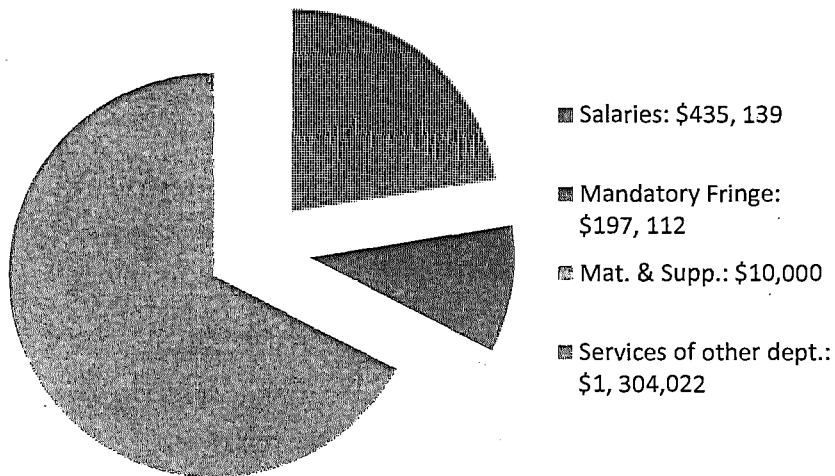
San Francisco Law Library Filing Fee Revenue FY 2008 - FY 2016



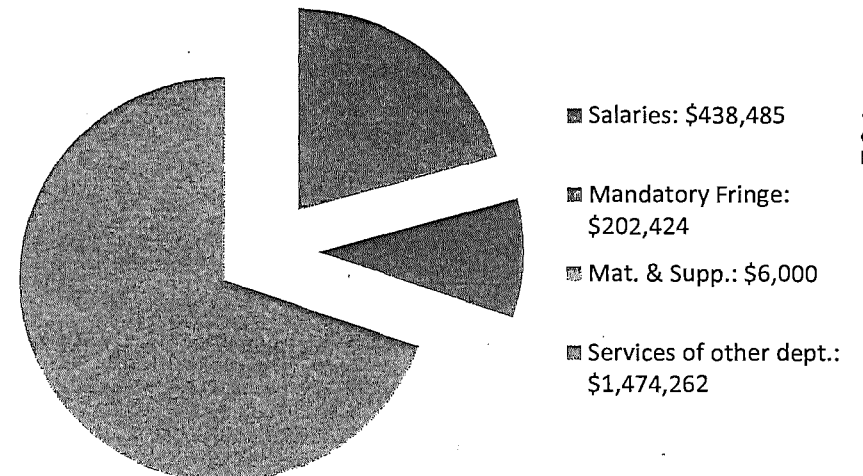
Annual filing fee revenue in FY 2015-16 was 47% (\$858,958) less than FY 2008-09.

Law Library Proposed Budget FY 2018-19 & FY 2019-20

FY 18-19: \$1,982,273



FY 19-20: \$2,121,171



- No change in FTE
- No capital investments
- No service changes
- New initiative – Brooks Hall Project



Accomplishments & Statistics

Accomplishments

- Returned the rare book collection to the law library
- Successfully negotiated reduced rates for legal databases
- Expanded legal information tools & resources
- Created a legal blog
- Increased legal education programs
- Participated in county law library consortium price savings
- Consolidated resources
- Awarded grant from PC Refresh to replace 10+ year old computers

Usage Statistics

159,546
web page, catalog, and
in-library computer usage

20,381
patrons served

70% of patrons used
professional librarian
reference services

173,358
legal research database
transaction

Projects & Strategic Goals

Projects

- Collaborating with DT to align network & computer systems with CCSF protocols & efficiencies
- Assess the condition, restoration suitability and utility of 160,000 volumes stored in Brooks Hall by the City because the law library was not returned to City Hall after the retrofit. Less than 10% will fit on library shelves.
- Add the Brooks materials to the library's online catalog
- Conservation and cataloging of the rare book collection

703

Strategic Goals

- Continue to Facilitate Access to Justice for All San Franciscans:
 - Provide legal education materials in multiple formats to meet the legal information needs of all patrons
- Increase partnerships with City departments, the Superior Court Access Center, & Legal Services Programs
- Maintain all essential programs despite drastic filing fee income declines



Mark Farrell, Mayor

Cheryl Brinkman, Chairman
Malcom Heinicke, Vice Chairman
Gwyneth Borden, Director
Lee Hsu, Director

Joél Ramos, Director
Cristina Rubke, Director
Art Torres, Director

Edward D. Reiskin, Director of Transportation

May 15, 2018

**The Honorable Board of Supervisors
City and County of San Francisco San Francisco City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102**

Subject: Follow-up on Questions from SFMTA Board of Directors Budget Hearing

As the SFMTA's Fiscal Year 2019-2020 budget is coming before the Board of Supervisors this week, I wanted to take the opportunity to address a number of questions that have been raised by members of the Board in recent weeks.

Specifically, this memo will address the funding levels for School Crossing Guards; the SFMTA's plan for providing relief to the Taxi industry in the face of competition from TNCs; the fee structure for Commuter Shuttles; and how the agency resources language support services.

The FY 2019-2020 operating budget is estimated to be just over \$1.2 Billion, following a trend that suggests expenses increasing faster than revenues, reflective of growth in employee benefits and pension costs.

The budget includes moderate cuts across the agency's various divisions. These cuts are necessary to help the agency fund its budget priorities, including: opening the Central Subway and Islais Creek bus yard; launching 68 new Light Rail trains into service; and adding transit service, as part of the Muni Service Equity Strategy, in eight low income neighborhoods. At the same time, the SFMTA will maintain Free Muni programs for low and moderate income youth, seniors and people with disabilities programs; expand affordability programs for boots and towing; and reduce some taxi industry fees.

It is worth noting that \$27 Million per year in operating funding (\$37 Million total) is at risk as part of the Senate Bill SB1 repeal that is likely to appear on the November 2018 ballot. Other risks include labor negotiations and economic fluctuations, which could impact the General Fund in the coming years.

The SFMTA Board has reviewed and approved the proposed balanced budget after hearing extensive feedback resulting from a robust public engagement program, which targeted key stakeholders, Muni customers and the public.

1. School Crossing Guards Update

The School Crossing Guard program supports safe travel to public and private elementary and middle schools. Currently, a total of 195 positions are funded as part of this important safety program at a cost of \$2.2 Million.



By working with SFUSD and hiring year-round, the agency has improved its recruitment and retention for these unique positions, which are most suitable to retirees and parents seeking part-time work. Approximately 19 additional corners are seeking crossing guards. **In order to address the remaining qualifying schools, we are proposing to fund an additional 20 positions in the FY19 and FY20 budgets.**

School Crossing Guards are only one part of SFMTA's strategy to improve safety and access for San Francisco's school children. Working collaboratively with SFUSD, we are also providing:

- An integrated approach to managing the city's multiagency Safe Routes to School program¹. Safe Routes to School includes:
 - Physical infrastructure and traffic calming improvements near schools
 - Education in schools across the city to improve traffic safety and encourage safe, non-auto travel to school
 - Supporting the community-based organizations who are working to improve school safety
- A dedicated full-time engineer who works directly with school principals and parents to create safe pick up and drop off areas, including white zones and other parking and traffic changes near schools
- 20 Transit Assistants, who help middle and high school students safely navigate the trips to and from school on Muni
- Free access to Muni for low- and moderate-income San Francisco youth

2. Taxi Driver Relief

Over the past four years, the SFMTA has waived \$9.5 million in fee revenues from the taxi industry to ease or reduce impacts resulting from competition from transportation network companies (TNCs). These reductions included waiving the A-Card permit renewal fee and the medallion renewal fee for purchased medallions. Additionally, the SFMTA introduced legislation at the Board of Supervisors to waive the business registration fee for the next two years.

In response to feedback from taxi stakeholders, the FY 2019-2020 budget proposes to further reduce medallion renewal fees for Prop K medallion holders, taxi stand fees and color scheme renewal fees. Specifically, these revisions would:

- Reduce the medallion renewal fee for Prop K Medallion holders by 50%. This would reduce the FY19 fee to \$590 and FY20 fee to \$614. No change is recommended for Corporate and Pre-K Medallions. The distinction is that Prop K Earned Medallion

¹ Staffing for Safe Routes to School program is reflected in the SFMTA's FY2019 budget



holders have a driving requirement and Corporate and Pre-K Medallions do not. The medallion renewal fee was eliminated for Purchased Medallion holders in 2017. Maintaining a distinction between individuals who purchased a medallion (no renewal fee) as compared to the Prop K medallion holders who did not purchase their medallion (50% reduced fee) is an important policy position.

- Reduce the Taxi Stand application fee by 50% to \$1,083 for FY19 and \$1,127 for FY20 to provide an incentive for fronting businesses to apply for taxi stands. Note: This fee is not paid by the taxi industry, but rather by the business applying for a taxi stand.
- Reduce the Color Scheme **renewal** fee for color schemes with 1-5 medallions and 6-15 medallions and increase the new **application** fee for those same two categories. Because there are significant economies of scale for color schemes with more medallions, this proposal stays true to the original intent of the fee structure and still provides fee relief for existing color schemes with fewer medallions.

3. Commuter Shuttle Fees

The Commuter Shuttle program provides an important method to regulate use of the curb by private transit vehicles. Like many SFMTA curb management programs, commuter shuttle fees are calculated based on cost recovery, which accounts for administration and enforcement of the program.

Participants in the commuter shuttle program are charged a fee every time they stop. The per-stop fee rate is set such that it fully covers the costs of administering the program, which includes staff time, a dedicated team of parking control officers, IT infrastructure and software, capital improvements and other direct costs such as printing, signs, and paint. At the end of each fiscal year, SFMTA staff examines program expenditures and revenues to determine if changes to the fee schedule are needed in the next fiscal year.

In FY2017, stop fees generated a total of \$5.7 million. In the first half of FY2018 (through Q2), stop fees have already generated \$3.1 million.

In addition to stop fees, which cover the cost of operating the program, commuter shuttle operators are subject to enforcement and may be cited by parking control officers for parking, traffic and permit violations. They can also be assessed further *administrative* penalties for permit violations.

4. Language Access Ordinance Resourcing

The SFMTA meets, and works hard to exceed, the Federal Transit Administration's Title VI Requirements related to language access for our customers and stakeholders. Additionally,



agency staff works closely with OCEIA to ensure adherence to the City's Language Access Ordinance. While we can continue to improve, we've made good progress.

In 2016-17, the SFMTA spent more than \$600,000, or nearly 30% of the SFMTA's communications program budget, to fulfill the language needs of our diverse community. In addition, program and project funding was used to support language access for specific programs, such as Vision Zero and other capital projects.

We're also in the process of making improvements to the Public Engineering Hearings notification process that will make it easier to understand and access available language translation services for these hearings.

The following are some examples of our support for language assistance:

- 311 Free Language Assistance Tag
- Agency-wide access to LanguageLine telephonic interpretation service in more than 100 languages
- Multilingual outreach ambassadors
- Surveys, alerts, fare and other vital information in multiple languages
- Language-neutral iconographic signs on new Muni vehicles
- Free interpretation services for public meetings and hearings (with 48-hours notice)
- In-language creative and ad placements
- Training to prepare staff on public outreach and engagement standards, including meeting language needs

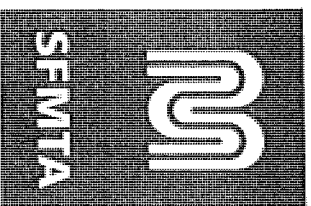
I hope this information is helpful as you consider the SFMTA budget. Please don't hesitate to contact me at any time should you have questions or desire additional information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Edward D. Reiskin'.

Edward D. Reiskin
Director of Transportation

cc: SFMTA Board of Directors
Mayor's Office



Balancing the Transportation Needs of a Growing City

FY 2019 and FY 2020 Operating Budget

Board of Supervisors

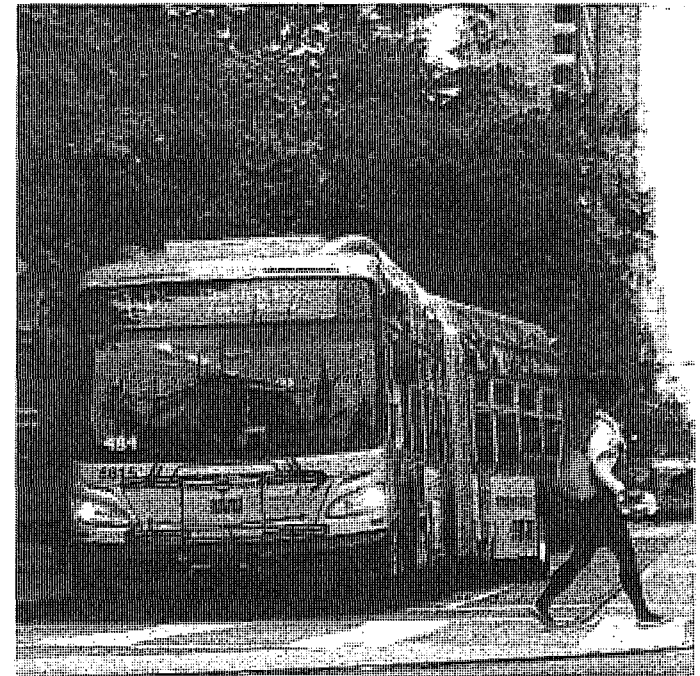
Ed Reiskin, Director of Transportation

May 17, 2018

Budget Guiding Principles

Vision: Excellent Transportation Choices for San Francisco

- Goal 1 *Create a safer transportation experience for everyone*
- Goal 2 *Make transit and other sustainable modes of transportation the most attractive and preferred means of travel*
- Goal 3 *Improve the quality of life and environment in San Francisco and for the region*
- Goal 4 *Create a workplace that delivers outstanding service*



Moving San Francisco: At a Glance

\$1.2 Billion

Annual Operating Budget

\$2.8 Billion

5-Year Capital Improvement Program

720,000 Muni rides
daily

200 million Muni
rides each year

3.1 million hours of
transit service
annually

447 lane miles of
bicycle paths, lanes
and routes

441,950 publicly
available parking
spaces

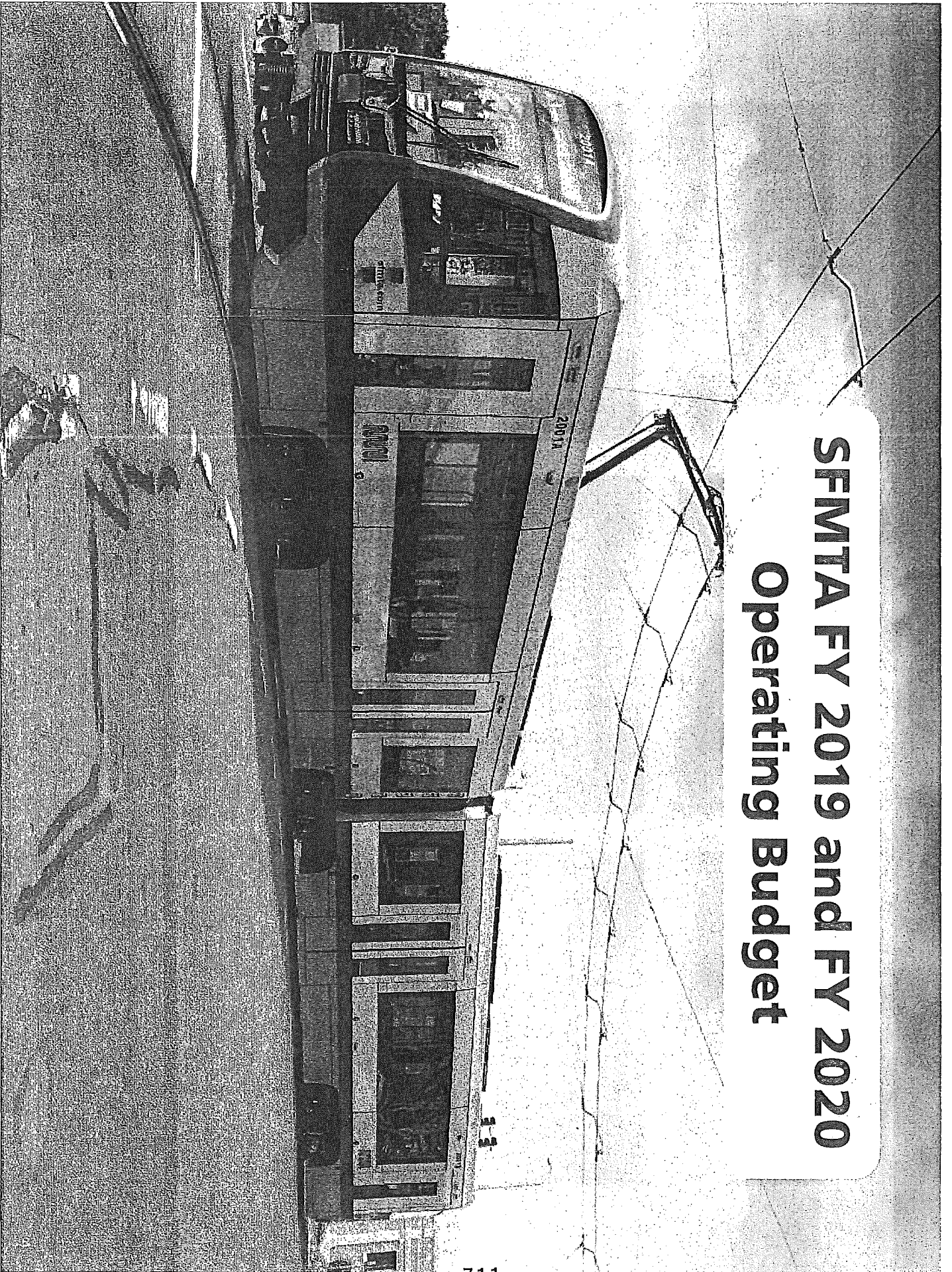
1,575 taxi
medallions

1,212 signalized
intersections

281,700 street signs

~6,000 employees

SFMTA FY 2019 and FY 2020 Operating Budget



Operating Budget Priorities



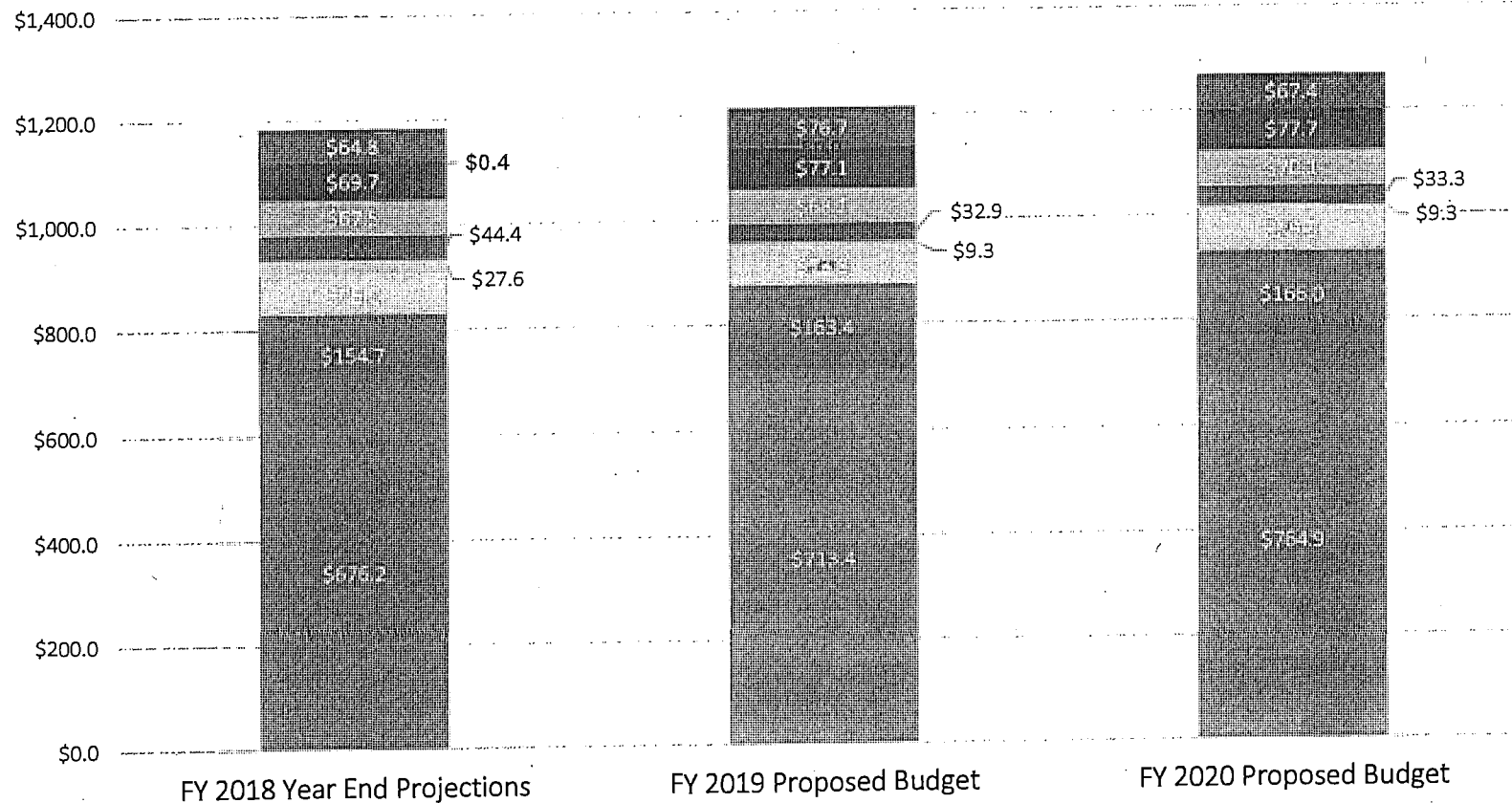
- Support affordability goals through the continuation of the Free Muni for low- and moderate-income youth, seniors and disabled
- Fund new transit programs to support expanded light rail and rubber tire service, including:
 - Opening the Central Subway
 - Opening new bus maintenance yard at Islais Creek
 - Providing additional training to modernize the transit workforce
- Adopt Muni fare changes that incentivize transit ridership (outside of the Board approved indexing policy)
- Support the taxi industry through targeted fee reductions

Proposed FY 2019-2020 Operating Budget (\$M)

OPERATING (ONGOING)	FY 2017 Actual	FY 2018 Amended	FY 2018 Projection	FY 2019 Proposed	FY 2020 Proposed
Revenues	\$ 1,393.1	\$ 1,110.6	\$ 1,183.5	\$ 1,214.2	\$ 1,268.0
Expenditures	\$ 1,371.5	\$ 1,085.1	\$ 1,183.5	\$ 1,214.2	\$ 1,268.0
Revenues Less Expenditures	\$ 21.6	\$ 25.5	\$ 0.0	\$ 0.0	\$ 0.0

* FY 2018 amended includes a correction between the capital and operating budget
 ** FY 2018 projection includes contract carryforward balances and spending of encumbrances rolled from FY 2017

Expenditures by Category (\$M)



- Capital Projects
- Services from City Departments
- Rent and Building
- Materials and Supplies
- Salaries and Benefits

- Use of Reserves
- Insurance, Claims, Payments to Agencies and Other Items
- Equipment and Maintenance
- Contracts and Other Services

Total Funded Positions

DIVISION POSITION BUDGET (Number of FTEs)	FY 2018 Amended Budget	FY 2019 Proposed Budget	FY 2020 Proposed Budget	Change
Transit	4,110	4,270	4,402	+298
Sustainable Streets	702	685	685	-17
Finance and Information Technology	398	407	407	9
Capital Programs and Construction	214	209	209	-5
Human Resources	169	167	167	-2
Communications	44	41	41	-3
Taxi and Accessible Services	31	30	30	-1
Other Divisions	24	30	28	+4
TOTAL	5,692	5,839	5,969	277

- Central Subway service to begin operations in December, 2019
- 40 new LRVs by the end of 2019
- 80 new buses by the end of 2019
- Full opening of the new Islais Creek Bus Maintenance Facility
- Workforce training to enhance Muni safety and train the next generation of maintenance and craftspeople

Service Realignment

Added Service		
Line	Source	Realignment Type
T Third	Central Subway	New alignment, increased service, longer trains
J Church	New LRV	Peak period from 9 to 8 min
K Ingleside	New LRV	Peak period from 8.5 to 8 min
L Taraval	New LRV	Peak period from 9 to 8 min
M Oceanview	New LRV	Peak period from 9 to 8 min
N Judah	New LRV	Peak period from 7 to 4 min, possibly longer trains
9R San Bruno Rapid	Equity Strategy	60' bus
12 Folsom	Equity Strategy	Add service
29 Sunset	Equity Strategy	Add service
30 Stockton	Equity Strategy	60' bus
44 O'Shaughnessy	Equity Strategy	Add service
48 Quintara	Equity Strategy	Add service all day to Beach
56 Rutland	Equity Strategy	Add service

Service Efficiencies/Reductions	
Line	Realignment Type
1 California	Reduce frequency by approximately ½ minute
30 Stockton (Chestnut)	Reduce frequency by several minutes
41 Union	Reduce frequency by approximately 1 minute
44 O'Shaughnessy	Move terminal
N Judah - Weekend	1 car trains on weekend

Denotes Muni Service Equity Strategy service changes

- SFMTA monitors ridership on a continual basis and adjusts service to meet demand
- In compliance with Title VI of the Civil Rights Act of 1964, the SFMTA conducted an equity analysis on the proposed fare and service changes for the next two fiscal years
- Equity analysis resulted in no findings of disparate impacts on minority populations or disproportionate burdens on low-income populations

Transit Fare Changes

Change 1

Increase single-ride cash fare differential to \$0.50 (\$0.25 for reduced fare) to incentivize pre-payment

Change 2

Limit Monthly "A" Pass to 20% premium above "M" Pass

Change 3

Implement fare differential for Visitor Passports to incentivize prepayment

Change 4

Adopt new low-income single-ride fare (Clipper only) product to meet the needs of low-income riders and complement the Monthly Pass program

Change 5

Implement a new Adult Day Pass (without Cable Car) at 2.0x the regular fare to increase flexibility for regular customers and incentivize pre-payment

Change 6

Authorize a 10% discount for bulk purchases of 100 or Cable Car tickets and Passports

Change 7

Expand the use of institutional pass models to other groups and organizations

Note: A cash fare differential is the difference in price between the same fare purchased using cash and MuniMobile or Clipper

Uncertainty and Risk

Senate Bill 1 (SB1) Repeal

- 2017 landmark transportation funding package
- Most significant state commitment to public transit in more than 40 years
- More than \$700 million for public transit systems across California
- SFMTA will receive directly \$37M annually in new revenue for operating and capital budgets
 - \$27M per year for operating
 - \$9.5M per year for State of Good Repair capital projects
 - \$23M per year for paving (through Department of Public Works)
- SFMTA expects to secure funding from other SB1-funded State competitive grant programs
- Proposed November 2018 ballot measure would repeal SB 1

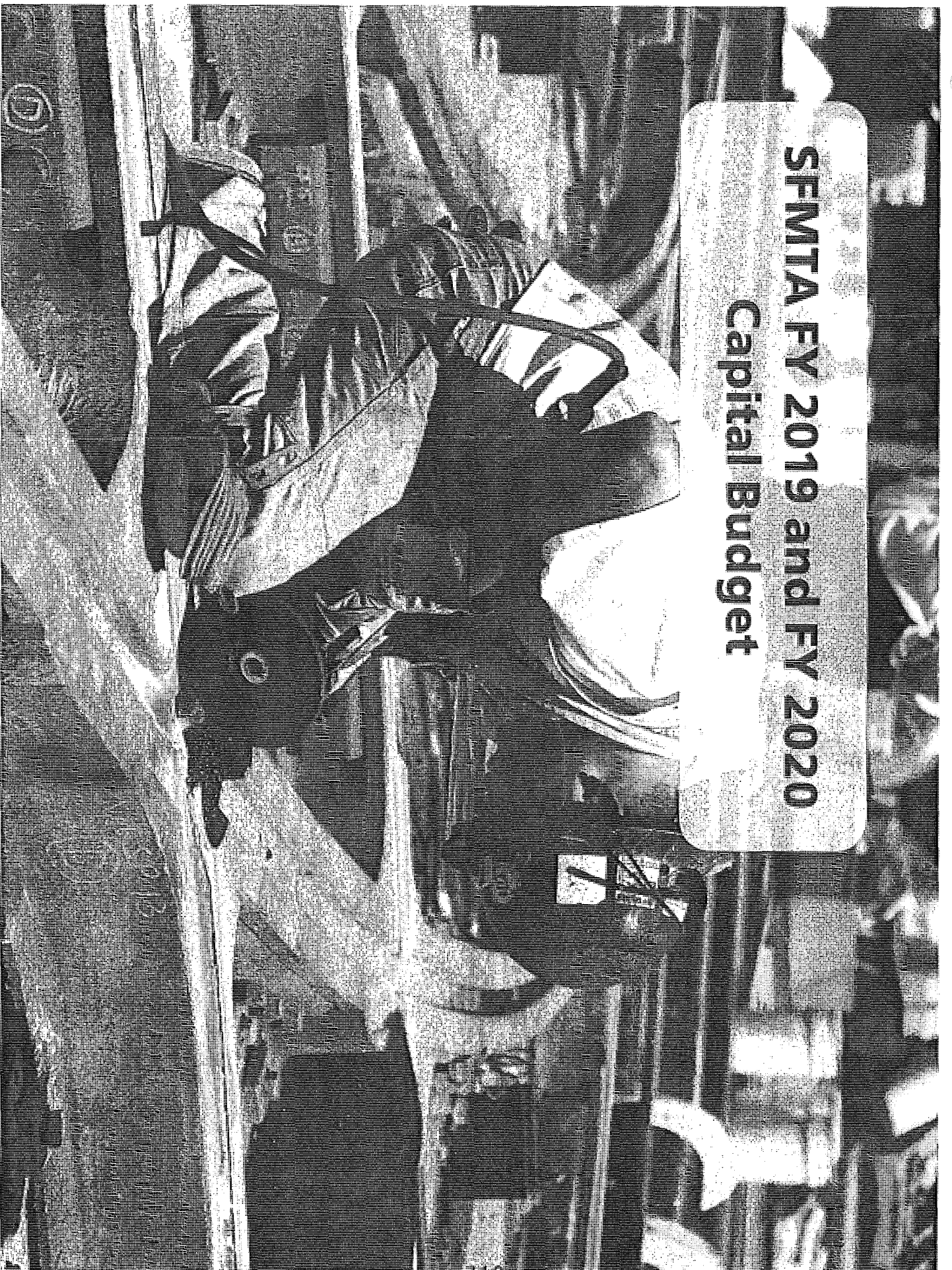
Other Risks

- Upcoming labor negotiations
- Future economic impacts on the General Fund



SFMTA

SFMTA FY 2019 and FY 2020 Capital Budget

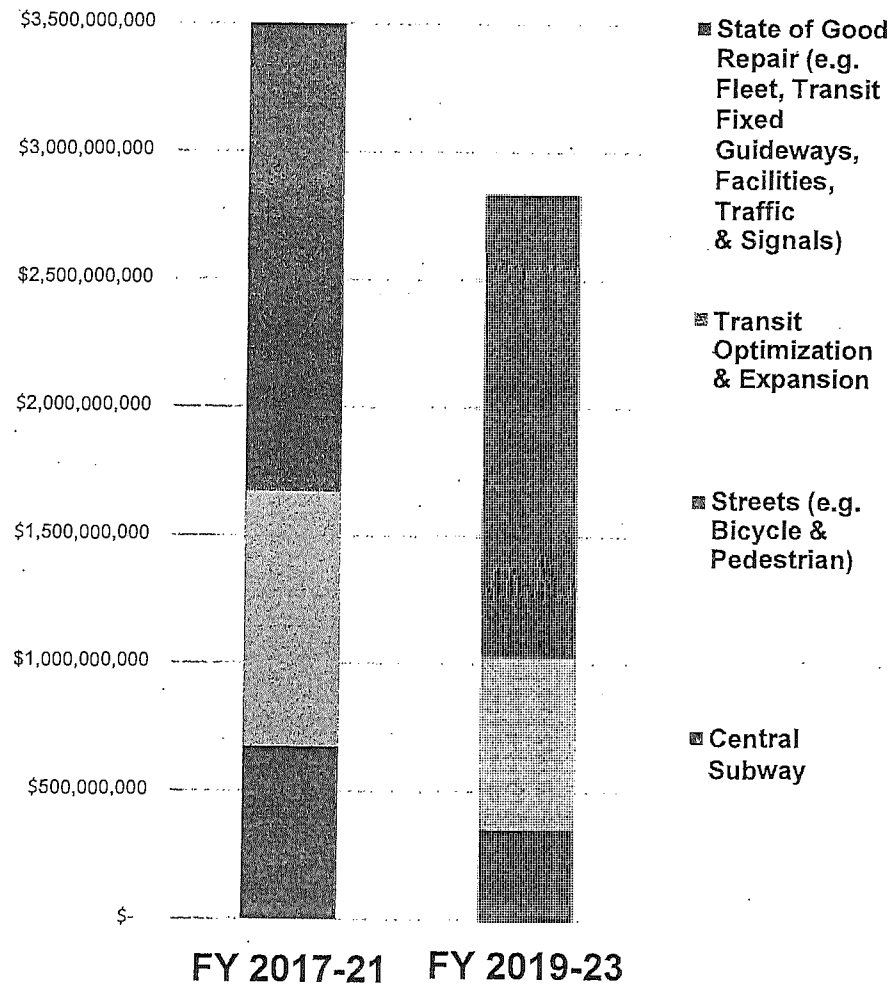


CIP by Capital Program (\$M)

Capital Program (\$M)	FY19	FY20	FY21	FY22	FY23	2-Year Total	5-Year Total
Central Subway	\$43.0	\$41.0	\$0.0	\$0.0	\$0.0	\$84.0	\$84.0
Facility	\$32.2	\$53.5	\$93.6	\$28.1	\$21.0	\$85.7	\$228.3
Fleet	\$184.4	\$98.8	\$145.9	\$216.5	\$253.0	\$283.2	\$898.6
Others	\$6.9	\$10.5	\$8.4	\$8.3	\$6.7	\$17.4	\$40.8
Parking	\$0.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.9	\$0.9
Signals	\$6.6	\$27.9	\$16.7	\$5.5	\$4.4	\$34.5	\$61.1
Streets	\$40.6	\$54.2	\$105.8	\$42.4	\$32.1	\$94.8	\$275.2
Taxi	\$0.5	\$0.2	\$0.2	\$0.2	\$0.2	\$0.7	\$1.3
Transit Fixed Guideway	\$57.6	\$59.5	\$90.6	\$82.3	\$89.6	\$117.2	\$379.7
Transit Optimization	\$140.9	\$285.1	\$215.6	\$135.5	\$46.9	\$426.0	\$823.9
Total	\$513.5	\$630.8	\$676.8	\$518.7	\$453.9	\$1,144.3	\$2,793.8


Capital Budget

Revenue of Current & Proposed CIP



FY 2017-21 CIP

367 Projects

\$3.4 Billion Total Investment

- \$402 M Central Subway
- \$239 M fixed guideway projects
- \$372M / yr. state of good repair
- Full replacement of rubber tire fleet
- *Muni Forward* project implementation
- *Safer Streets*
- Expanded bicycle network

FY 2019-23 CIP

221 Projects

\$2.8 Billion Total Investment

- \$88 M Central Subway
- \$425 M fixed guideway investment
- \$339M/yr. State of Good Repair
- High Injury Network
- Continued fleet procurement and rehab

Transit Capital Priorities

Central Subway

- Project to be completed in 2019

Fleet

- Replacement and expansion (Motor Coach, Trolley Coach, LRV and Paratransit)



Facilities

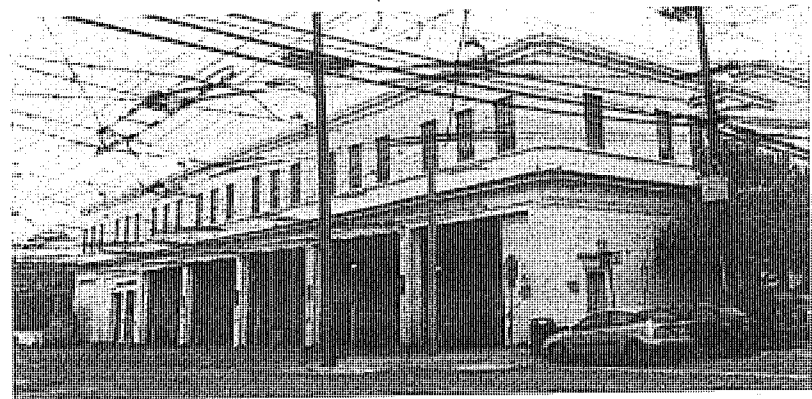
- Potrero Facility reconstruction
- Muni Metro East expansion
- Facility condition assessment implementation

Transit Optimization & Expansion

- 22 Fillmore Transit Priority
- Geary Rapid
- 28 19th Avenue Rapid

Transit Fixed Guideway

- Twin Peaks Rail Replacement Project
- State of good repair
- Upgrade of the subway automated train control system
- Overhaul of the cable car infrastructure
- Key substation upgrades



Sustainable Streets Capital Priorities

Bike

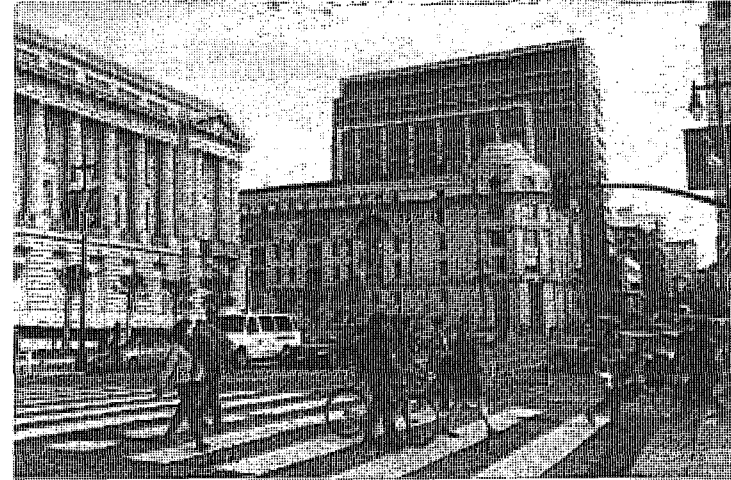
- *Vision Zero* Bikeway Upgrades program
- Spot Improvements program
- Bike Traffic Signals program
- Neighborways program
- State of Good Repair (e.g., colored markings, delineators)
- Bike Share program support

Pedestrian

- *Vision Zero* supportive programs, including:
 - Automated Speed Enforcement
 - Project/program evaluation and reporting
 - SFDPH analysis and monitoring
- WalkFirst Quick and Effective capital program
- Safe Routes to School

Traffic Calming

- Expand application-based program
- New program focused on children, seniors and people with disabilities
- Spot Improvements program
- Speed humps on 15mph streets



Traffic Signals

- Gough Corridor Signal Upgrade
- Citywide Signal Upgrades
- Western Addition Area – Traffic Signal Upgrades

CIP Assumptions and Risk

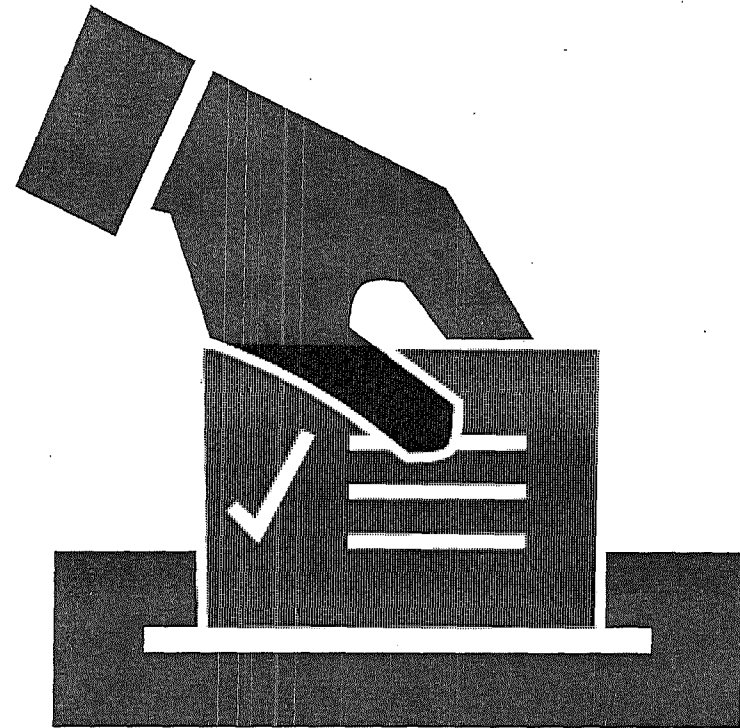
Capital Improvement Program Assumes \$361M from New Revenue Sources that Require Voter Approval

\$190M from Regional Measure 3 (RM3) bridge toll increase

- June 2018 ballot measure in all nine Bay Area counties
- Would fund fleet expansion, facilities, and transit optimization projects to relieve congestion on the Bay Bridge corridor

\$171M from a new San Francisco revenue measure

- Assumed in CIP for November 2018 San Francisco ballot
- Would provide needed funding for state of good repair, enhancement, streets and safety
- Initial allocation driven by current funding gaps for high priority programs



Thank You



CYCLISTS THIS YEAR

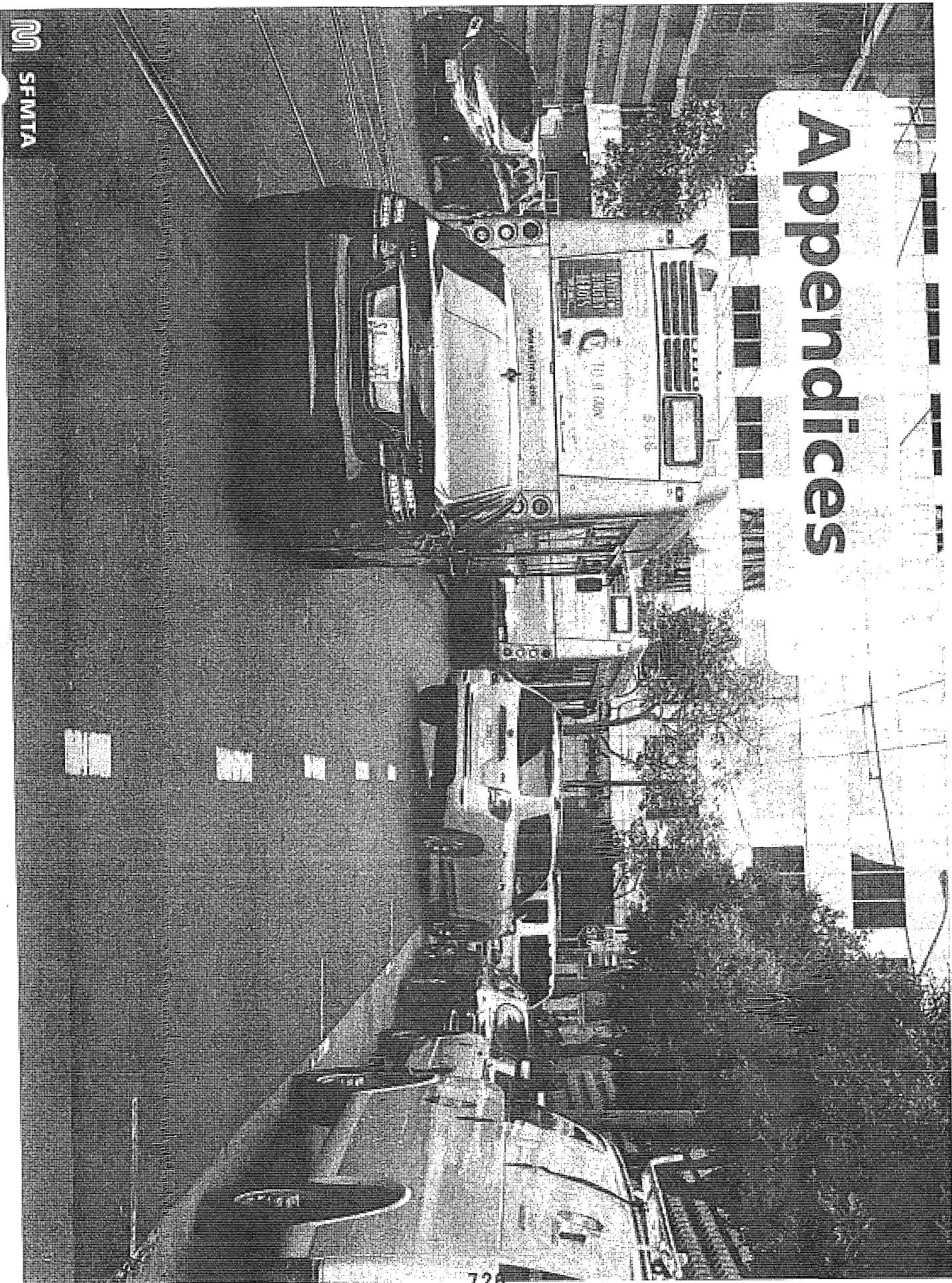


Thank you
for bicycling

SFMTA

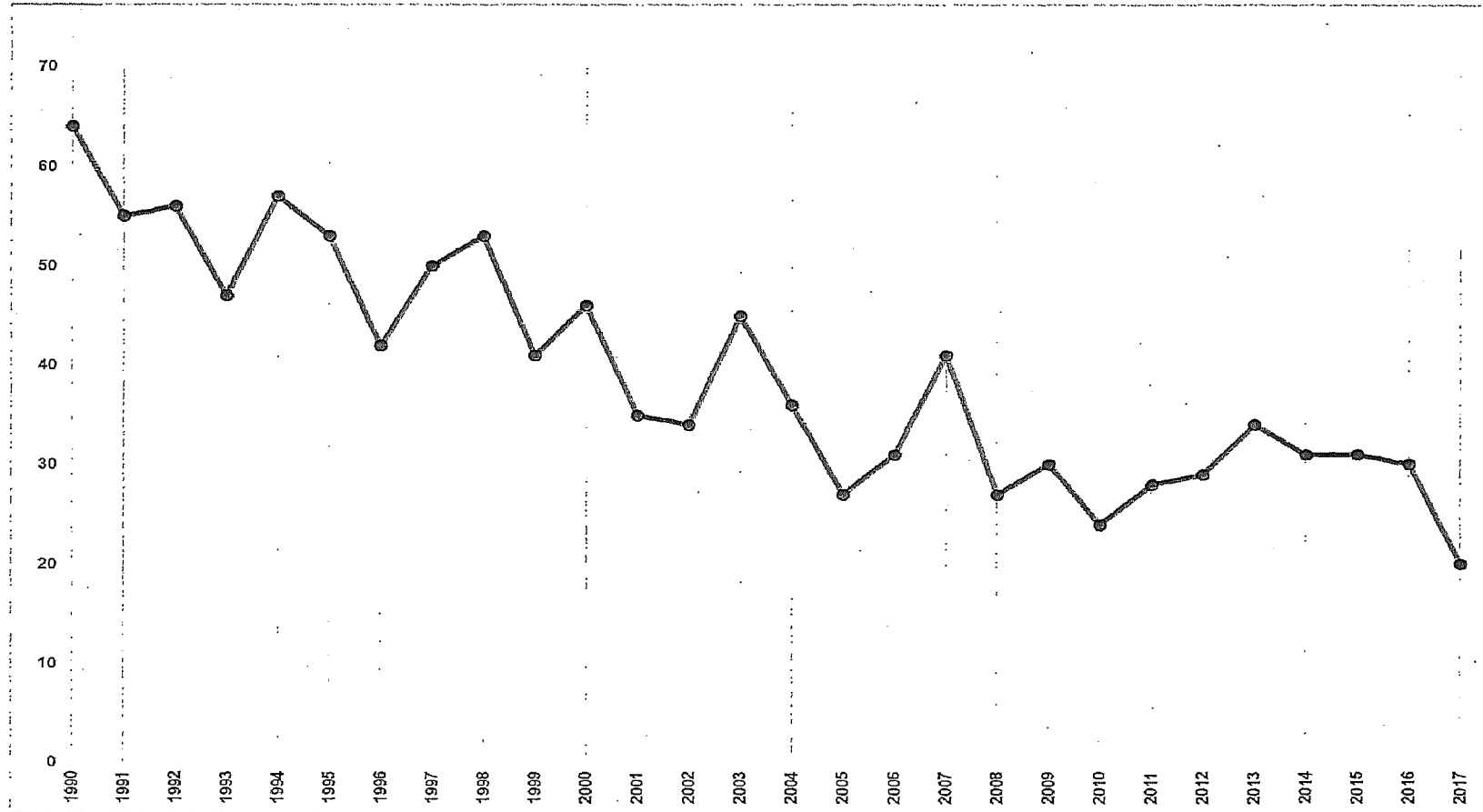
SFMTA

Appendices



Milestone Progress Toward Vision Zero

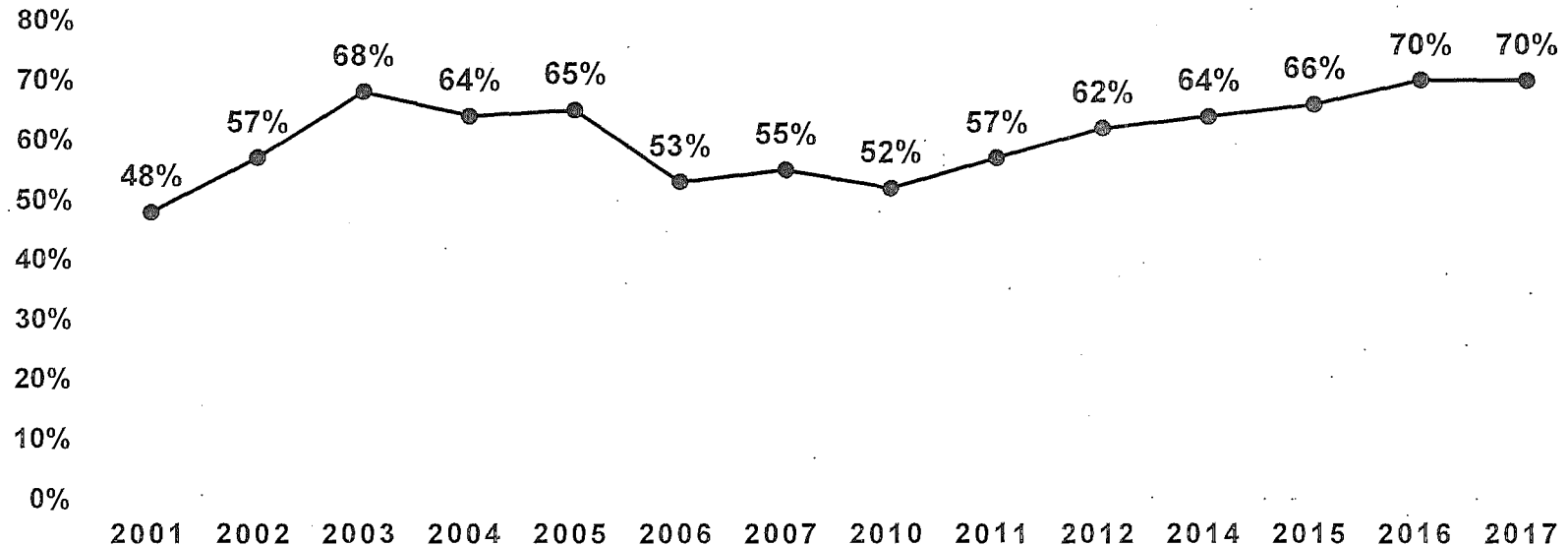
2017: Fewest Traffic Fatalities in Recorded History



Traffic Fatalities on San Francisco Streets
1990-2017

Muni Customer Service Ratings

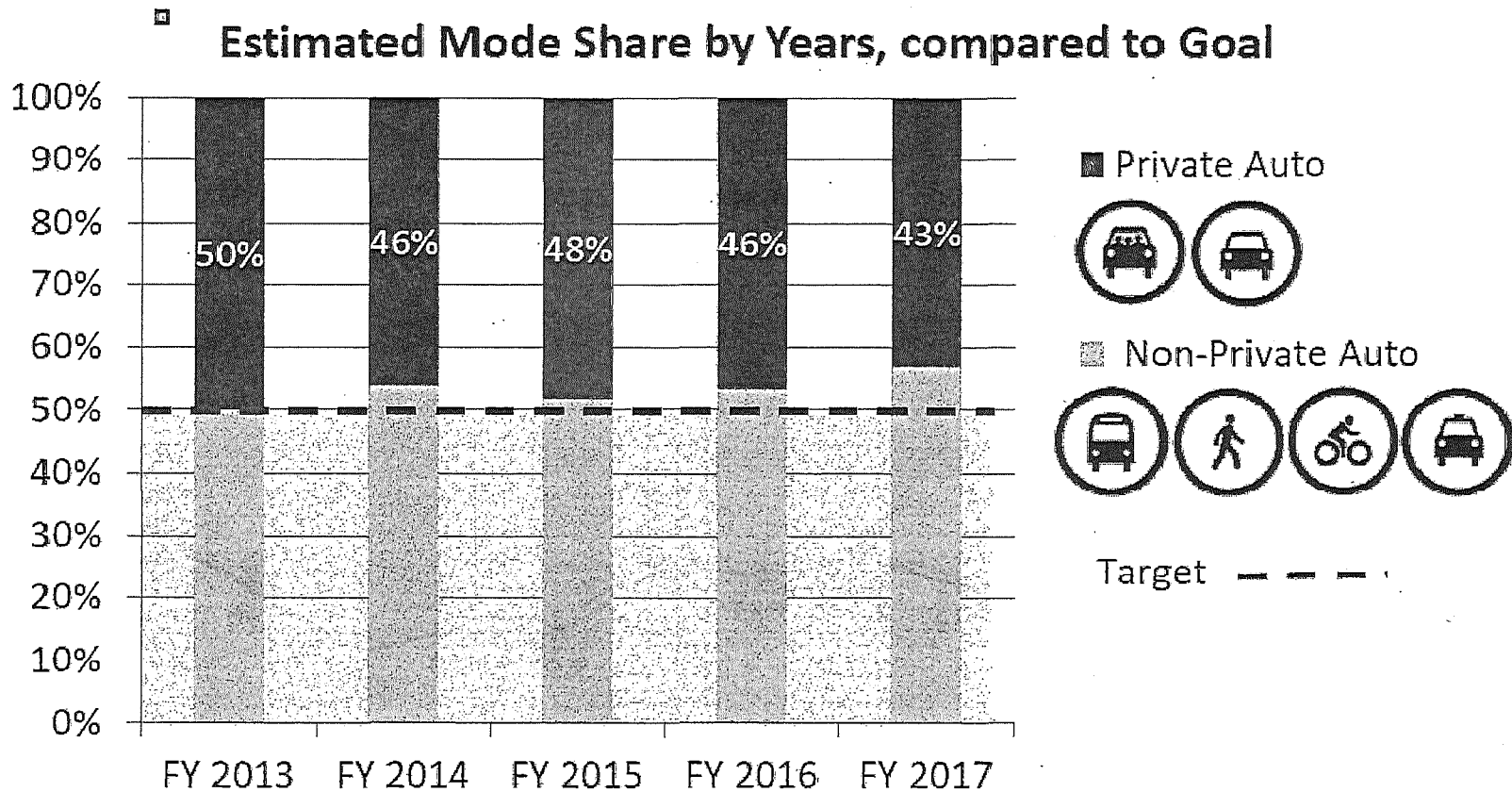
OVERALL RATING OF MUNI SERVICE EXCELLENT AND GOOD RATINGS COMBINED



- 10% service increase
- Newest fleet in the nation with 138 new buses added in 2017
- Train fleet being expanded to 215 LRVs
- 250+ new buses coming in the next two years

Promoting Alternatives Modes

57% Percent of Total Daily Trips by Sustainable Modes in 2017...80% by 2025 to Meet City Goals



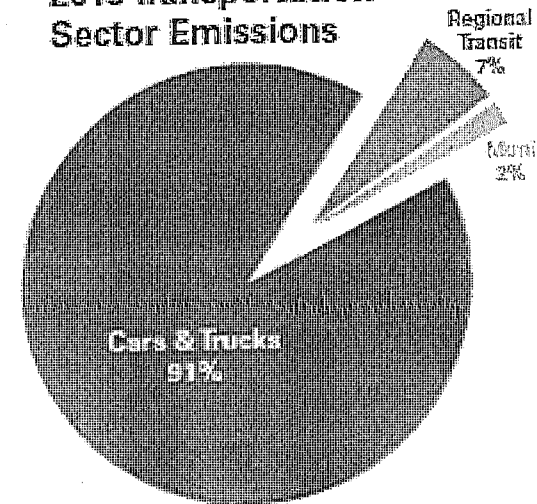
*Note: Variation from 50% goal is within the 3.5% margin for error

Protecting Our Climate

Muni: A Pioneer in Providing a Sustainable Mobility Option

- Muni operates one of, if not *the*, greenest fleet in the United States
- Transportation sector is responsible for nearly half of all GHG emissions
- Muni accounts for 26% of daily trips, but <2% of transportation sector emissions
- Muni is one of only four transit agencies in the United States to receive the APTA Platinum Sustainability Certification

San Francisco
2015 Transportation
Sector Emissions



San Francisco Continues to Grow

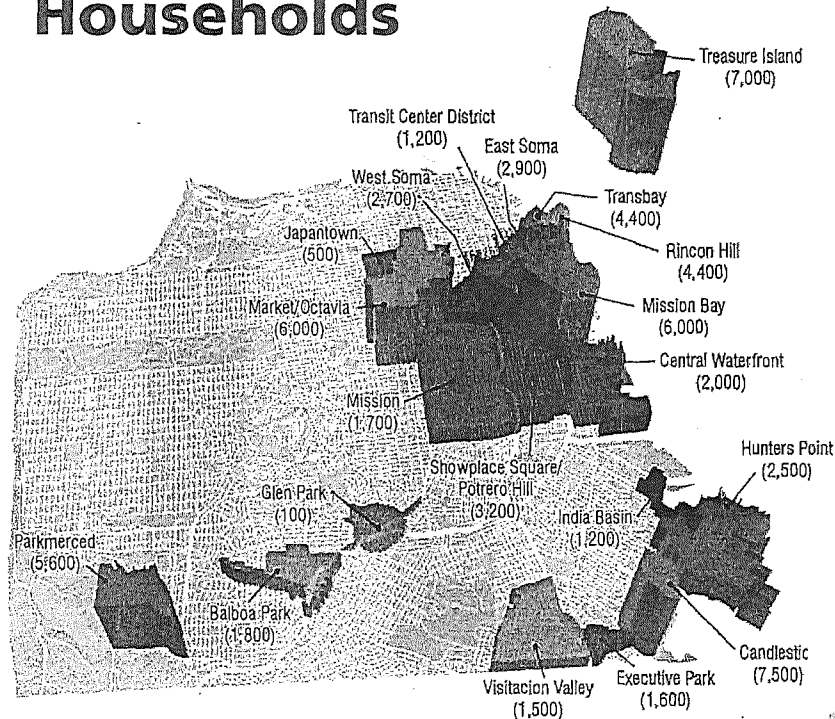
One of 20 Fastest-Growing Cities in the United States



- Population expected to reach 1.1 million by 2035 (~26% increase over current conditions)
- 80% of growth expected to occur in 20% of the city
- SF is second only to NYC in density

Planning for the Future

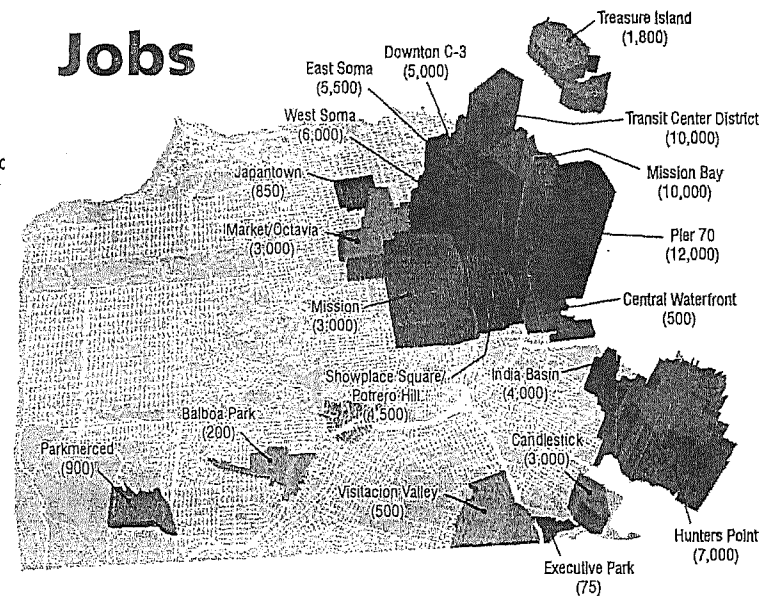
Households



San Francisco in 2040:

- + 100,000 households
- + 190,000+ jobs

Jobs



- Where San Franciscans are living and working is changing
- SFMTA needs to adapt to meet changing demands

Low Unemployment: More Commuters

49% of All SF Jobs Held by In-Commuters in 2016



Strategic Plan

2018 SFMTA Strategic Plan Defines the Purpose of the Agency and Establishes Goals and Objectives

Element	FY 2013-2018 Strategic Plan	2018 SFMTA Strategic Plan
Vision	<i>San Francisco: great city, excellent transportation choices.</i>	<i>Excellent transportation choices for San Francisco.</i>
Mission	<i>We work together to plan, build, operate, regulate, and maintain the transportation network, with our partners, to connect communities.</i>	<i>We connect San Francisco through a safe, equitable, and sustainable transportation system.</i>
Goal 1	<i>Create a safer transportation experience for everyone.</i>	<i>Create a safer transportation experience for everyone.</i>
Goal 2	<i>Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel.</i>	<i>Make transit and other sustainable modes of transportation the most attractive and preferred means of travel.</i>
Goal 3	<i>Improve the environment and quality of life in San Francisco.</i>	<i>Improve the quality of life and environment in San Francisco and for the region.</i>
Goal 4	<i>Create a workplace that delivers outstanding service.</i>	<i>Create a workplace that delivers outstanding service.</i>

- Guides the Agency's various planning efforts and the development of long-term operating plans and the two-year operating and capital budgets
- 18-month public engagements process, which engaged a wide range of external and internal stakeholders

Expenditures (FY19/FY20)

Operating Expenditure Assumptions:

- Divisional budget reductions (-\$17.3M/ -\$16.4M)
- Continuation of Free Muni for Low and Moderate Income Youth, Seniors and Disabled Riders
- Additional transit operating needs (+\$35.9M/+ \$63.4M)
 - Expanded Muni rail (LRV) and bus service
 - Central Subway operations
 - Opening Islais Creek bus maintenance yard
 - Recruitment and training for Muni maintenance and operations
 - Muni/BART station homeless services



- Other expenses above baseline:
 - Pension and healthcare projected costs (+\$12.3M/+ \$13M)
 - Increases to contracts and other costs (+\$7.2M/+ \$9.7M)
 - Increase in Caltrain operating support (+\$1M/+ \$2M)

Existing Low-Income Programs



- *Free Muni* for low- and moderate-income youth, seniors and people with disabilities
- *Lifeline* passes for low-income adults
- 50% discounted fares for youth, seniors and people with disabilities
- Discounted tokens for social service agencies
- Reduced fees for first time tow and low-income individuals
 - First tow \$93.75, compared to \$186.75 regular price (available only to registered owner)
- Payment plans and community service in lieu of fees for parking and transit citations for low-income individuals

736

School Safety

- 195 SFMTA School Crossing Guards
- Budget: \$2.2M/year
- FY19 and FY20 budgets will fund an additional 20 positions
- Hiring is open year-round and the position is best suited to people who desire part-time employment (retirees, etc.)
- The SFMTA is working with the SFUSD to:
 - Recruit and retain qualified applicants
 - Manage the city's multiagency Safe Routes to School program, which includes:
 - Physical infrastructure and traffic calming improvements near schools
 - Education in schools to improve traffic safety and encourage safe, non-auto travel to school
 - Supporting community-based organizations that are working to improve school safety
 - Dedicated a full-time engineer who works directly with school principals and parents
 - Provide 20 Transit Assistants, who help middle and high school students safely navigate the trips to and from school on Muni
 - Coordinate Muni "school tripper" bus schedules
 - Issue 1,032 teacher parking permits, allowing teachers to park in certain Residential Permit Parking (RPP) zones



Assumptions and Risks

Operating Revenue Assumptions (FY19/FY20):

- State SB 1 (+\$27M/+\$27M)
- Revised estimates for General Fund baseline transfers from the Controller's Office (+\$15.8M/+\$37M)
- State and regional operating grant estimates from MTC (+\$13.6M/-\$2.6M)
- Use of Reserve Funds to support one-time operating expenditures (+\$9.7M/+\$39.8M) – does not include \$10.6 million, which is in the capital budget, to support cash flow for the Arena platform contract
- Fare and parking revenues from the Mission Bay Arena (+\$2M/+\$2M)
- Additional reduced fees for the taxi program (-\$.5M/-\$-.5M)
- Board-approved automatic indexing policy and cost recovery calculations for various fares, fees, fines, rates and charges (in baseline)



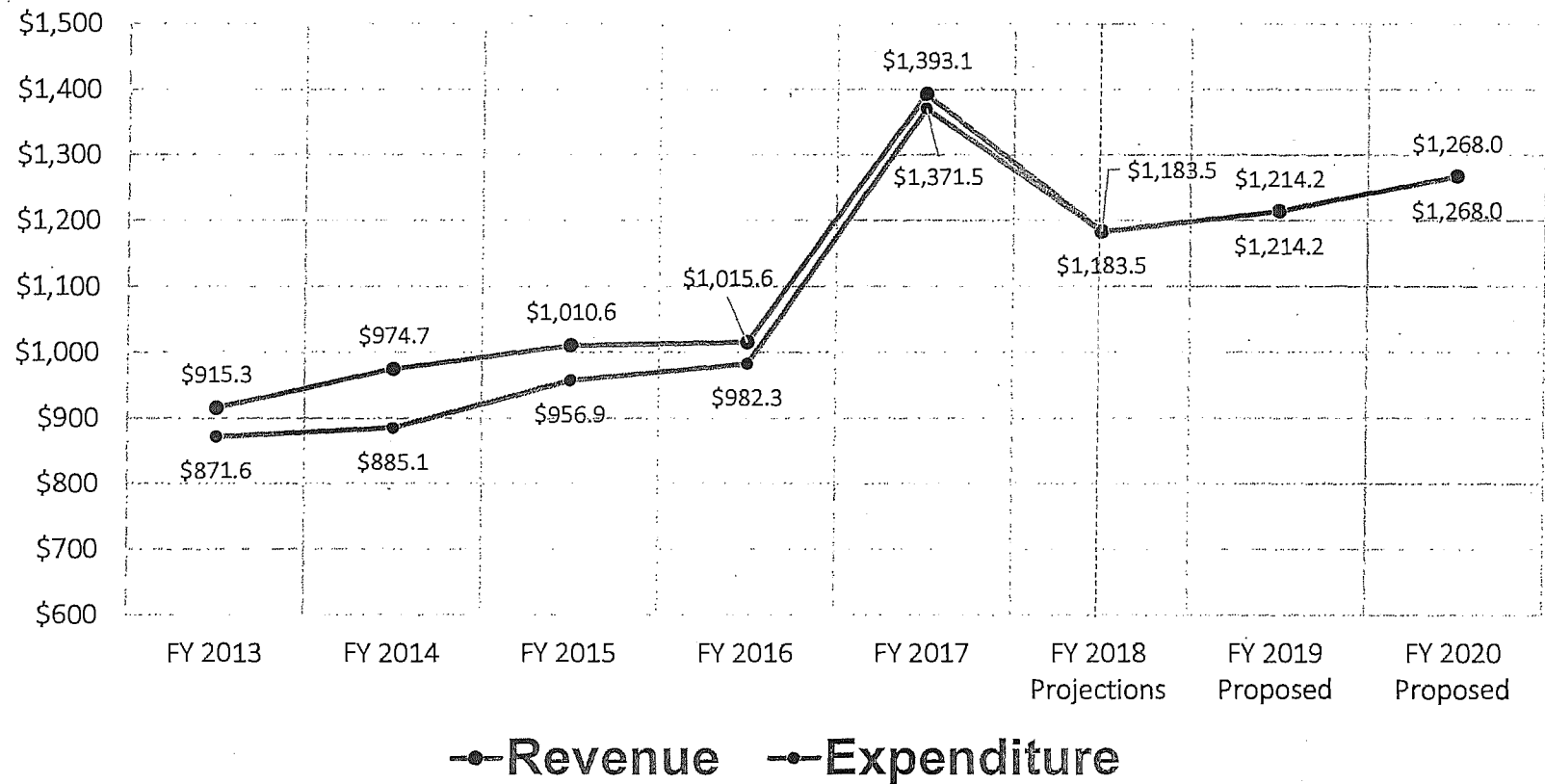
New Funded Positions

Promoting Transit Ridership and Supporting *Transit First* Policy by Expanding and Improving Muni Service

Work Function	# of New Positions
Central Subway	66
Expanded Muni Metro Rail Service	152
Islais Creek Bus Maintenance Facility	78
Muni Workforce Training	23
Non-Revenue Fleet Maintenance	4
TOTAL	323

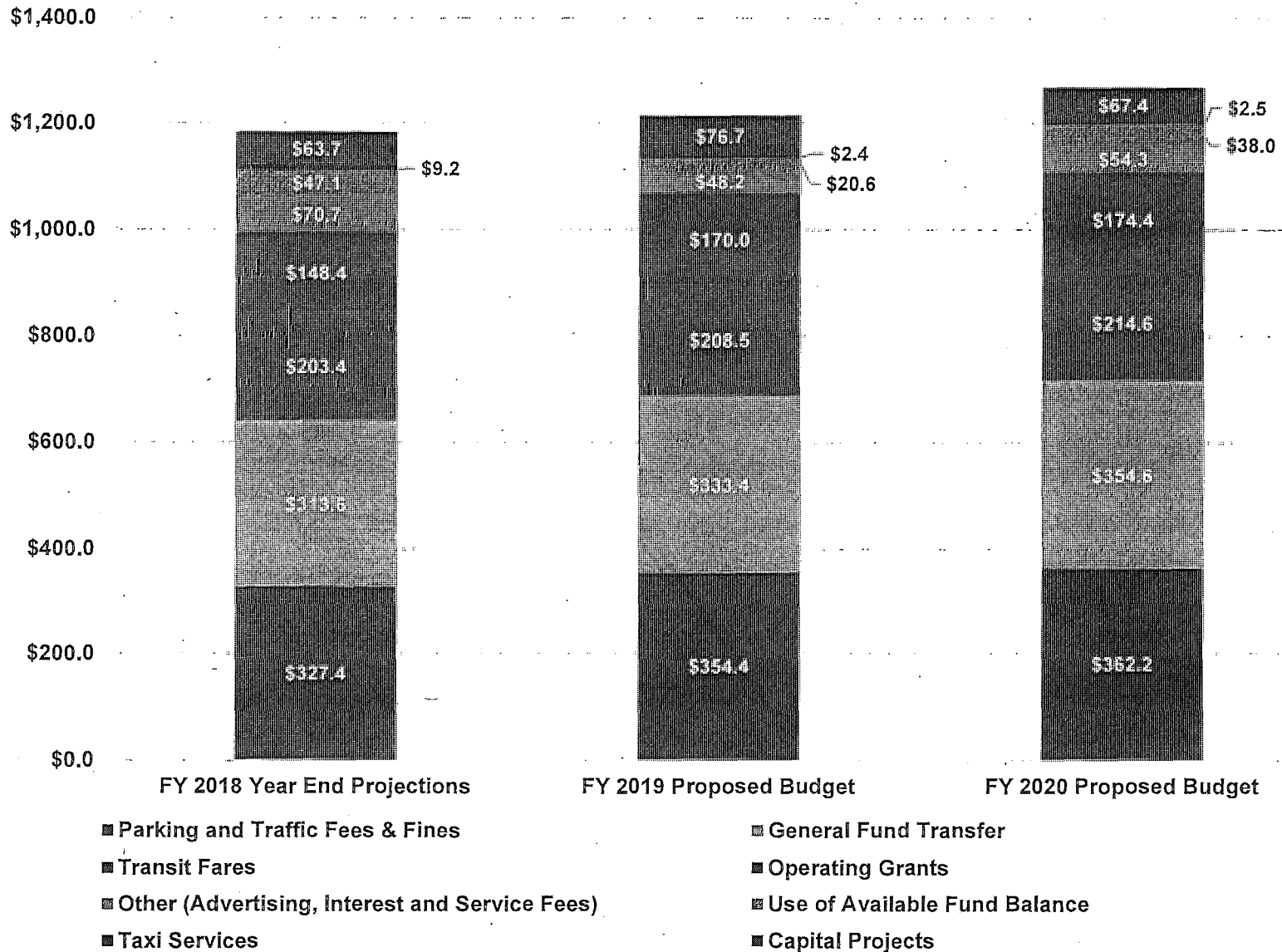
- Central Subway service to begin operations in December, 2019
- 40 new LRVs by the end of 2019
- 80 new buses by the end of 2019
- Full opening of the new Islais Creek Bus Maintenance Facility
- Workforce training to enhance Muni safety and train the next generation of maintenance and craftspeople

Revenues and Expenditures: FY 2013-2020 (\$M)



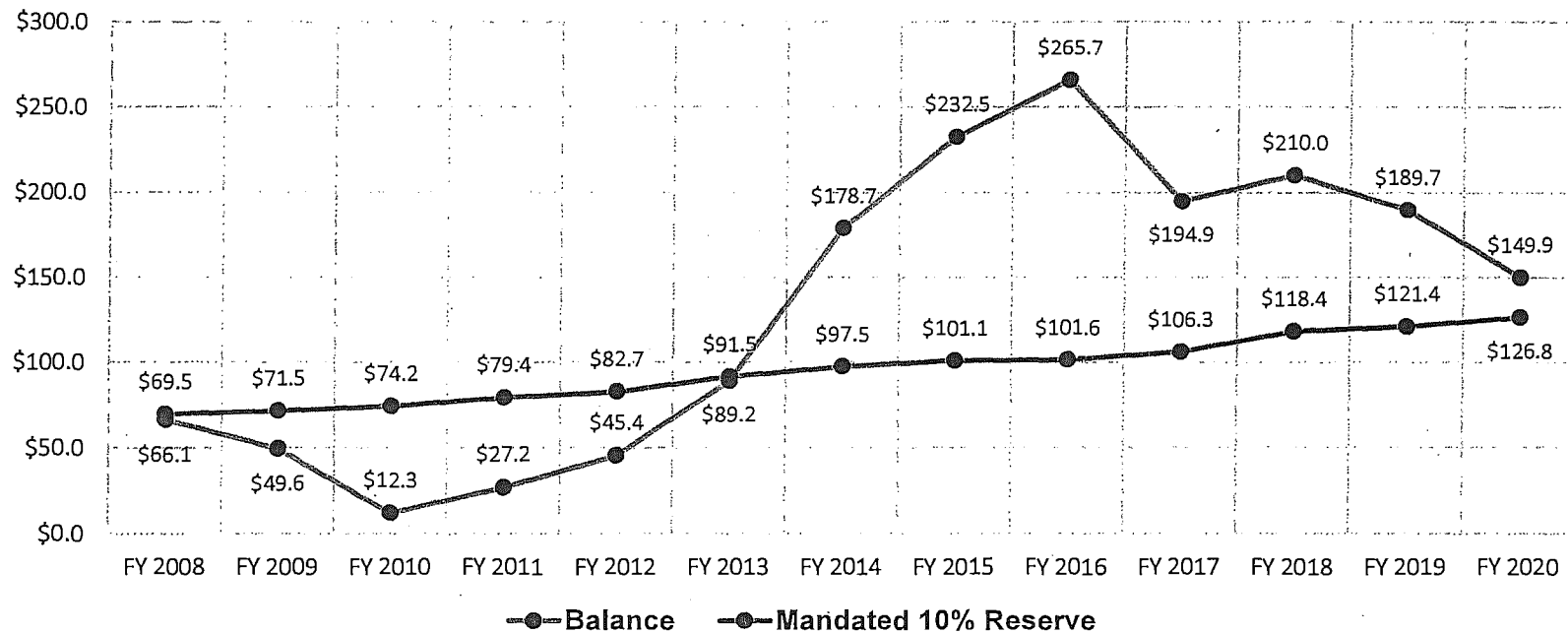
740

Operating Revenue by Source



Fund Balance

**Growth in Fund Balance (\$M) Over Past 10 Years Offset by
Board Approved Transfer for FY 2018
Balance Still Well Above 2007 Board-Approved Reserve Policy (10%)**

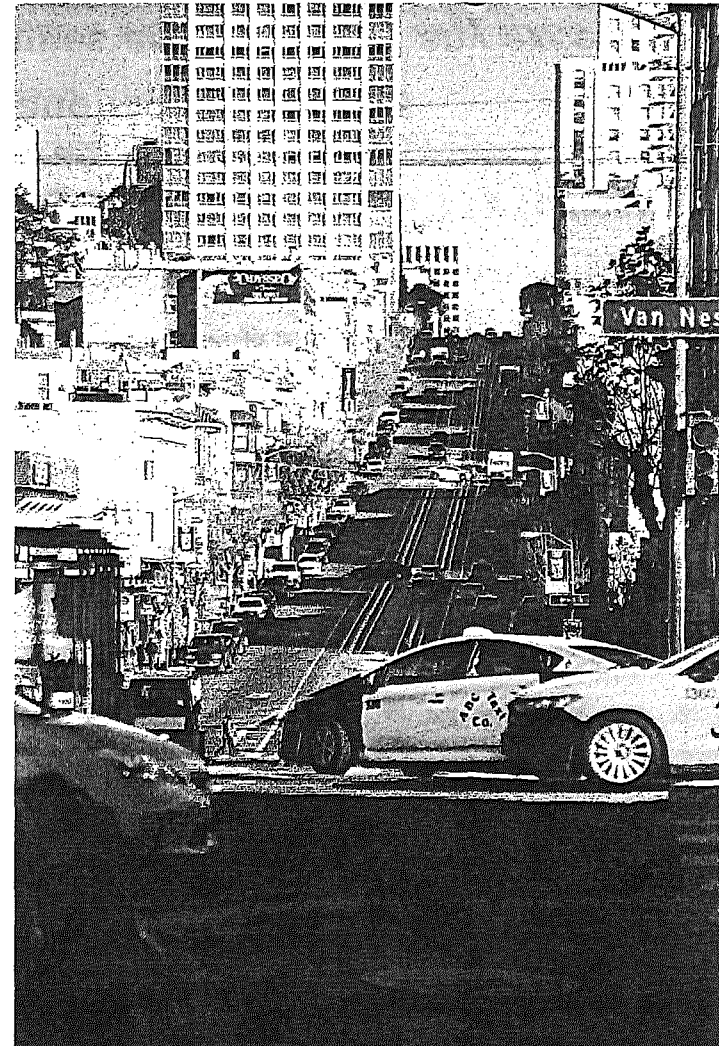


- The FY 19 and FY 20 Budget proposes to use \$10.6 million in FY19 for cash flow purposes to support the platform contract for the Arena project and an additional \$49.5M for one-time equipment and facility projects
- FY 18-20 Fund Balances assume that revenues are at budget; any excess will increase amounts

Supporting the Industry: Taxi Fees

Over the past four years, the SFMTA has reduced or waived taxi-related fees and foregone an estimated \$9.5M

- The Taxi Driver permit (A-Card) renewal will be free for FY18-19 and FY19-20 as part of the Taxi Driver Fund disbursement
- Legislation has been introduced at the Board of Supervisors that would waive the business registration fee (approximately \$100 annually) for Taxi Drivers for the next two years
- SFMTA waives the Medallion Renewal Fee for medallion holders who purchased their medallions



Further Reductions to Taxi Fees

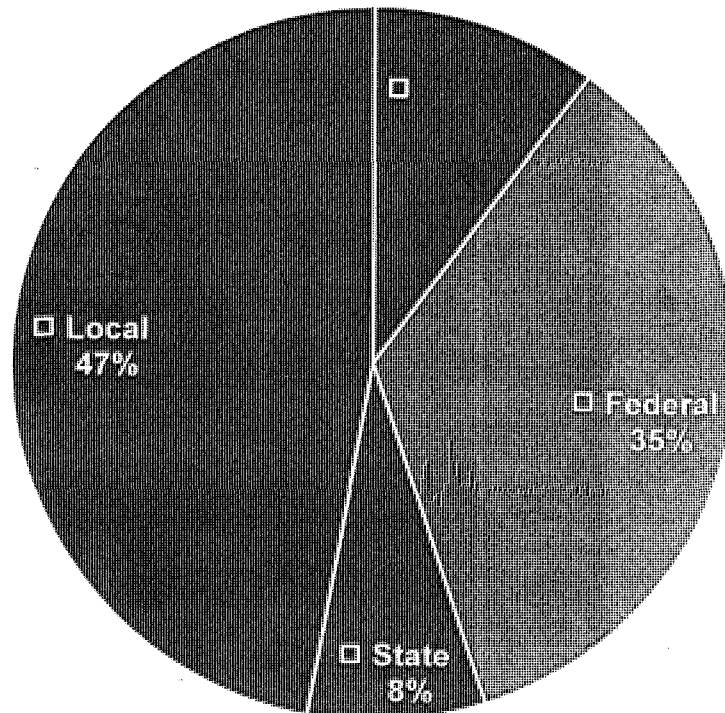
Based on feedback from taxi drivers throughout the budget outreach process, the following revisions have been made to the FY 2019 and FY 2020 Budget



- 50% reduction to the medallion renewal fee for Prop K medallion holders
- 50% reduction to the taxi stand application fee
- Reduction to the color scheme renewal fee (FY 19):
 - 1-5 medallions: -39%
 - 6-15 medallions: -5%
- Increase to the initial color scheme application fee (FY19):
 - 1-5 medallions: +48%
 - 6-15 medallions: +12%

CIP Funding Sources

\$2.8 Billion: More Than 30 Different Sources



Regional

- Bridge Tolls
- Regional Measure 3 (RM3)

Federal

- Federal Transit Administration formula funds
- Capital Investment Grant program

State

- Senate Bill 1 (SB1)
- Transit and Intercity Rail Capital Program (TIRCP)
- Statewide Transportation Improvement Program (STIP)

Local

- General Fund (Prop B population based)
- General Obligation Bond
- Transit Sustainability Fee
- Prop K Sales Tax
- Prop A Vehicle Registration Fee
- Developer Fees
- SF New Revenue Measure

Public Engagement

The SFMTA conducted an extensive multilingual public outreach campaign to inform and solicit input from stakeholders and the public about the budget:

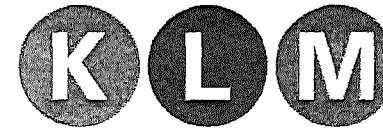
- Traditional media channels in multiple languages
 - Newspaper ads
 - Information cards on buses and trains
- Digital media channels
 - SFMTA website
 - Facebook
 - Twitter
 - Blogs
 - Email messages to district stakeholders (450 subscribers)
 - Dedicated email address to capture questions and comments
- Town Hall Meeting (Friday, March 2)
 - Co-hosted by Senior Disability Action
 - More than 50 attendees engaged with senior agency staff to provide input to the FY2019-2020 budget
- Online Town Hall (Wednesday, March 7)
 - Live streamed via the SFMTA website, YouTube, Facebook and Twitter
 - Public submitted questions during the program
 - Facebook (406 viewers, 1,400 engagements)
 - YouTube Stream (22 views, 8 concurrent viewers)
 - YouTube Views (245 additional views)
 - Granicus player (15 views)
 - SFGov TV Channel
- Committee and council presentations
- Stakeholder meetings
- Internal communications and in-reach to SFMTA staff

Language Assistance

- SFMTA meets Federal Title VI guidance related to language access
- In FY 2016-17, more than \$600,000 (nearly 30%) of the SFMTA's communications program budget was allocated to fulfilling language needs
- Additional funds were used to support specific programs, such as Vision Zero
- Ways we provide language assistance:
 - 311 Free Language Assistance Tag/ LanguageLine assistance
 - Multilingual outreach ambassadors
 - Surveys, alerts, fare and other vital information in multiple languages
 - Language-neutral iconographics on new vehicles
 - Interpretation services for public meetings (with 48 hours notice)
 - In-language creative and ad placements
 - Training for Public Outreach and Engagement Team (POETS) staff to work with communities, including meeting language needs



VZ Ad Chinese



Bus Substitution

Friday 11pm – Saturday 9am

Saturday 11pm – Sunday 9am

Forest Hill and West Portal stations closed

Servicio sustituto en bus

Viernes 11pm – Sábados 9am

Sábados 11pm – Domingo 9am

Las estaciones West Portal y Forest Hill están cerradas

替代巴士

星期五 11pm – 星期六 9am

星期六 11pm – 星期日 9am

Forest Hill 和 West Portal 關閉

Pagpapalit ng Bus

Biyernes 11pm – Sabados 9am

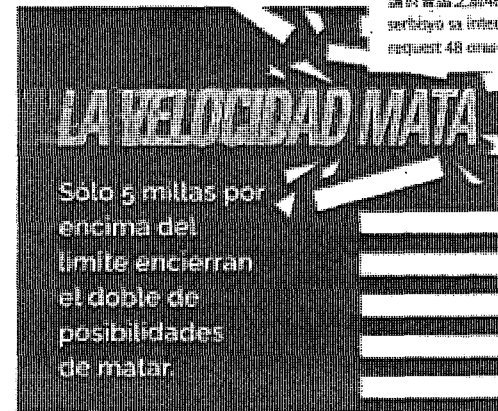
Sabados 11pm – Linggo 9am

Sarado istasyon sa Forest Hill at West Portal



Language Assistance

☎ 415.701.4387: For free interpretation services, please submit your request 48 hours in advance of meeting. / Para servicios de interpretación gratuitos, por favor haga su petición 48 horas antes de la reunión. / 如果需要免費口語翻譯，請於會議之前48小時提出要求。 / Para sa libreng serbisyo sa interpretasyon, kailangan mag-request 48 oras bago ang miting.



Budget Timeline

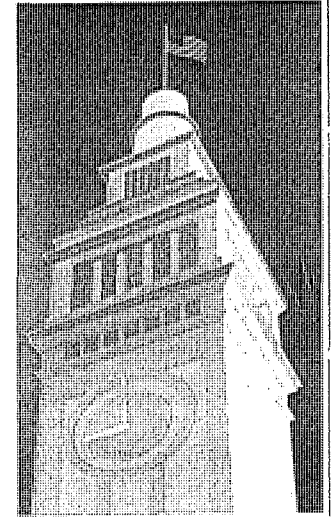
Public Discussions and Meetings	Date
SFMTA Board Budget Workshop	January 23, 2018
1st SFMTA Citizen's Advisory Committee (CAC) Meeting	February 1, 2018
1st Public Hearing at SFMTA Board	February 20, 2018
1st SFMTA Finance and Administration Committee (FAC) Meeting	February 21, 2018
1st Budget Town Hall Meeting	February 28, 2018
2nd SFMTA CAC Meeting	March 1, 2018
Online Town Hall Meeting	March 2, 2018
2nd Public Hearing at SFMTA Board	March 6, 2018
2nd SFMTA FAC Meeting	March 7, 2018
2nd Budget Town Hall Meeting	March 15, 2018
3rd Public Hearing at SFMTA Board	March 20, 2018
SFMTA CAC Approval	March 22, 2018
FY 2019 & FY 2020 Budgets Adopted by the SFMTA Board	April 3, 2018
Submission of Approved Budget to Mayor and Board of Supervisors (per City Charter requirements)	May 1, 2018
Board of Supervisors First Hearing	May 17, 2018
Board of Supervisors Second Hearing	May 24, 2018

Budget information available in multiple languages at sfmta.com/budget

Port of San Francisco

Fiscal Years 2018-19 and 2019-20

Proposed Budget



750

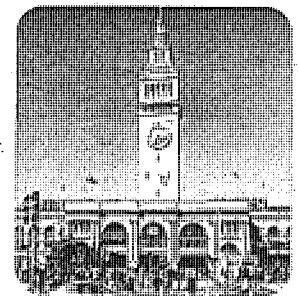
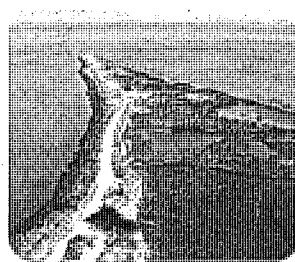
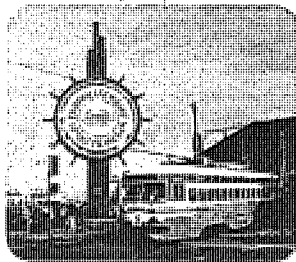
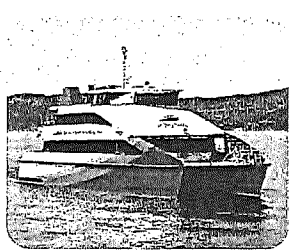
MAY 17, 2018

PRESENTED TO: BUDGET & FINANCE COMMITTEE

PRESENTED BY: ELAINE FORBES, EXECUTIVE DIRECTOR

Proposed Budget

Directly Supports the Port's Strategic Plan



Livability

5.4M annual
Ferry Riders
\$68M Parks Bond
to expand Blue-
Greenway
Commitment to
Local Businesses
and Hires

Economic Vitality

~550 tenants
\$11B contributed
to annual City
tourism revenues
Growing auto
transports = new
Jobs

Sustainability

Environmental
stewardship programs
Public, private, & non-
profit partnerships
Renewable diesel
ferries, solar power,
water management

Resiliency

Seawall Program
for seismic and
sea level risks
Resilience by
Design
WETA, FEMA,
DEM, & Capital
Planning partners

Stability/ Renewal

Growing expenses
Easing growth in
revenues
~\$1B capital backlog
Budget aligns
available resources
with priority needs



Proposed Budget

Proposed Major Changes

FUNDING SOURCES

	<u>FY 2018-19</u>	<u>FY 2019-20</u>
Prior Year Budget	\$ 149.8	\$ 188.0
<i>Change Detail</i>		
Operating Revenue	\$ 12.9	\$ 4.2
Real Estate	\$ 16.6	\$ 3.6
Maritime	\$ (3.9)	\$ 0.6
Other	\$ 0.2	\$ -
Development	\$ 5.4	\$ 2.1
South Beach Harbor	\$ (0.1)	\$ 0.1
Other City Contributions	\$ 9.3	\$ (16.5)
<u>Fund Balance + Other</u>	<u>\$ 10.8</u>	<u>\$ (16.9)</u>
Net Change	\$ 38.2	\$ (27.0)
Proposed Budget	\$ 188.0	\$ 161.0

EXPENDITURES

	<u>FY 2018-19</u>	<u>FY 2019-20</u>
Prior Year Budget	\$ 149.8	\$ 188.0
<i>Change Detail</i>		
Operating Uses	\$ 10.4	\$ 0.9
Operating Budget	\$ 3.4	\$ (0.1)
Programmatic Projects	\$ 1.9	\$ (1.6)
Designation to Capital	\$ 5.1	\$ 2.6
Development	\$ 5.4	\$ 2.1
South Beach Harbor	\$ (0.3)	\$ 0.1
Capital	\$ 22.0	\$ (29.7)
<u>15% Operating Reserve</u>	<u>\$ 0.7</u>	<u>\$ (0.3)</u>
Net Change	\$ 38.2	\$ (27.0)
Proposed Budget	\$ 188.0	\$ 161.0



Source of Funds

Major Revenue Trends

Real Estate revenues are projected to grow modestly

- ✓ Annual growth in base rents
- ✓ New leasing opportunities from vacant facilities
- ✓ One-time opportunities are included in the forecast
- ✓ Percentage rents and parking are higher risk areas if economy begins to slow

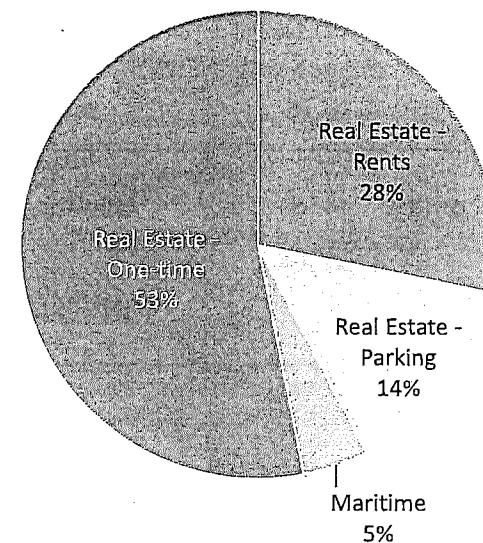
Maritime expansion

- ✓ Cargo ongoing expansion
- ✓ Shipyard RFP is an effort to secure new funding

Future - New developments

- ✓ Structuring financing to generate future income to the Port
- ✓ \$6.5 million investment in Pier 70 Waterfront site will improve revenue from the project to the Port

Major Drivers of Growth
FY 2016-17 to FY 2018-19



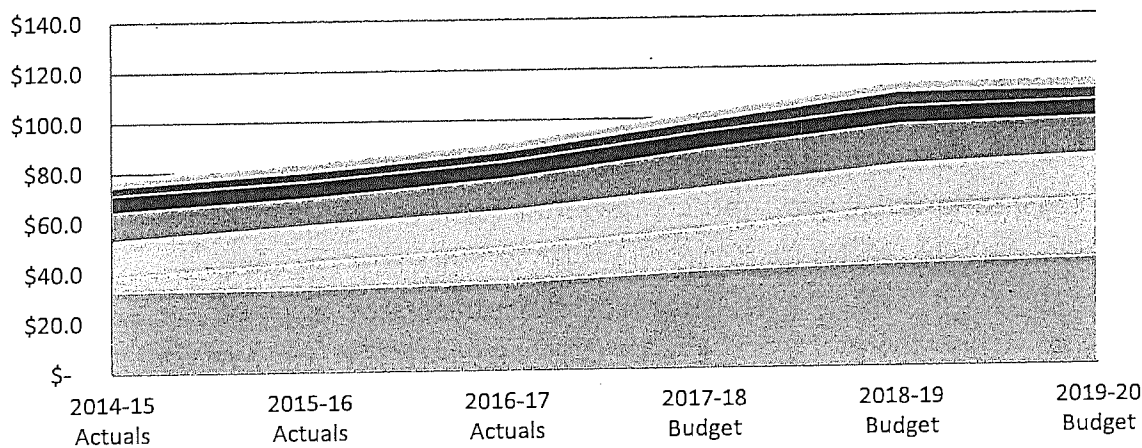
753



Use of Funds

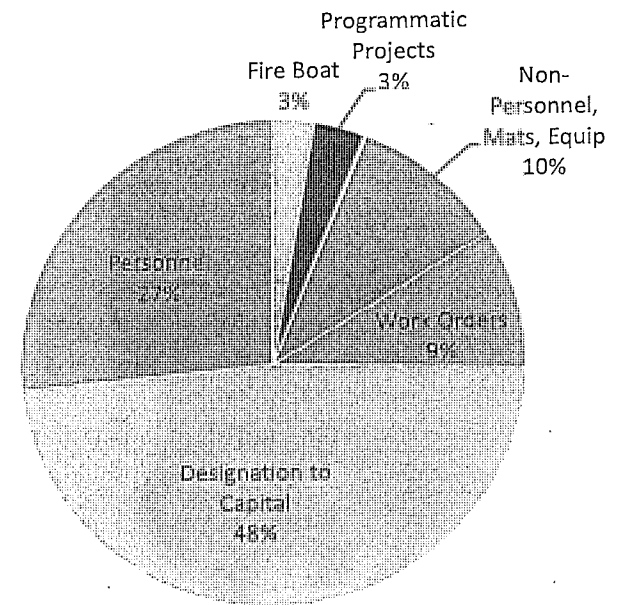
Historical Trends & Proposed Budget

Operating Expenses Over Time
\$ millions



■ Personnel
 ■ Non-Personnel, Mats, Equip
 ■ Fire Boat
 ■ Designation to Capital
 ■ Debt Service
 ■ Work Orders
 ■ Programmatic Projects

Major Drivers of Growth
FY 2014-15 to FY 2019-20



754



Use of Funds

Staffing Changes

■ Overview of Operating Changes

- ✓ 3.5 FTEs new operating positions
- ✓ -3.5 FTEs Attrition to offset position changes (0.0 net new regular FTEs)
- ✓ 12 FTE new project-funded (3.5 net new off-budget FTE)
- ✓ 31 Substitutions and 29 Reassignments

■ Organizational Shifts

- ✓ Operations Division dissolved: staff redistributed to original locations
- ✓ Realignment of Planning & Environment and Real Estate & Development
- ✓ Capital-funded new Project Management Office (PMO) with 5 new Project Managers

■ 12 New Project-Funded Positions

- ✓ 5 Project Managers in PMO
- ✓ 4 supporting Development projects, including Planners and Managers
- ✓ 2 Administrative Analysts supporting Development, PMO, and Finance
- ✓ 1 Planner supporting Seawall Earthquake Safety & Emergency Preparedness Program



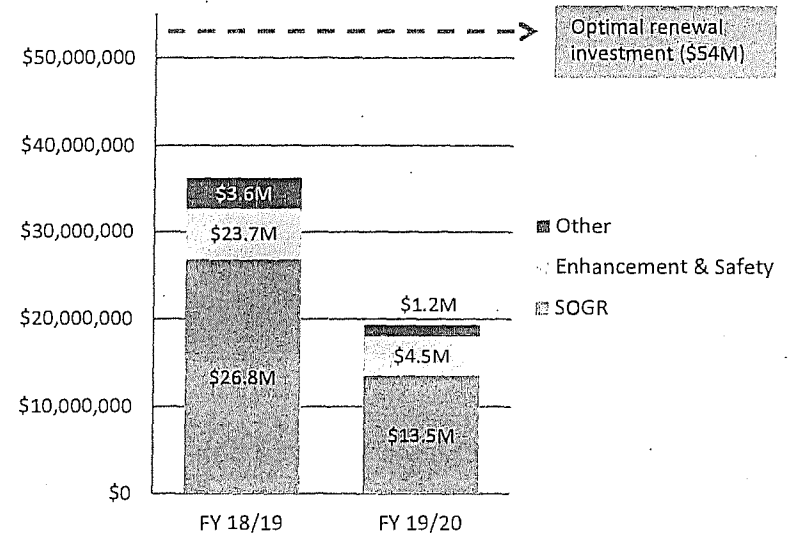
755



Capital Program Need Versus Investment

- Port's Ten-Year Capital Plan FY 2018-27 identified \$1.5 billion total state of good repair (SOGR) need
 - ✓ \$54 million annual need just for renewal (more to address backlog)
 - ✓ Plan projects funding available to meet 40% total SOGR need, including backlog and annual renewal
- Port's Two-Year Capital Budget addresses highest priority needs and maximizes use of limited dollars:
 - ✓ Capital Policy secures funding for investment
 - ✓ Five-year Capital Improvement Program strives to establish a work and funding plan
 - ✓ Projects are evaluated with criteria-based approach

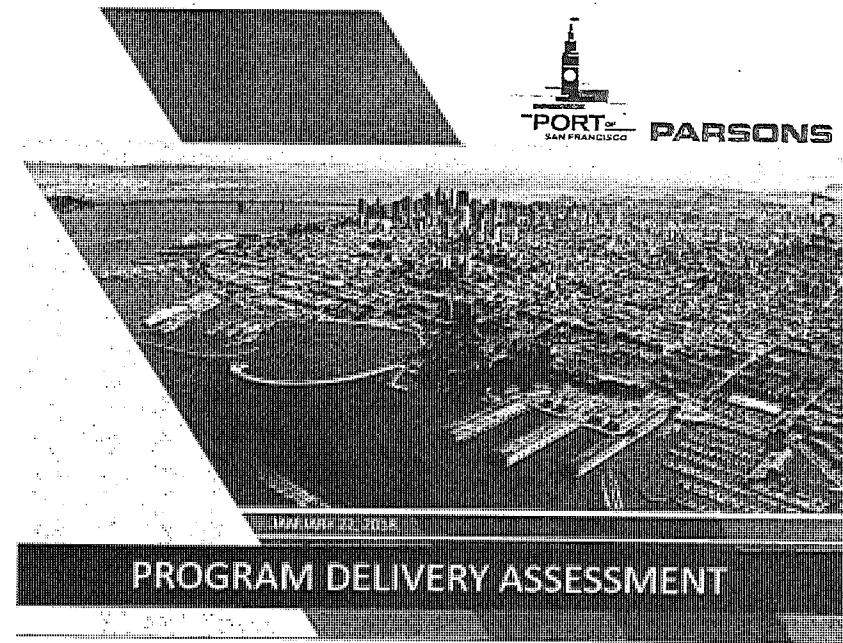
Ability to Meet Repair Need with Investment of Internal Port Funding



Capital Program

Improving Project Delivery – Project Management Office

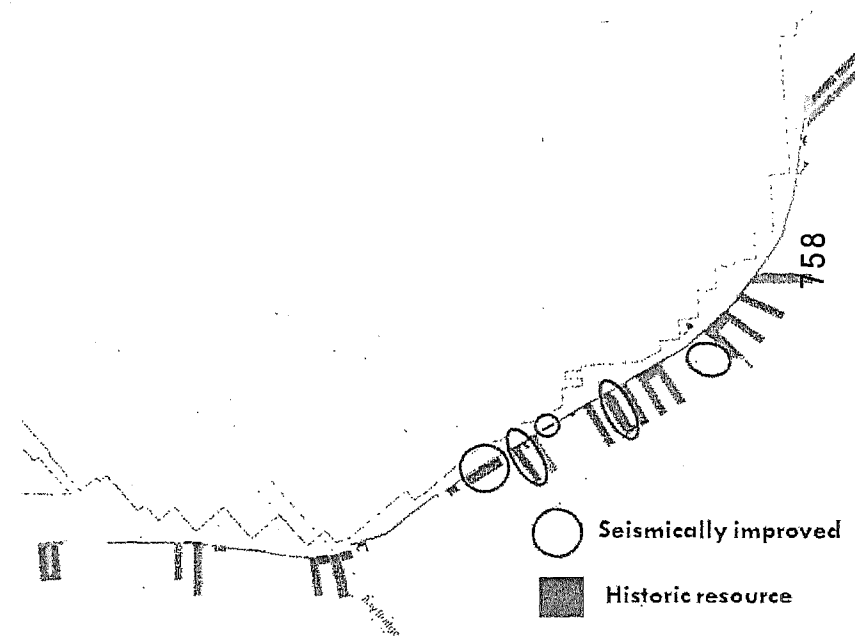
- Consultant analysis recommended adding project management staff to deliver capital projects
- Proposal: \$2.5 million over two years, Six new FTE
 - ✓ Five project managers
 - ✓ One analyst
- Anticipated benefit:
 - ✓ Complete an additional 10-15 projects per year
 - ✓ Improved internal coordination and management of resources
 - ✓ Improved procedures and data collection and monitoring
 - ✓ Critical to the Port's Renewal and Stability Goals



Capital Program

Funding and Delivery Tools – Request for Information

- The Port's Waterfront Land Use Plan update called for new ideas to address capital needs of historic piers
- A Request for Information (RFI) will be released to the public to address 13 of 20 piers in need of major capital and seismic upgrades
- Seeking ideas from Prospective Master and Smaller Tenants for:
 - ✓ Public-oriented concepts in Embarcadero Historic District
 - ✓ Targeted proposals for rehabilitation of historic piers that improve facilities while making waterfront even more public-serving
 - ✓ Balance expensive pier rehab and public-oriented uses with higher-value production distribution and repair (PDR) and office space



Capital Program Seawall Program

1916 Seawall Construction Finished

3 Miles Historic Waterfront

72% Risk of Major Quake ~30 Years

36"-66" estimated Water Elevation by 2100

\$25 Billion Protected Assets

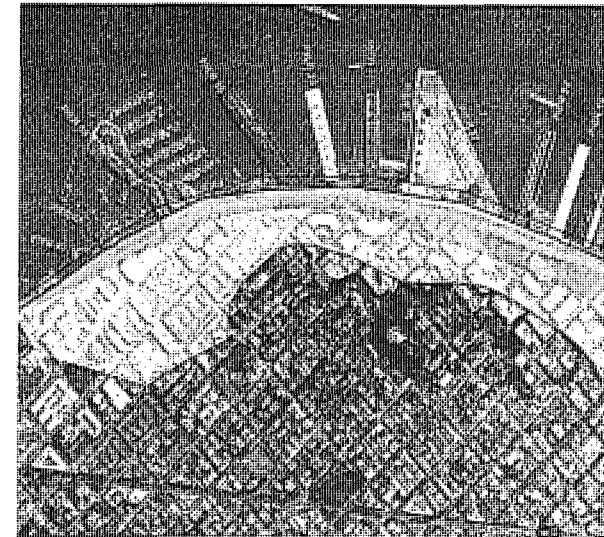
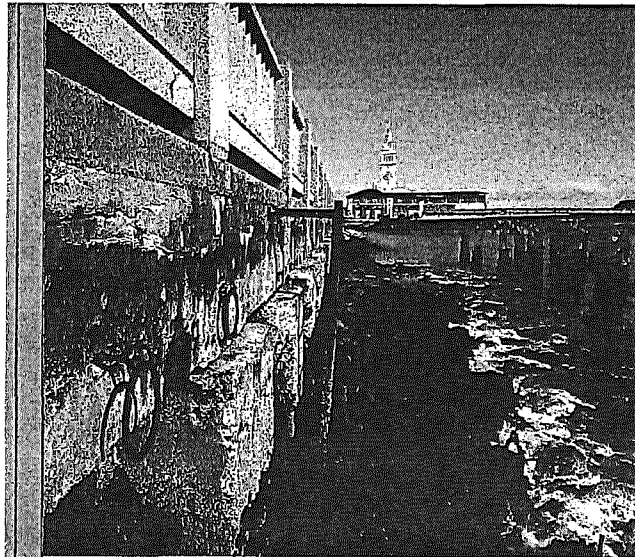
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**\$500 million** Immediate Life-Safety

**\$425 Million** Proposed GO Bond for  
November 2018 election

**\$6.35 Million** Proposed for FY 2018-19

- ✓ General Fund (\$5M), Port (\$1.1M) and Planning (\$0.25M)
- ✓ Support Planning Phase





# Capital Program

## Maritime - Ferries

**5.4 million annual passengers** Portwide

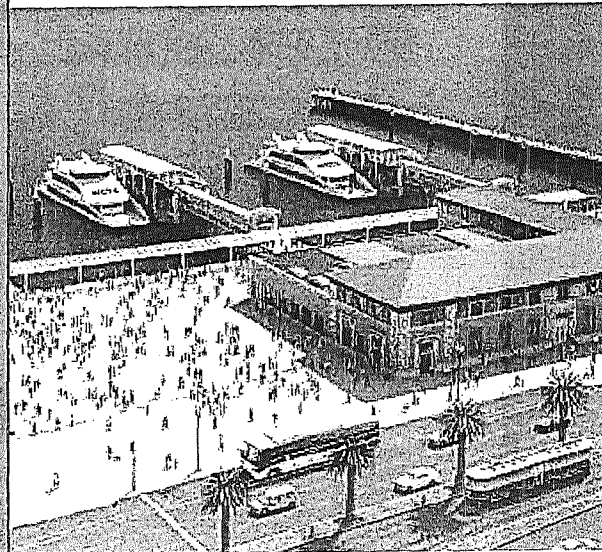
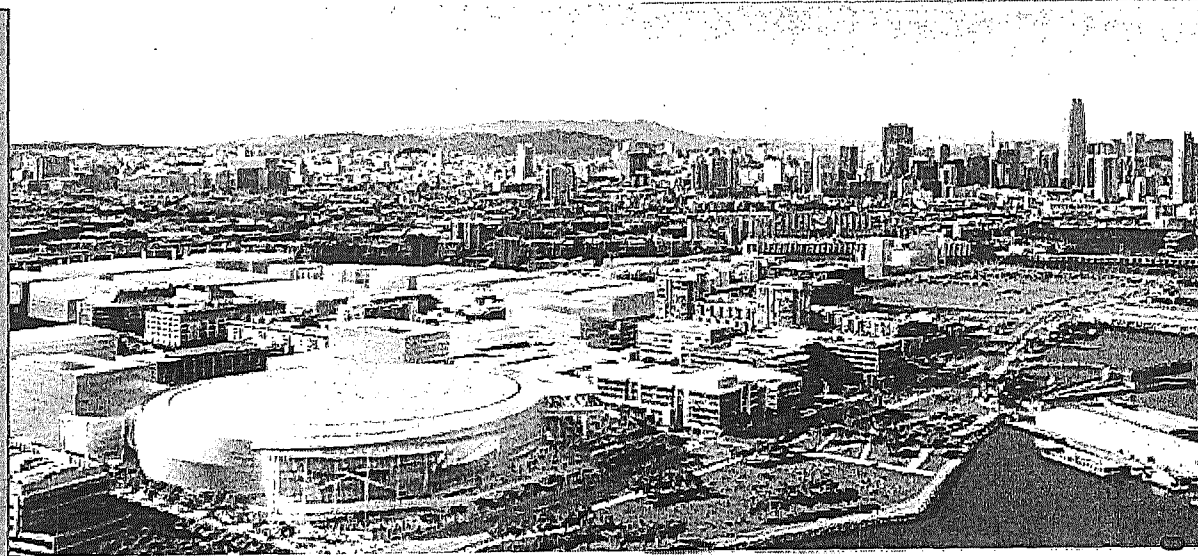
**\$42.7 million Mission Bay Ferry Landing** with WETA to add a southern waterfront stop to the existing ferry network

- ✓ **\$ 7.0 Million** funded in prior years
- ✓ **\$11.0 Million** proposed in FY 2018-19
- ✓ **\$24.7 Million** proposed for Regional Measure 3
- ✓ **10,000 Weekly Passenger Capacity** for growing center of employment, residence, & events

*Other Port ferry initiatives:*

**\$75 Million Downtown Ferry Terminal Expansion**, with WETA to add 3 new and upgraded landings

**\$5 Million Alcatraz Landing** facility improvements with the National Parks Service





# UPCOMING & ONGOING Port Challenges

## Seeking a Tenant for the Pier 70 Shipyard

- ✓ RFP issued in April to identify a new operator

## Underutilized facilities

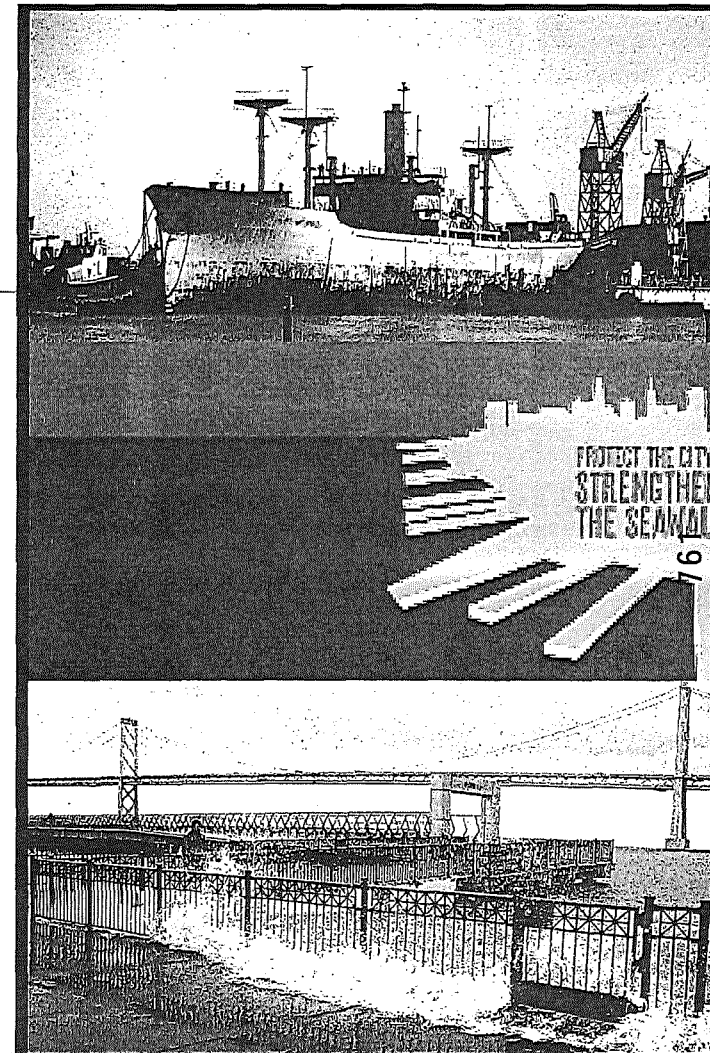
- ✓ Waterfront Land Use Plan provides a vision to increased public uses and revenue generating potential from underused facilities

## \$1.5 Billion Deferred Maintenance Need

- ✓ Investing **\$79.2 million** in capital in the next two years
- ✓ Creating a Project Management Office to speed delivery of capital projects

## Seismic and Flood Risks

- ✓ Seawall Program underway with proposed bond measure and planning and engineering efforts
- ✓ \$250,000 in funding for Port wide resilience work in 2018-19





# UPCOMING & ONGOING

## Port Opportunities

### Development Agreements Coming to Fruition

- ✓ **Spring 2018 broke ground** on Forest City Pier 70 Waterfront Site
- ✓ **Spring 2018 Project approval** for Mission Rock
- ✓ **14,000 Jobs** created on new commercial sites
- ✓ **3,500 Residential Units** including 1,200 affordable units

### Southern Waterfront Cargo/Industrial

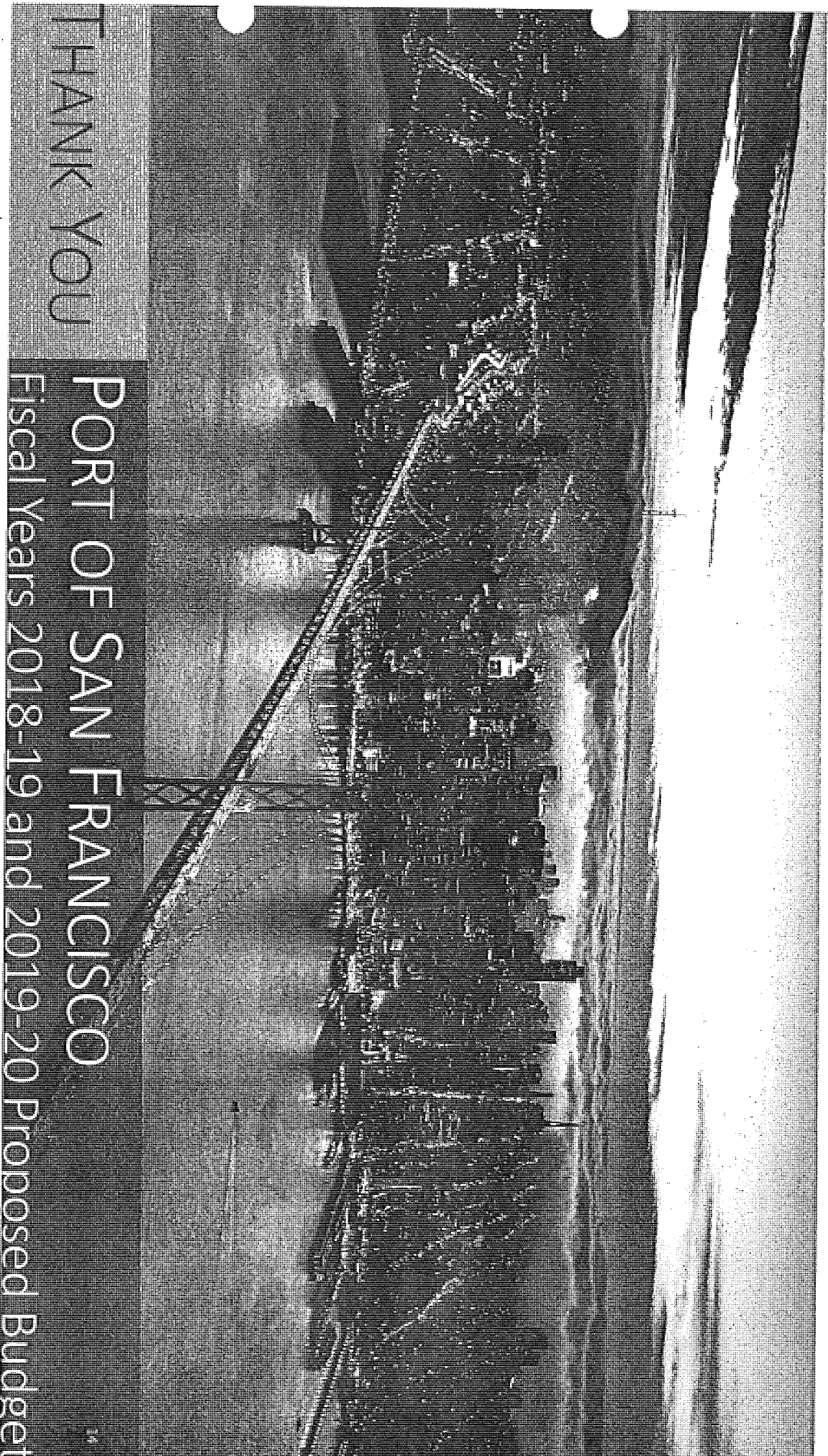
- ✓ **\$8.5 Million** investment at Backlands for commercial leasing space
- ✓ **1.2 Million sq. feet** for new auto, construction lay-down & waste management
- ✓ **30,000 – 80,000** autos imported through Pier 80
- ✓ **50 Union jobs** per ship call

### Southern Waterfront Parks and Open Space

- ✓ **3 Major parks** at Mission Rock, Crane Cove Park and the Pier 70 Waterfront
- ✓ **17 Acres** new park space, including 1 Children's playground at Irish Hill





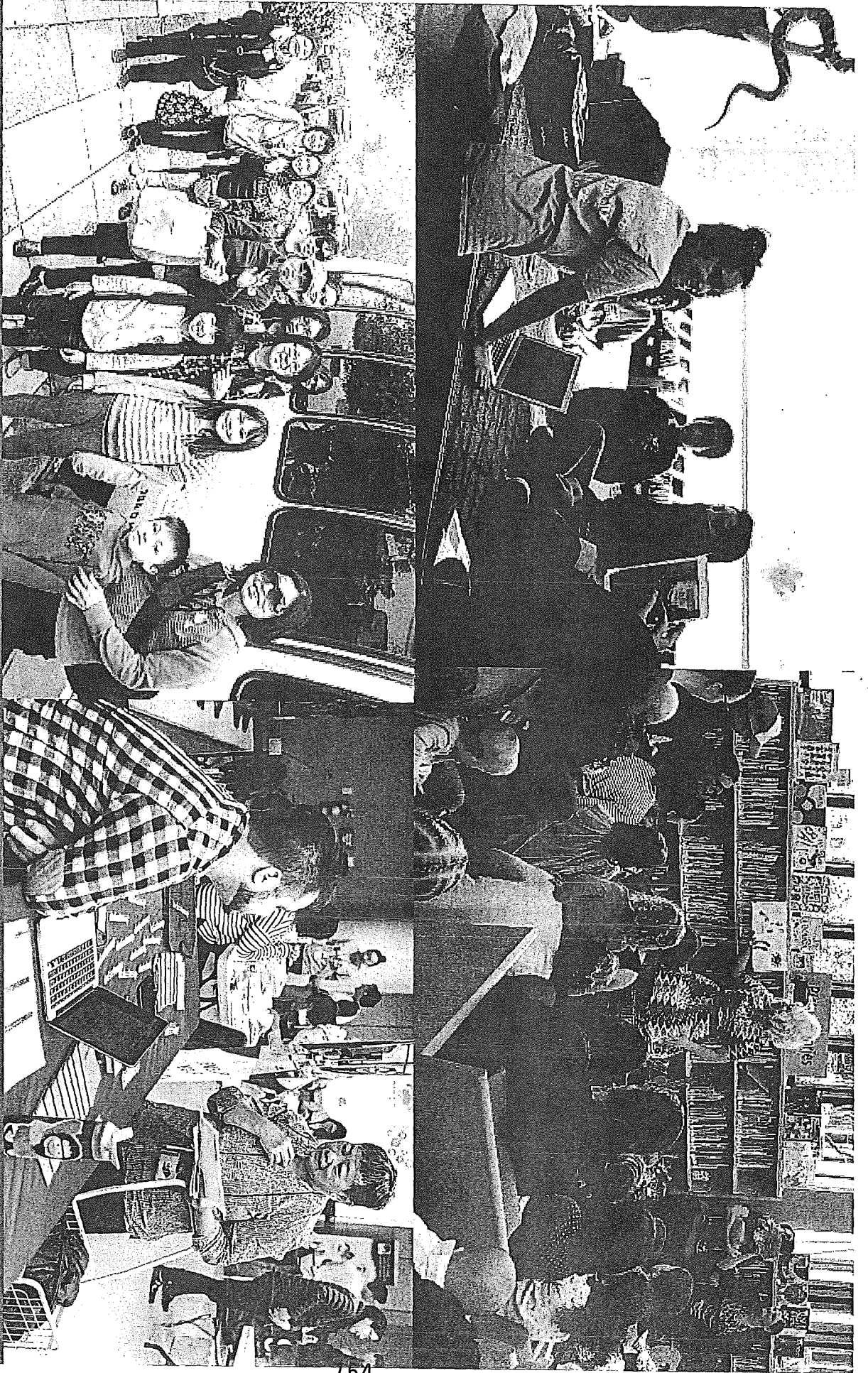


THANK YOU

# PORT OF SAN FRANCISCO

Fiscal Years 2018-19 and 2019-20 Proposed Budget





# *San Francisco Public Library*

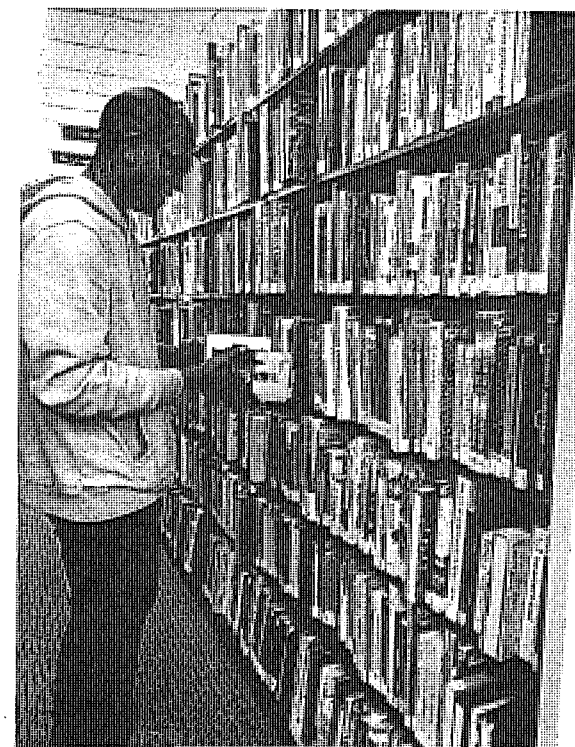
FYs 2019 & 2020 Budget Presentation  
May 17, 2018



# Service Excellence

## SFPL by the Numbers:

- Every Library Every Day:
  - 1,460 total system-wide weekly hours
  - 5% visitor increase in branches with expanded hours
- Library visits: 6,210,525
- Circulation: 10,814,015
- Programs: 17,818
- Program attendees: 523,175 ↑ 3%
- Summer Stride participants: 26,731 ↑ 43%
- Patrons accessing WiFi daily: 5,638



765

## SFPL Recognition:

- **Summer Stride:** Outstanding Public Engagement of the Year Award from the Public Lands Alliance; John Cotton Dana National PR Award; California Library Association PR Excellence Award
- **Digital Inclusion Week:** Urban Libraries Council Top Innovators

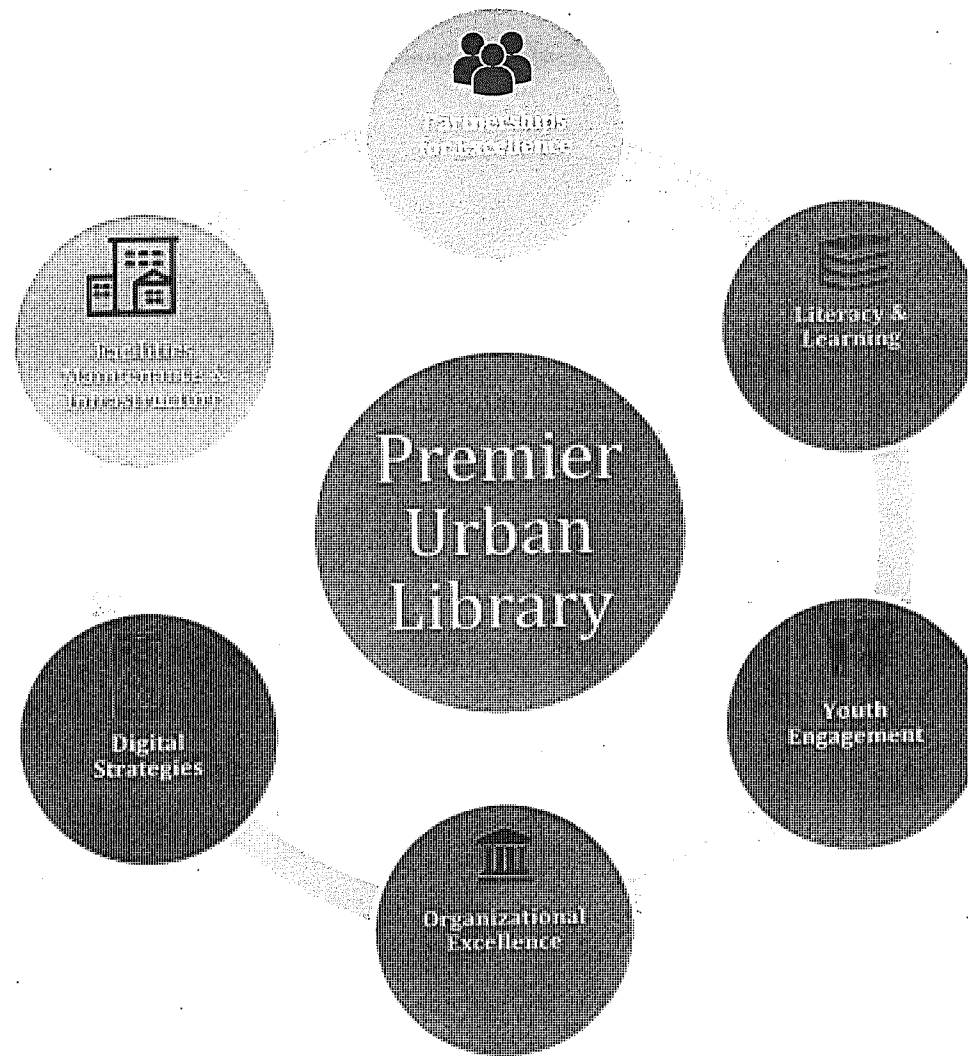
*San Francisco Public Library*

5.17.18 Budget Presentation

Pg 1



# SFPL Strategic & Budget Priorities



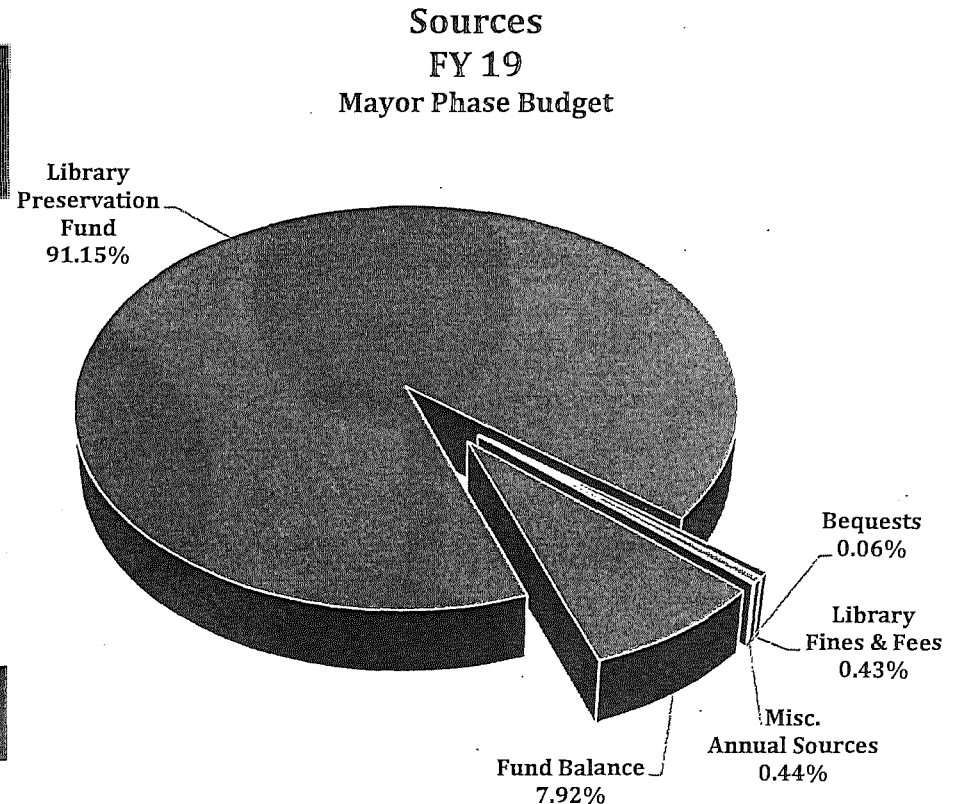
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# SFPL Budget Overview: Sources

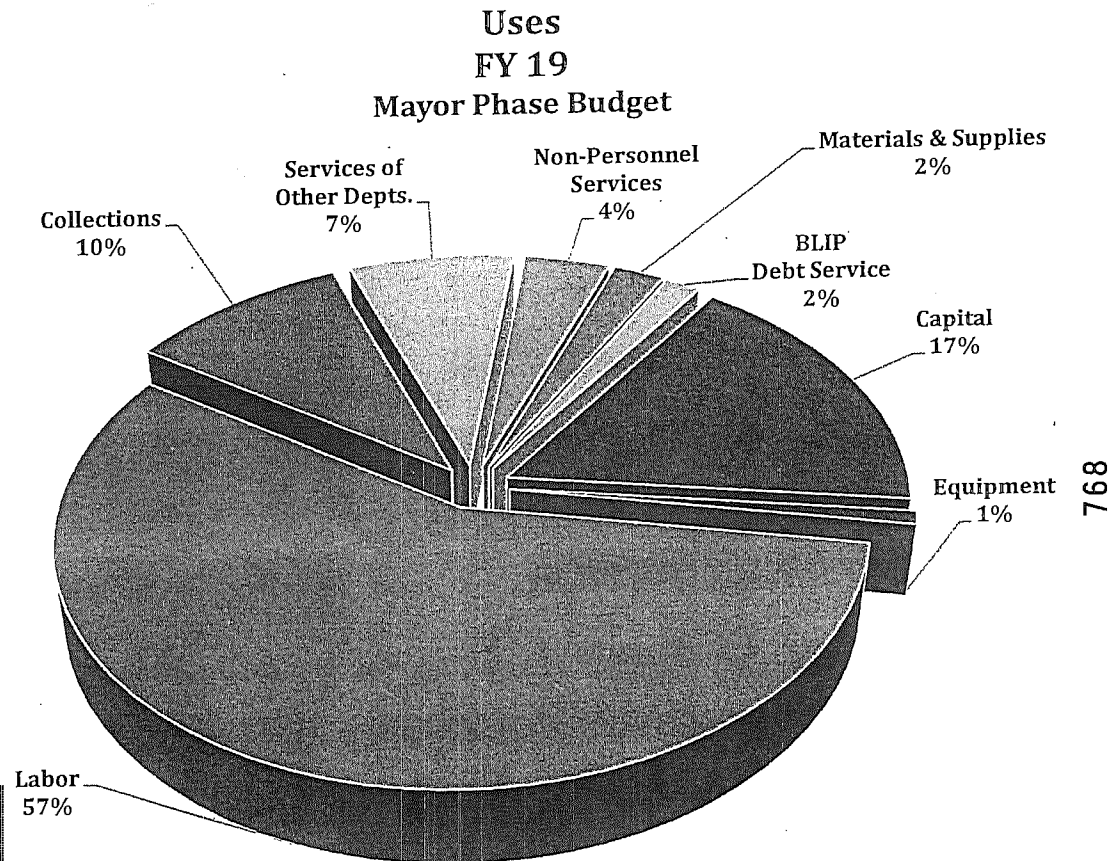
| Source Type<br>(budget in millions) | FY 18<br>Adopted<br>Budget | FY 19<br>Mayor Phase<br>Budget | FY 20<br>Mayor Phase<br>Budget |
|-------------------------------------|----------------------------|--------------------------------|--------------------------------|
| Library<br>Preservation Fund        | 135.56                     | 145.27                         | 149.00                         |
| Library<br>Fines & Fees             | 0.59                       | 0.69                           | 0.69                           |
| Misc.<br>Annual Sources             | 0.65                       | 0.70                           | 0.71                           |
| Bequests                            | 0.40                       | 0.10                           | 0.10                           |
| Fund Balance                        | 0.65                       | 12.62                          | 0.01                           |
| <b>Total</b>                        | <b>137.85</b>              | <b>159.38</b>                  | <b>150.51</b>                  |





# SFPL Budget Overview: Uses

| Use Type<br>(budget in millions) | FY 18<br>Adopted<br>Budget | FY 19<br>Mayor Phase<br>Budget | FY 20<br>Mayor Phase<br>Budget |
|----------------------------------|----------------------------|--------------------------------|--------------------------------|
| Labor                            | 87.44                      | 90.54                          | 92.09                          |
| Collections                      | 14.78                      | 15.92                          | 17.62                          |
| Services of<br>Other Depts.      | 11.09                      | 11.96                          | 12.17                          |
| Non-Personnel<br>Services        | 5.74                       | 6.15                           | 6.23                           |
| Materials & Supplies             | 3.31                       | 3.70                           | 3.52                           |
| BLIP<br>Debt Service             | 2.53                       | 2.54                           | 2.55                           |
| Capital                          | 11.55                      | 27.19                          | 15.49                          |
| Equipment                        | 1.41                       | 1.37                           | 0.83                           |
| <b>Total</b>                     | <b>137.85</b>              | <b>159.38</b>                  | <b>150.51</b>                  |
| <b>FTEs</b>                      | <b>698</b>                 | <b>697</b>                     | <b>695</b>                     |

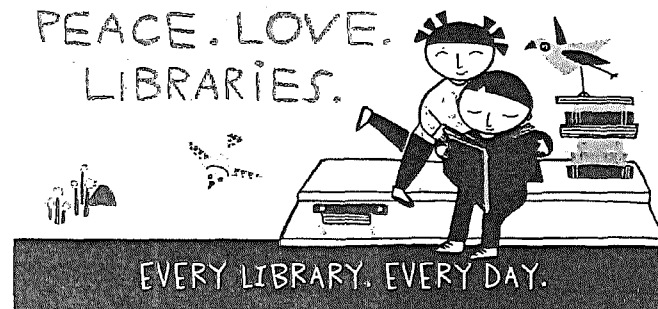
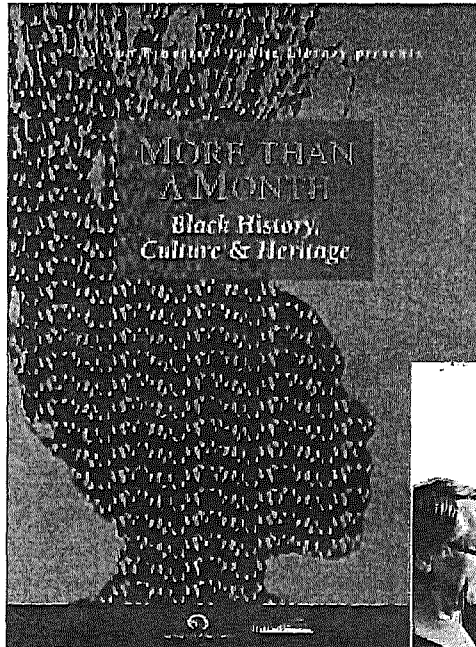




# Key Investments by Strategic Priority

## Premier Urban Library

- Enhance engaging programs system-wide \$75,000



San Francisco Public Library

## All Are Welcome

Immigrant Services  
[sfpl.org/citizenship](http://sfpl.org/citizenship)

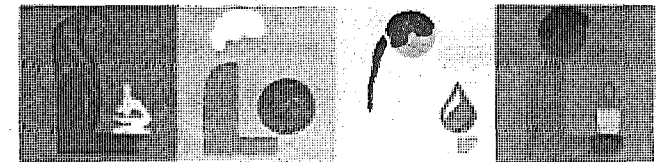
Todos son bienvenidos

歡迎光臨

Всем добро пожаловать!

Malugod Namin Kayong Tinatanggap

أهلاً وسهلاً جميعاً



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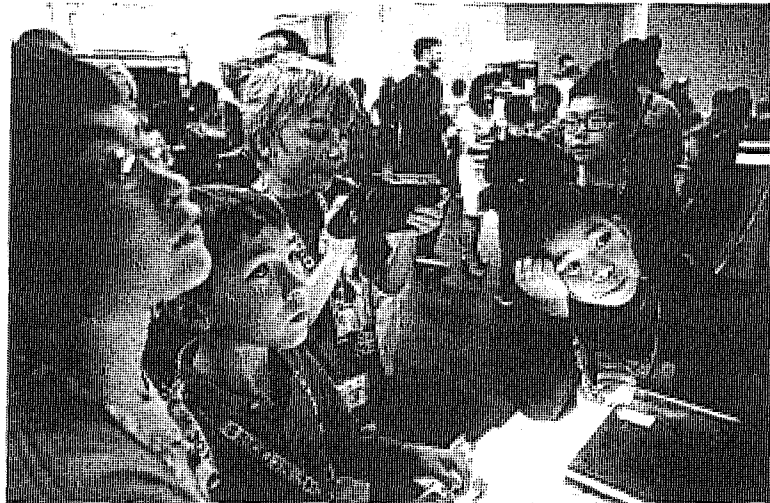
# Key Investments by Strategic Priority

## Youth Engagement

- Create an after school digital clubhouse at the Main's Fisher Center: \$35,000
- Enhance youth learning & leadership opportunities: \$100,000

## SCHOLAR CARD


A student's  to academic success!



**YELL!**  
YOUTH ENGAGED IN LIBRARY LEADERSHIP

@ Six San Francisco Public Libraries:

- ANZA
- CHINATOWN
- EXCELSIOR
- PARKSIDE
- RICHMOND
- WEST PORTAL

 **EARN A \$500 SCHOLARSHIP**

To Participate:

- Be in Grade 10-12 next school year
- Attend weekly meetings
- Design & deliver a team project
- Learn & lead STEM programs for kids
- Build your resume while having fun

**IMPORTANT FACTS:**

- Applications due by April 30 (but apply early!)
- Paper app or online at [sfpl.org/yell](http://sfpl.org/yell)
- Interviews in early May
- Program runs -June 9-August 18

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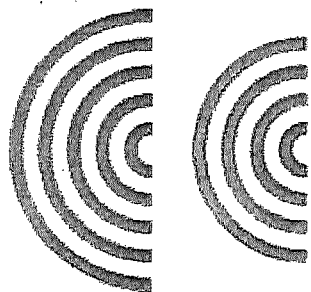
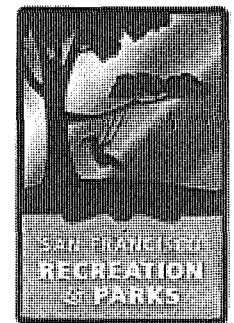
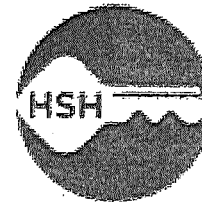
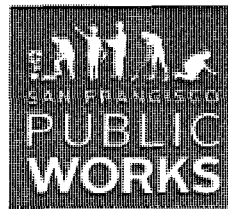
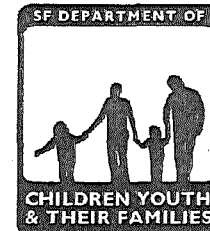
# Key Investments by Strategic Priority

## Partnerships for Excellence

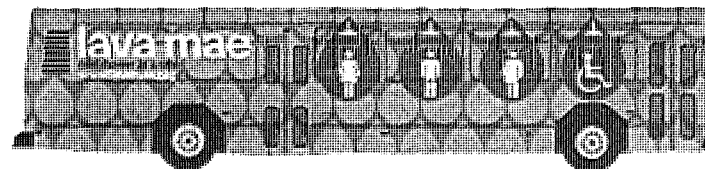
- Enhance safety by partnering with the Sheriff's Department: \$500,000
- Sustain investment in the Civic Center Commons: \$100,000

## Organizational Excellence

- Grow allocation for program marketing materials: \$25,000



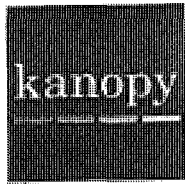
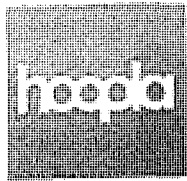
**civic  
center  
commons**



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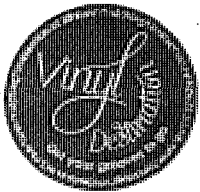


# Key Investments by Strategic Priority



## Literacy & Learning

- Increase print & eCollections budgets:
  - FY 19: \$1.14M
  - FY 20: \$1.70M



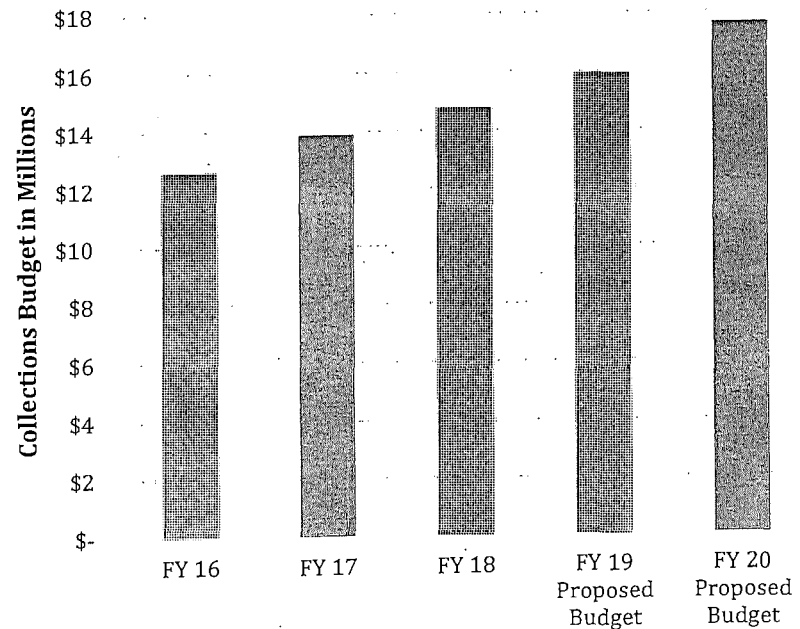
treehouse



lynda.com



## Collections Budget FY 16 - FY 20

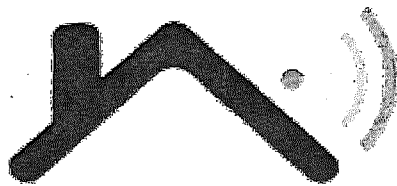




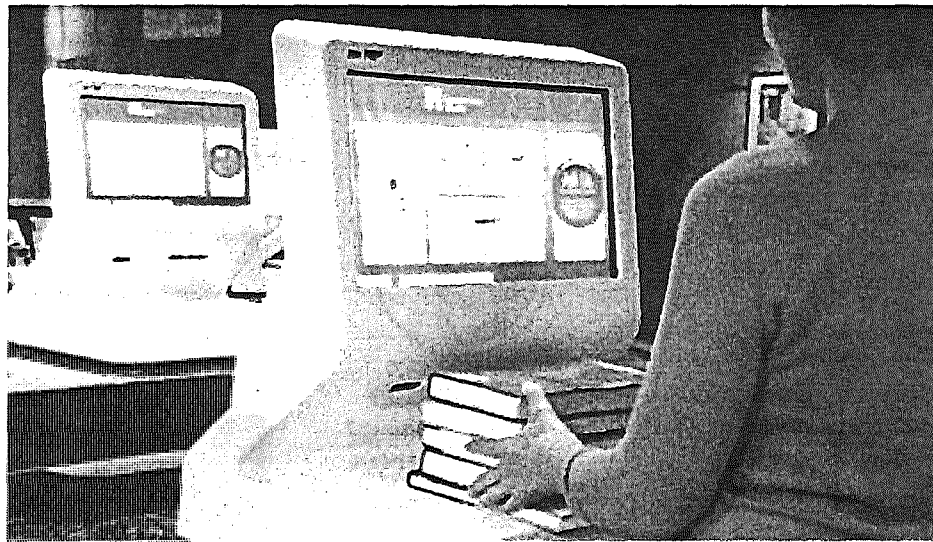
# Key Investments by Strategic Priority

## Digital Strategies

- Expand Tech'd Out mobile wireless lending program: \$91,100
- Implement RFID collections inventory modernization project: \$3.4M
- Grow the laptop lending kiosk program system-wide: \$135,300 per fiscal year
- Server refresh: \$385,000
- Audio visual equipment refresh: \$180,000



**TECH'D OUT**  
San Francisco Public Library



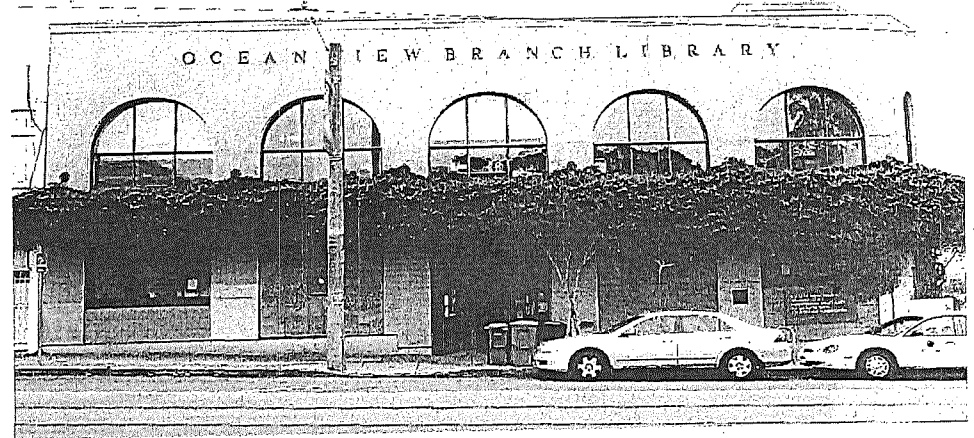
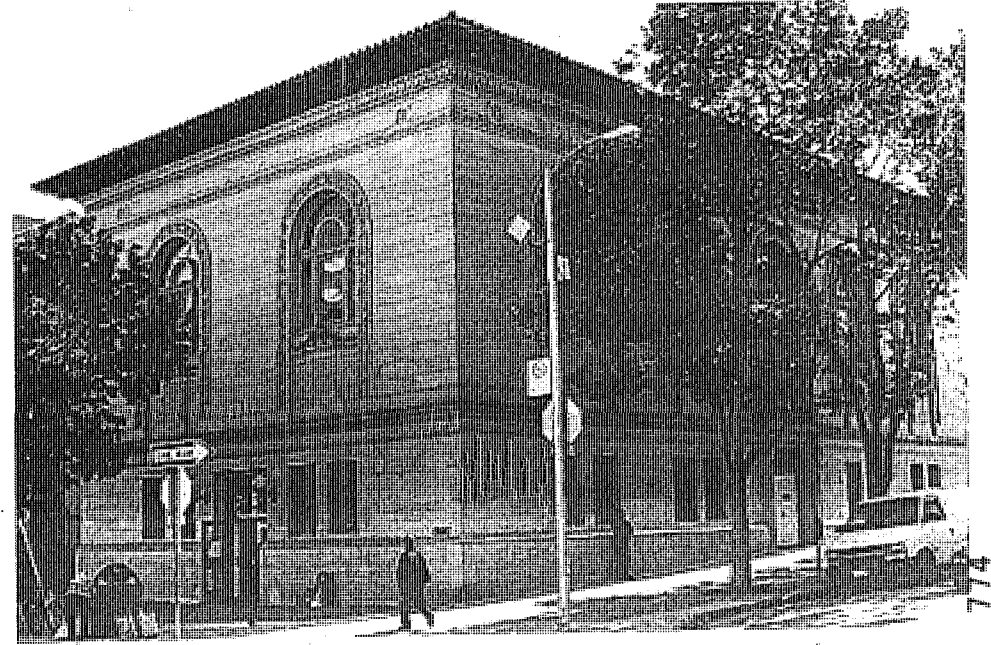
*San Francisco Public Library*



# Key Investments by Strategic Priority

## Facilities Maintenance & Infrastructure

- Renovate Mission, Chinatown & Ocean View
  - FY 19 \$14.9M
  - FY 20 \$9.0M
- Facilities master planning:
  - FY 19 \$0.3M
  - FY 20 \$1.0M
- Automated materials handling: \$3M
- System-wide facilities renewals:
  - FY 19: \$5.5M
  - FY 20: \$1.3M

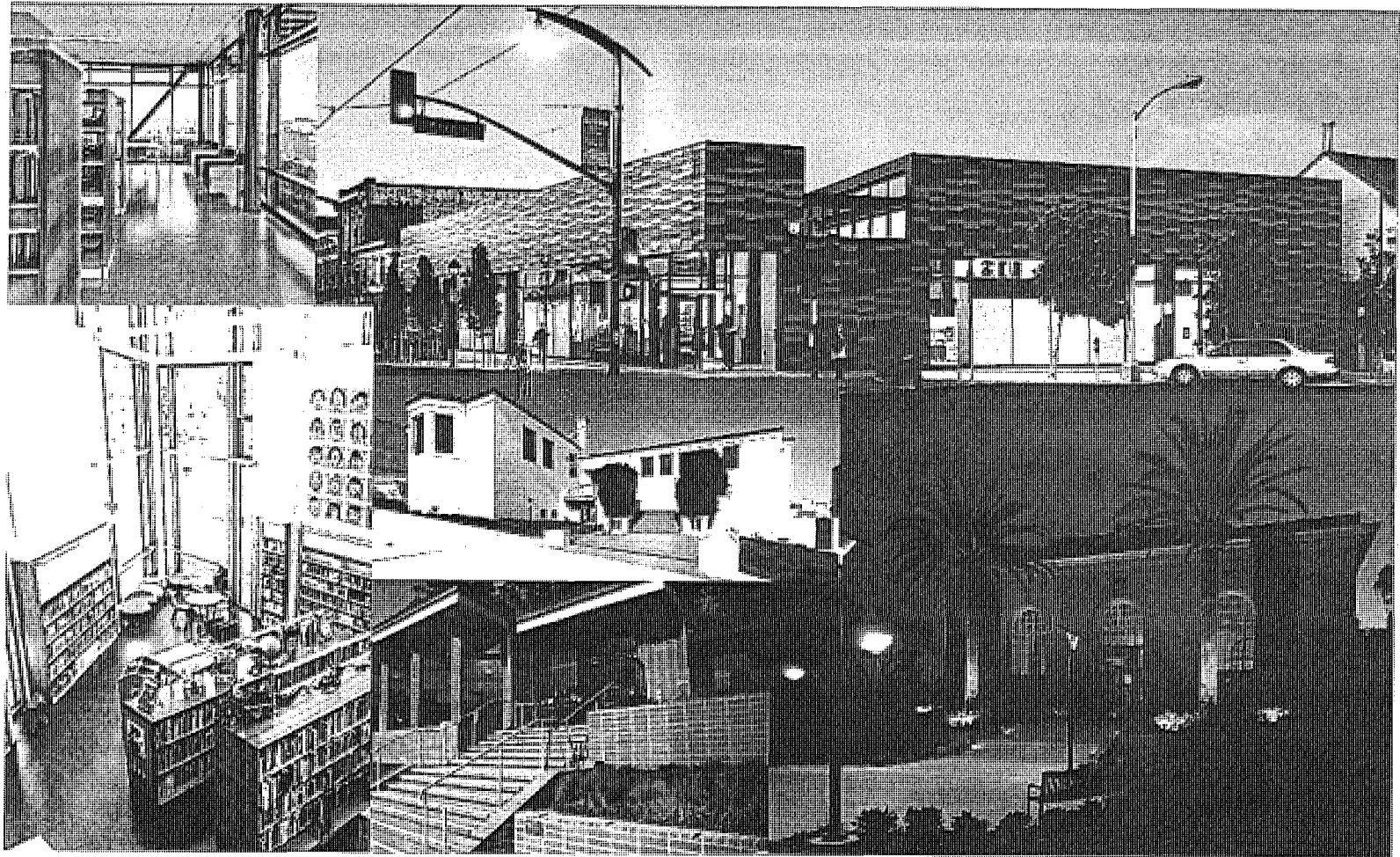


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# Questions?

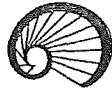


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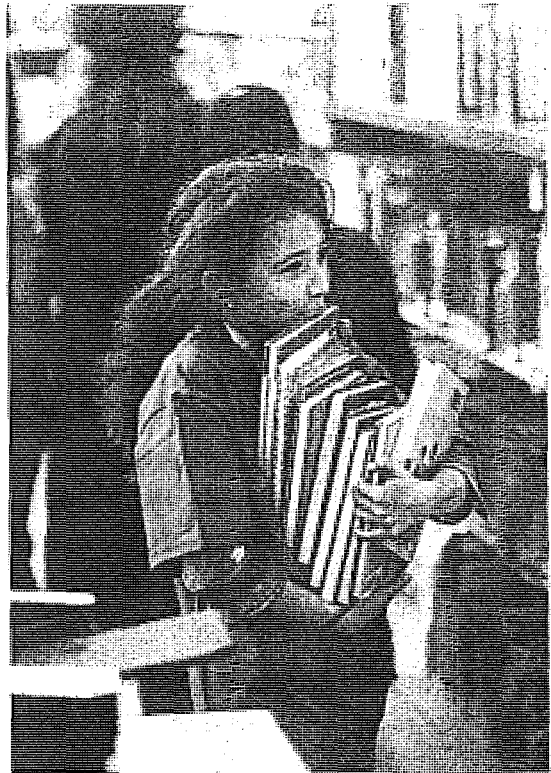




*San Francisco Public Library*

## Radio Frequency Identification (RFID)

San Francisco Public Library is embarking on a project to equip 3 million library items with radio frequency identification (RFID) tags. RFID will make it easier and faster for patrons to check out materials; increase staff efficiency; enable the Library to modernize circulation equipment, checkout machines and security gates; and bring the San Francisco Public Library up to speed with standard library practices and technology.



### **BENEFITS TO LIBRARY USERS**

#### **Customer service**

- With RFID, library materials will be able to move through the library system, from shelf to checkout, much more quickly.
- Many library users check out dozens of books at a time. Currently each item must be scanned individually at checkout, but with RFID, an entire stack of books can be scanned at one time.
- With quicker transaction times, the library's collections will be on the shelves faster and holds will arrive at patrons' branch libraries sooner.

### **BENEFITS TO LIBRARY STAFF**

#### **Efficiency**

- Because RFID combines circulation and security deactivation into one process, staff can process materials (checkout and check-in) far more efficiently.
- Study results indicate an average savings of 8 seconds per check out, 5 seconds per check-in. Magnified over 6.5 million circulating items per year, the time-savings ranges from 12,000 - 15,000 hours or the work of 6-7.5 full time employees annually. This saved time will allow staff to provide more customer service.

#### **Safety**

- RFID can tell patrons and staff if all components of audiovisual materials are present in the case without having to open them, saving wear-and-tear on cases and preventing injury to staff's hands and wrists.
- Simpler processing minimizes unnecessary repetitive motion by staff, decreasing the risk of workplace injuries.



### **Accuracy**

- RFID allows for faster, more accurate inventory, helping staff to identify missing items so they can be replaced more quickly.
- RFID helps staff identify items that might not have been checked out, allowing them to assist patrons promptly when security gates are triggered.
- RFID enables staff to systematically audit the physical inventory of collections in the stacks in real time without having to go back to their workstation to check items at a computer. They are able to spend more time in the stacks instead of behind a desk.

### **INDUSTRY STANDARD**

- More than 75% of Bay Area public libraries already use this technology.
- RFID has been part of the national library landscape for well over a decade – it is a proven, reliable, efficient technology.
- More and more library technology vendors are entering the RFID marketplace. There is no move to pivot to an emerging technology in the industry. More vendors = more competition = declining costs. Since RFID has entered the library world, the cost of tags has dropped from \$1/each to ~\$0.20/each.

### **EQUIPMENT REPLACEMENT**

- The usefulness of the library's existing checkout and security gates are depreciating. Irrespective of RFID, the Library will need to update or replace this equipment soon – why not invest in state-of-the-art technology?

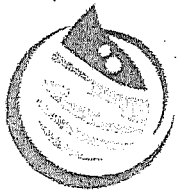
### **PRIVACY**

- RFID technology represents no threat to patron privacy.
- There are only two pieces of information stored on the passive RFID tag placed on each item in the library's circulating collection:
  - The 14-digit barcode number that uniquely identifies the item (already present on the barcode sticker affixed to cover of each item). No bibliographic information (title, author, etc.) will be on a RFID tag.
  - The security component, which tells an RFID reader if the item is checked out or not.
- Only pieces of the library collection (books, DVDs, CDs, LPs, etc.) will be RFID tagged; patron library cards will NOT be RFID tagged so there will be no RFID tracking of a patron's reading habits or borrowing history. Library cards will continue to function as machine-readable barcodes.
- RFID tags on books and materials can only be deciphered within 40 inches of a library RFID reader.
- The Library is following the 2012 RFID privacy guidelines recommended by the American Library Association and the National Information Standards Organization, a nonprofit organization founded in 1939, which develops, maintains and issues technical standards related to publishing, bibliographic and library applications.

### **BUDGET/RETURN ON INVESTMENT**

- SFPL's investment in RFID technology upgrades represent a one-time strategic expenditure of \$3,377,756. This investment is offset by the projected return on investment of \$5.5 million over a ten year horizon for the lifespan of the equipment when factoring in the value of staff capacity that will be freed up for more impactful public services.

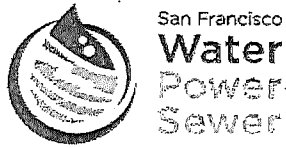




# **SFPUC Budget Hearing FY 2018-19 and FY 2019-20**







# SFPUC Mission Statement

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*Provide our customers with high quality, efficient and reliable water, power, and sewer services in a manner that is inclusive of environmental and community interests, and that sustains the resources entrusted to our care.*







# 2020 Strategic Plan Goals

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Reliable Service and Assets

Organizational Excellence

Effective Workforce

Financial Sustainability

Stakeholder and  
Community Interest

Environmental Stewardship



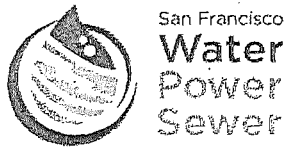


# External Considerations

---

- **Economic**
  - Potentially changing economy
  - Significant demands of new development
  - Competitive construction bidding environment driving up costs
  - High Bay Area cost of living
- **Regulatory**
  - Lead testing and monitoring at all schools
  - State challenges to water supply reliability
  - Post-Oroville dam safety focus
  - Disputes with PG&E regarding Wholesale Distribution Tariff
  - Renewing wastewater permits
- **Climate Change**
  - Hydrologic variability
  - Sea level rise





# Agency Priorities

---

- Completion of WSIP
- Implementation of SSIP
- Continue serving existing customers and connect new Hetchy Power Customers
- Complete Citywide enrollment of CleanPowerSF
- Build the Workforce



## Water System Improvement Program

- Water System Improvement Program (WSIP)
- 87 Projects, Seven Counties
- \$4.8 Billion, 96% Complete
- Continuous System Upgrades Needed
- Ongoing Pipe Repair and Replacement, 15 Miles/Year



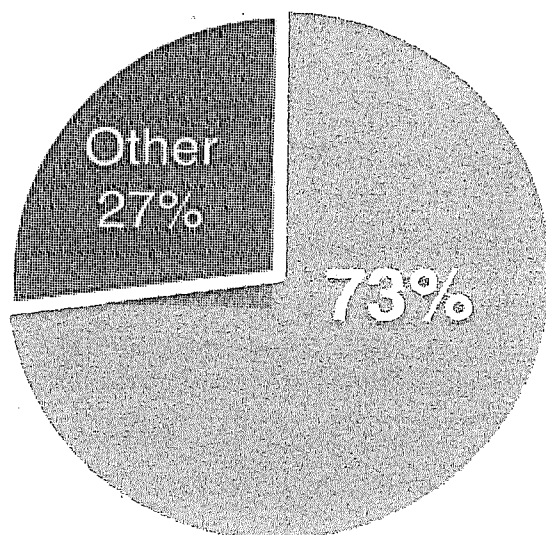




## Regional Hire: WSIP

### Service Territory Participation on WSIP PLA

Apprenticeships (Entry-level)



**SF and Service Territory residents have worked 73% of hours (as compared to 50% requirement) and earned a combined \$33M in wages & benefits**

WSIP PLA Service Territory Participation

**50%**

Actual  
WSIP PLA Service  
Territory Participation  
Achieved

**San Francisco and Service Territory residents have earned a combined \$244.4M in wages & benefits on WSIP projects**



## Sewer System Investments

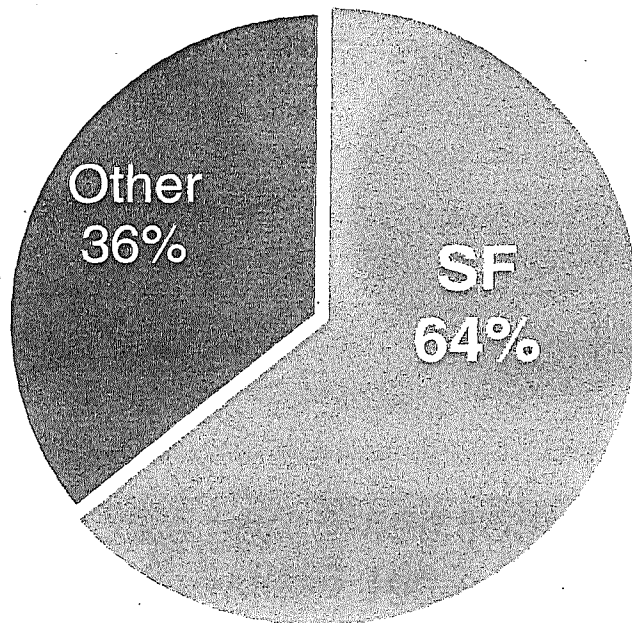
- Sewer System Improvement Program (SSIP)
- Critical Upgrades to Modernize Vital Infrastructure
- Seismic Reliability
- Protection of Public Health and Bay/Ocean
- 70 Projects, 13 Complete, 18 in Construction
- 20-Year Program – \$6.9B
- Phase 1: \$2.91B (approved)





## Local Hire: SSIP Phase 1

### Apprenticeships (Entry-level) Provided by SSIP



SF residents have worked 64% of hours  
(as compared to 50% requirement) and  
earned a combined \$2M in wages &  
benefits

### SSIP Local Hire Ordinance Achievement

20-30%  
Local Hire  
Percentage  
Requirements

32%

Actual  
SSIP Local Hire  
Percentage  
Achieved

San Francisco residents have earned  
a combined \$9.1M in wages & benefits  
on SSIP projects

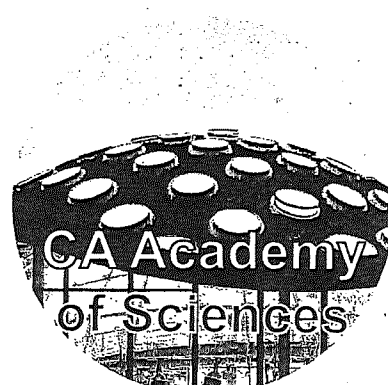
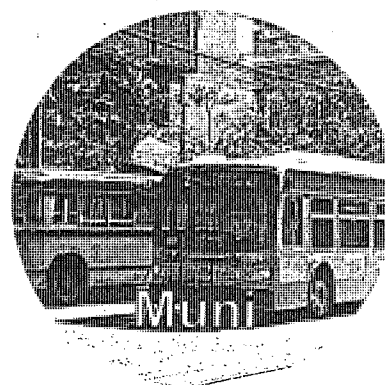




# Hetch Hetchy Power Has Powered San Francisco for 100 Years

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**SFPUC provides 100% greenhouse gas-free power to City facilities and some new green communities**





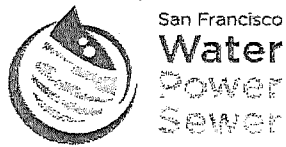


# Implementing the Power Business Plan

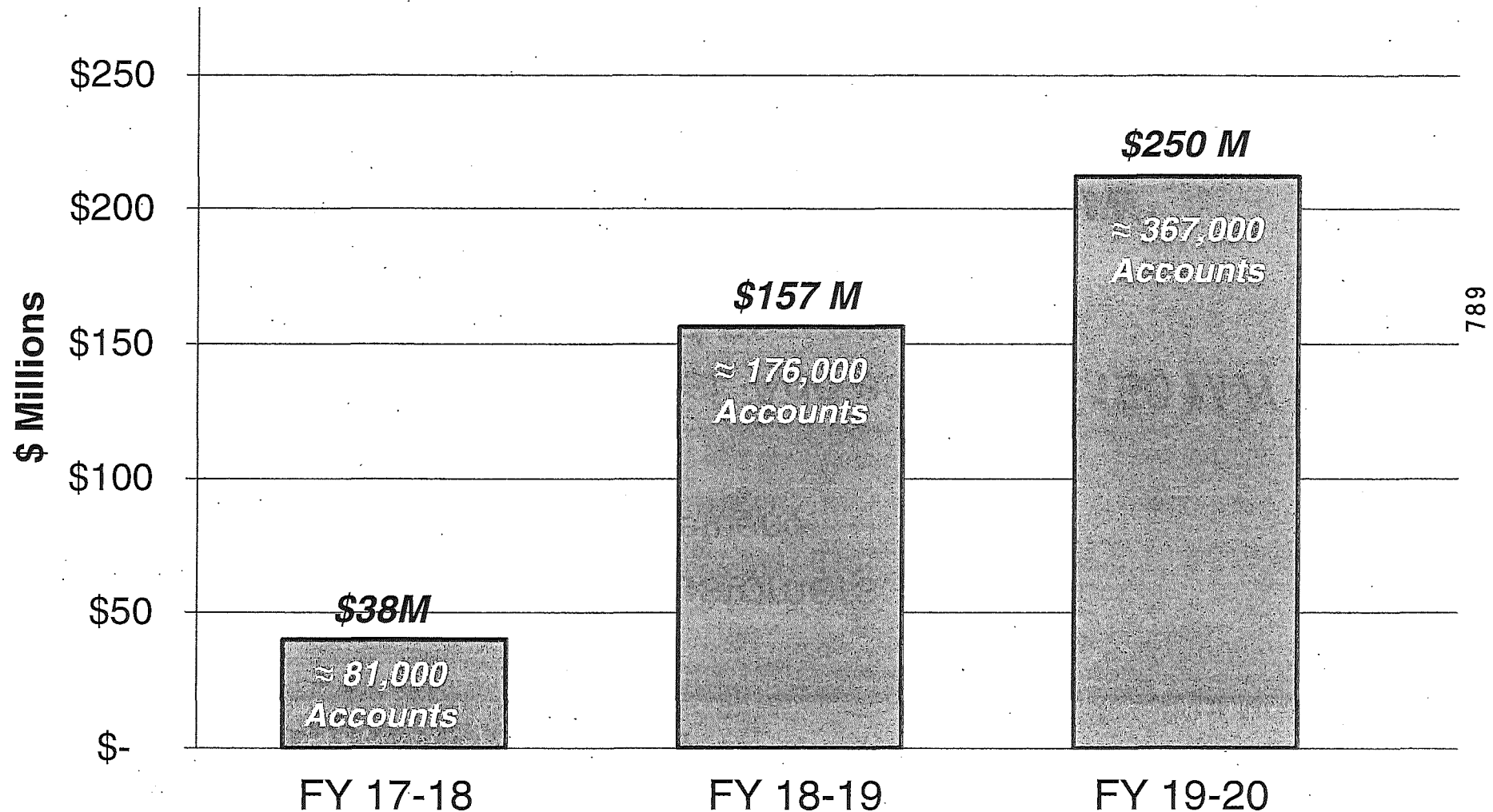
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- Current Hetchy Power Customers:
  - 150 Megawatts (MW) of Demand
- Power Business Plan Goal: Add additional 150 MW of demand from existing and new customers:
  - Existing customer growth: **30 MW**
  - City Services under dispute with PG&E: **30-40 MW**
  - Additional Redevelopment Projects: **20 MW**
  - Additional needed to reach goal: **60-70 MW**



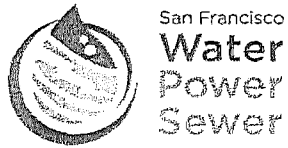


# CleanPowerSF Growth: Enrollment and Revenues



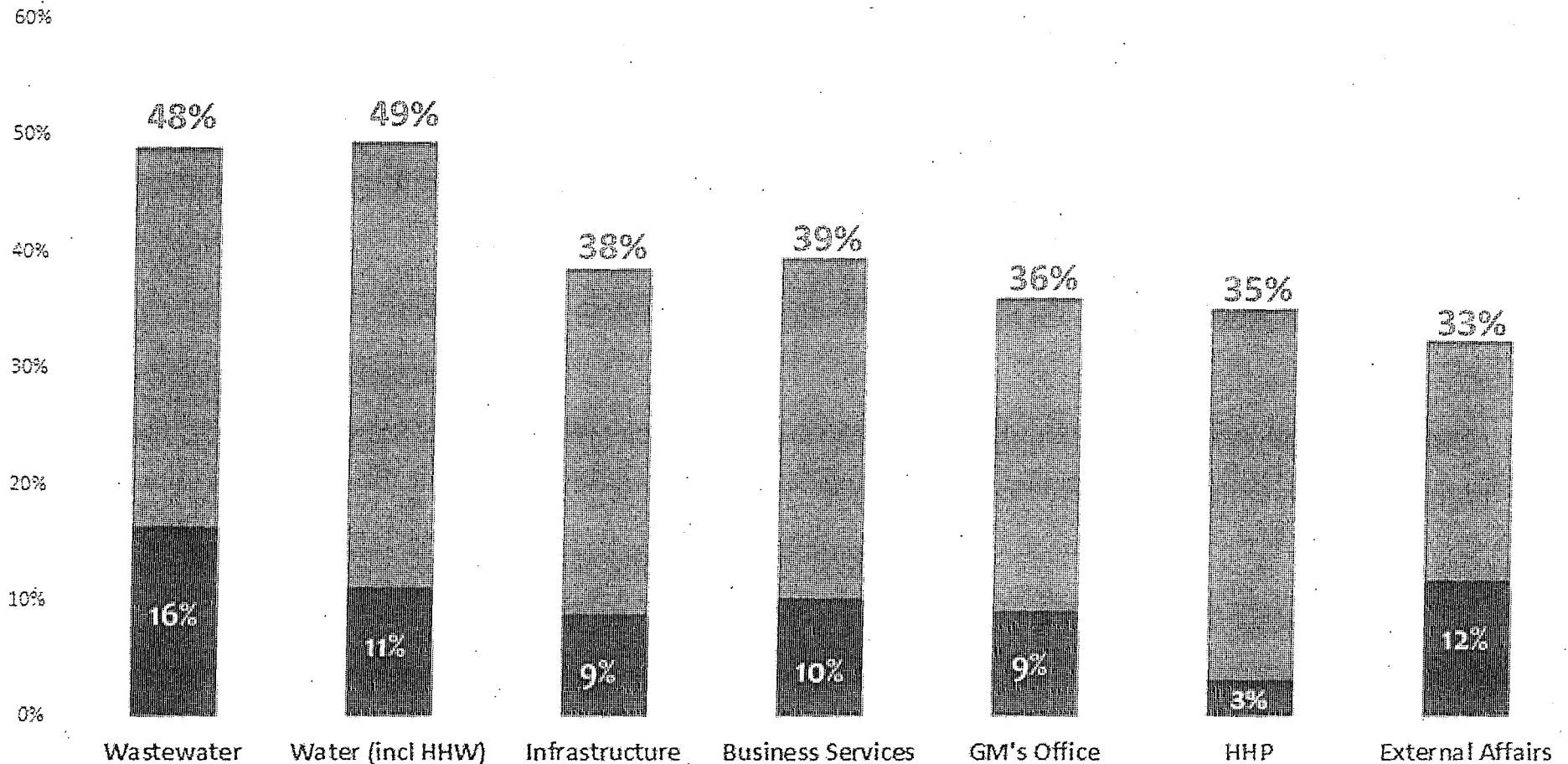
***CleanPowerSF revenue grows 650% in coming two years***





# Generational Change in Workforce

## Estimated Retirement Risk & Eligibility of Current Workforce in 5 Years



■ Eligible to retire in 5 years

■ Retirement risk in 5 years





# Workforce Development

- Support approximately 1,200 internships annually through educational and workforce programs
- Developing a kindergarten-to-career strategy linking education and workforce investments to environmental stewardship and SFPUC careers
- DHR partnership to expand pre-apprentice to apprentice pipeline
- Federal Legislation to Fund Water Workforce Development





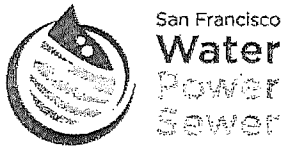


# Budget Highlights

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- City-wide rollout of CleanPowerSF is largest driver of budget increases
  - Operating budget increase—\$172.7 million over two years
  - On-budget position request—11 FTEs over two years
- Capital investment activities drive increases
  - Additional debt service
  - Additional revenue-funded capital
- Recommended budget results in rate and charge increases in line with prior 10-year financial plans
  - Combined water sewer bill increases average 8.4% annually over next 4 years





# Affordability Project Goals

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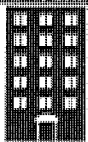
**Improve Assistance to Customers in Single Family Residences**



**Reduce Impact of Fees & Shutoff Policies**

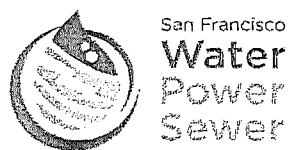


**Early Interventions for Customers at Risk of Water Shutoffs**



**Evaluate Assistance to Multi-Family Customers**





# SFPUC Operating Budget FY 2018-19 & FY 2019-20

---

| <i>(\$ Millions)</i>    | <b>FY 2017-18</b> | <b>FY 2018-19</b> | <b>FY 2019-20</b> |
|-------------------------|-------------------|-------------------|-------------------|
| Water                   | 501.7             | 570.5             | 599.6             |
| Wastewater              | 307.3             | 343.4             | 359.9             |
| Hetch Hetchy            | 203.6             | 228.8             | 229.6             |
| CleanPowerSF            | 40.2              | 157.0             | 212.9             |
| <b>Total Budget AAO</b> | <b>1,052.8</b>    | <b>1,299.7</b>    | <b>1,402.0</b>    |
| Change                  |                   | 246.9             | 102.3             |

794





# Operating Budget Changes

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- **Water**
  - Revenue funded capital projects and debt service on bonds
  - School Drinking Lead Testing
- **Wastewater**
  - Revenue funded capital projects and debt service on bonds
- **Hetch Hetchy**
  - Revenue funded capital projects
  - Power Customer Billing System Replacement
  - Power Purchases & Scheduling Costs
- **CleanPowerSF**
  - Staffing & power purchases to support 2 year Citywide rollout

SE3



Slide 18

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SE3

I don't think there is any increase in debt service for Hetch Hetchy

Sandler, Eric, 5/15/2018

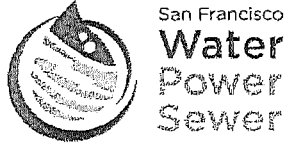




# Authorized Position Changes

|                                      | FTE          |    |
|--------------------------------------|--------------|----|
| <b>FY 2017-18 Authorized</b>         | 2,449        |    |
| <b>New Revenues</b>                  |              |    |
| CleanPowerSF                         | 4            |    |
| <b>Project Funded</b>                |              |    |
| CIP Construction Support             | 4            |    |
| City Distribution Division Warehouse | 1            |    |
| Construction Coordination            | 3            |    |
| New Development Project Support      | 1            |    |
| New Service Connection Process       | 1            |    |
| Potable Water metering               | 1            |    |
| WECC/NERC                            | 6            |    |
| 525 Golden Gate                      | 5            |    |
|                                      | <u>26</u>    | 1% |
| <b>FY 2018-19 Request</b>            | 2,475        |    |
| <b>New Revenues</b>                  |              |    |
| CleanPowerSF                         | 7            |    |
| <b>Project Funded</b>                |              |    |
| Construction Coordination            | 2            |    |
| WECC/NERC                            | 3            |    |
|                                      | <u>12</u>    | 0% |
| <b>FY 2019-20 Request</b>            | <u>2,487</u> |    |





## SFPUC Capital Budget FY 2018-19 & FY 2019-20

| Enterprise (Millions) | FY 2018-2019 | FY 2019-2020 | Total      |
|-----------------------|--------------|--------------|------------|
| Water                 | \$ 264.3     | \$ 187.7     | \$ 452.1   |
| Wastewater            | 632.4        | 461.9        | 1,094.2    |
| Hetch Hetchy          | 126.8        | 177.3        | 304.1      |
| SFPUC Total           | \$ 1,023.5   | \$ 826.9     | \$ 1,850.4 |

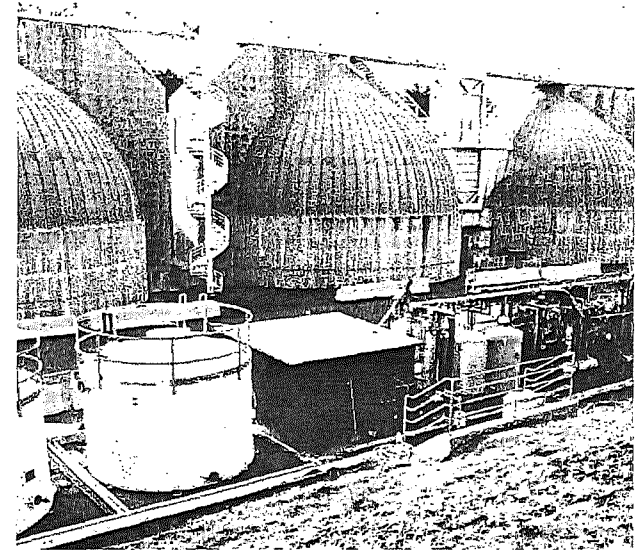
798





# Conclusion

- 24/7 services critical to public health and safety
- Significant expansion of power enterprise
- Long-term operating, capital investment and financial planning ensure continued high-quality service delivery
- Activities deliver tangible benefits to the community






# Overview

## Fiber to the Premise for San Francisco

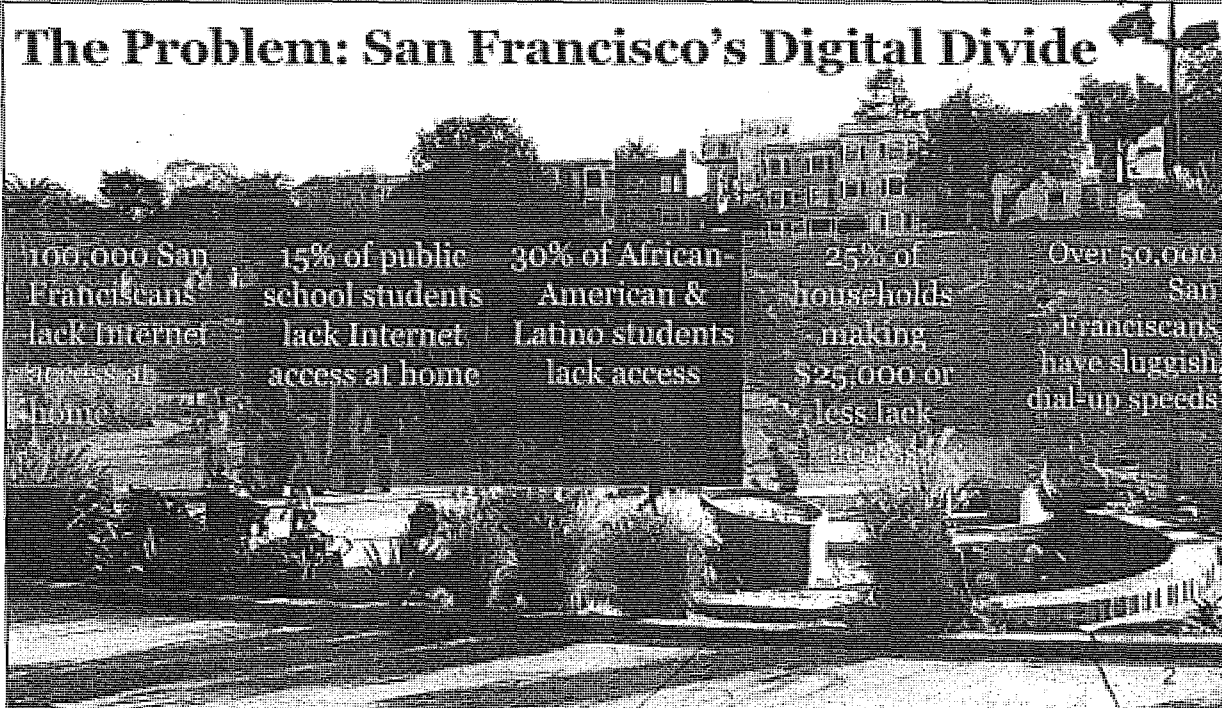
Board of Supervisors  
Budget & Finance Sub-Committee  
May 2018



**SAN FRANCISCO**  
DEPARTMENT OF  
TECHNOLOGY



## The Problem: San Francisco's Digital Divide



|                                                                             |                                                                               |                                                                               |                                                                                    |                                                                                 |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <p>100,000 San<br/>Franciscans<br/>lack Internet<br/>access at<br/>home</p> | <p>15% of public<br/>school students<br/>lack Internet<br/>access at home</p> | <p>30% of African-<br/>American &amp;<br/>Latino students<br/>lack access</p> | <p>25% of<br/>households<br/>making<br/>\$25,000 or<br/>less lack<br/>Internet</p> | <p>Over 50,000<br/>San<br/>Franciscans<br/>have sluggish<br/>dial-up speeds</p> |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|



## The Problem: Barriers to Internet Access

- Cost is the biggest barrier to Internet access
- Limited choice of provider
- Commercial providers have little incentive to close the digital divide
- Various levels of speed

## The Opportunity for San Francisco



Speed And  
Capacity



Digital City  
Services



Telemedicine  
&  
Education



The Internet  
of Things  
Home,  
Retail,  
Construction

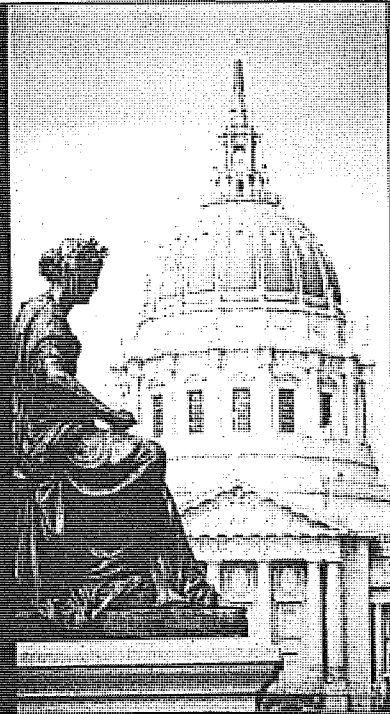


New  
Business  
Services &  
Opportunities



## FiberSF Policy Goals

- Close the digital divide
- Deliver Fiber to the Premise
- 1 Gigabit Speed as the Baseline Service
- Create Open Access Network of Choice
- Provide Free/Discounted Internet for Low Income Residents
- Guarantee Net Neutrality
- Ensure Data Privacy & Network Security
- Deliver quality of service & transparency



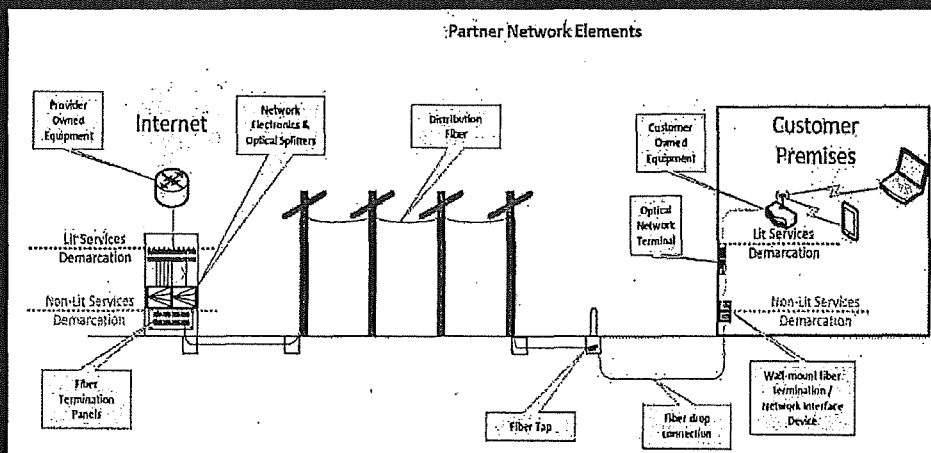
## FiberSF Deliverables

- Dark Fiber  
(aerial/underground)
- Lit Fiber  
(network management)
- WiFi in Select Areas
- Publicly-Owned
- 3-5 Yr Construction





## Building FTTP Infrastructure



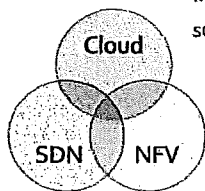
FTTP network that is fast, secure, highly available, future proof, scalable, flexible, manageable.

## Reimagining How Cities are Connected

### Central Office Re-Architected as a Datacenter (CORD) Overview

#### Economies of a datacenter

- Infrastructure built with a few commodity building blocks using open source software and white-box switches



#### Agility of a cloud provider

Software platforms that enable rapid creation of new services



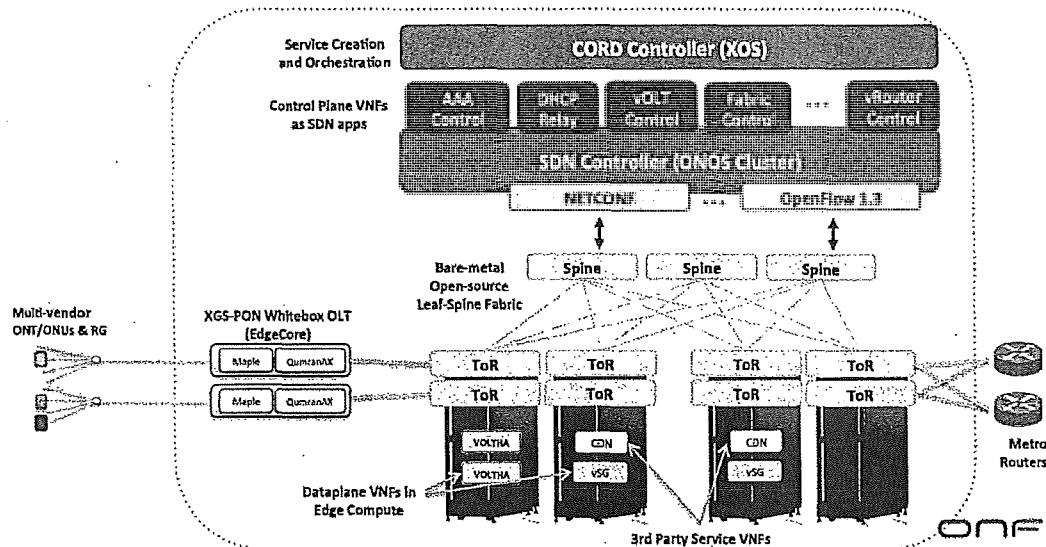
or... Bringing Access-as-a-Service to the Cloud



## R-CORD FTTP ARCHITECTURE WITH A TWIST.....

- > Leverage commercial grade xPON OLT systems that are CORD compliant
- > Leverage ONUs that support API integration with R-CORD
- > Leverage commercial grade SDN SPINE/LEAF Fabric for CO Fabric (Trellis)
- > Leverage ROADM for core transport between CO's that support YANG and NETCONF models
- > Leverage DWDM for sub-rings, Dark fiber services
- > Leverage Mesh wireless WAPs with REST APIs for city wifi
- > Leverage MPLS/VPLS on vRouter to provide "Open-Access" multiple EVCs to subscribers with QoS
- > Leverage Commercial grade Core Routers to interface with NNIs
- > Support CPEs that support minimum specs and reduce subscriber cost

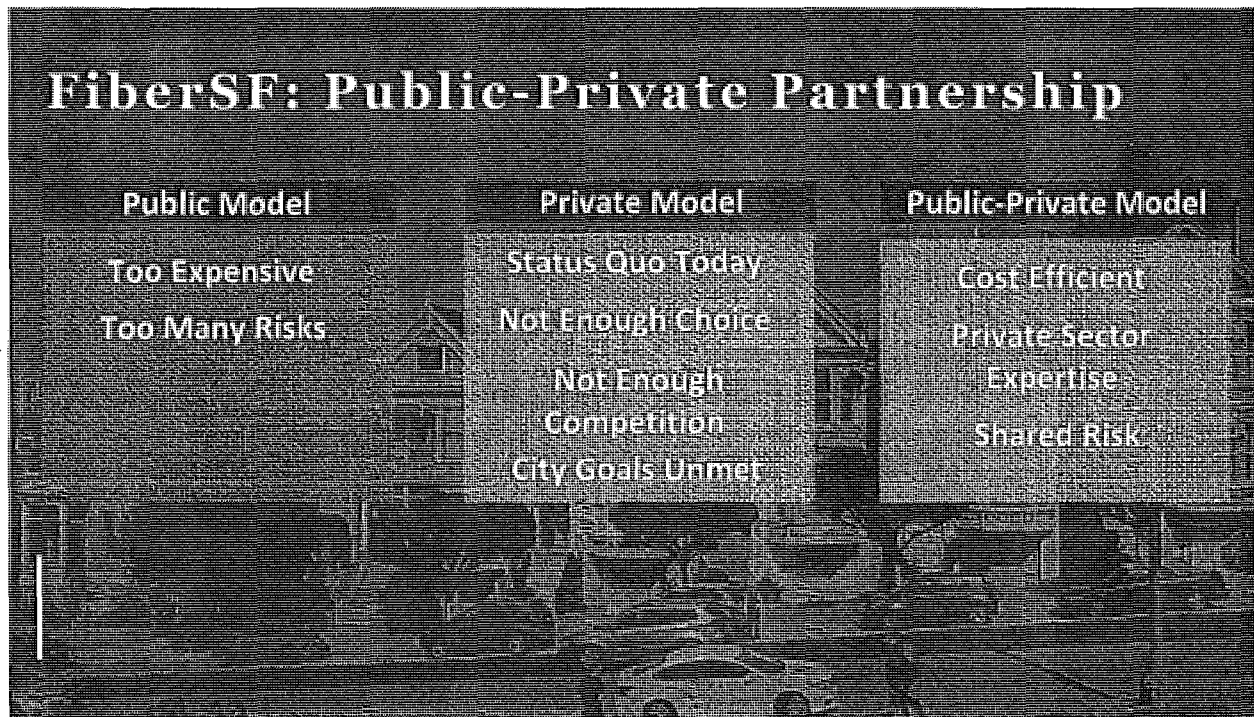
## Residential CORD





# FiberSF: Public-Private Partnership

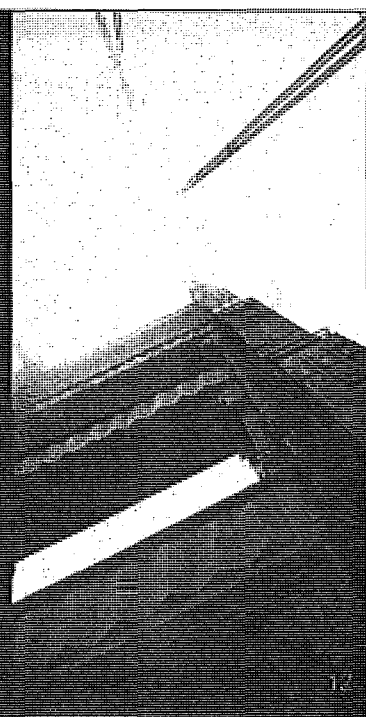
| Public Model                               | Private Model                                                                                          | Public-Private Model                                                     |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <p>Too Expensive</p> <p>Too Many Risks</p> | <p>Status Quo Today</p> <p>Not Enough Choice</p> <p>Not Enough Competition</p> <p>City Goals Unmet</p> | <p>Cost Efficient</p> <p>Private Sector Expertise</p> <p>Shared Risk</p> |



## Fiber for San Francisco

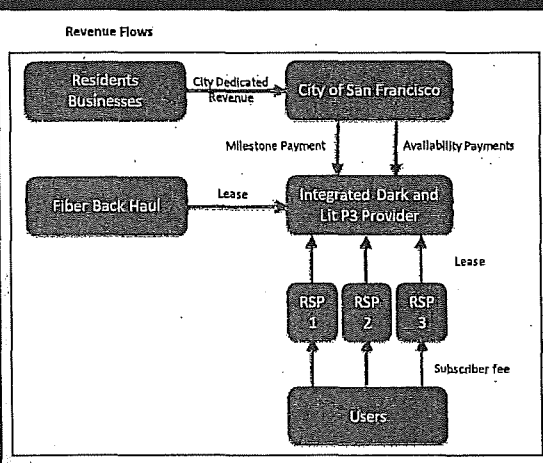
### P3 Model

- Public Private Partnership (P3) 15 year term
- Partner to design, build, finance, operate and maintain citywide fiber to the premise network and wi-fi in key areas
- Lease use by Internet Service Providers (ISPs) to provide various services(Internet, IoT, Content) to both residential and business subscribers





## Building FTTP Revenue Model



Who is responsible for which costs:

- The City will be responsible for making milestone and availability payments.
- Retail Service Providers (RSPs) and other telecom carriers will be responsible for access/lease fees to the private partner.
- The mix of City and P3 costs will be determined through the RFP process.

13

## Other Model Projects

- Google Fiber (similar technology) – Kansas City
- Municipal Broadband:
  - Chattanooga, TN
  - Wilson, NC
  - Westminster, MD
  - Approximately 50 smaller communities
  - Open Access, Stockholm
- Growing Number of P3 Examples:
  - Doyle Drive
  - Long Beach Civic Center
  - UC Merced





## | Estimated Project Revenue & Cost

### Network Revenues

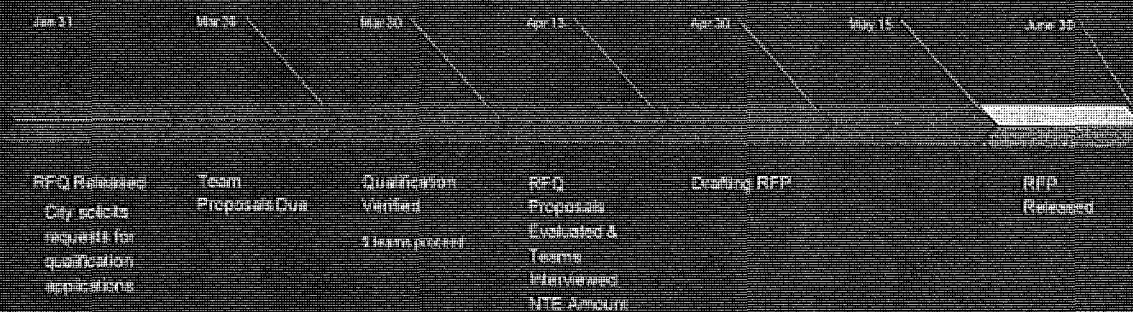
- Subscriber services
- ISP lease
- Dark fiber service
- Point to Point service
- Backhaul service
- IOT services
- Dockers

### CTC Construction Estimates

| <u>Network Costs</u>   | <u>Low</u>    | <u>High</u>   |
|------------------------|---------------|---------------|
| Core Network           | \$112M        | \$112M        |
| Outside Plant          | \$700M        | \$760M        |
| Service Drops          | \$680M        | \$740M        |
| Customer PE            | <u>\$290M</u> | <u>\$290M</u> |
|                        | \$1.78B       | \$1.9B        |
| Annual Operating Costs | \$44M         |               |

Final Costs will be in RFPs

## | Fiber for San Francisco





## City Success: Fiber Internet For All

More choice and  
competition with  
Open Access

Higher quality  
services at more  
affordable prices

Utility model that  
eliminates the  
digital divide

Economic  
development and  
opportunity for every  
San Franciscan

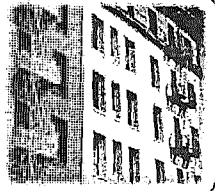
**THANK YOU**  
Questions?







# San Francisco Rent Board



## MISSION

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

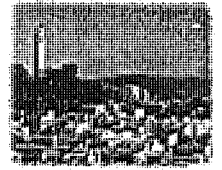
## STRATEGIC GOALS

- Process Tenant and Landlord Petitions Efficiently
- Provide Effective Information to Tenants and Landlords
- Support Limited English Proficient Communities
- Increase Collaboration with other City Agencies





# San Francisco Rent Board



## STRATEGIC GOALS

### Increased Collaboration With Other City Departments

The Rent Board is continuing to participate in cross-departmental collaboration by pursuing a strategy of sharing data in more streamlined and standardized ways. By working with other City departments to increase data sharing with departments with which the department has mutual data dependencies, the Department is aiming to reduce its workload and increase its effectiveness.

### Insuring San Francisco's Diverse Community Can Access the Department's Services

The department is continuing to improve its service delivery to San Francisco's diverse community. To be able to serve this diverse community and insure everyone can access the services it provides, the department translates its materials and provides interpreters for many of the hearings it conducts, and in order to continue these efforts, the department is increasing its budget for interpreters this year.





# San Francisco Rent Board



## LEGISLATIVE CHANGES

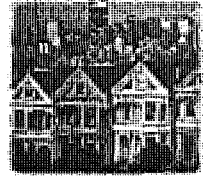
A significant number of legislative changes to the law the Department regulates and other related laws will result in structural increases to the Department's workload over the coming years. These changes include mandatory seismic upgrades to over 5,000 buildings with approximately 50,000 units, for which a portion of the cost can be passed through to tenants by filing a petition with the department, as well increases in related hardship applications filed by tenants who can't afford the capital improvement passthroughs. New requirements for filing buyout agreements with the Department have also resulted in workload increases. The soft-story seismic retrofit capital improvement petitions, as well as related hardship applications will result in projected increases of about 300 petitions per year by FY2018-2019, and currently account for an increase of almost 200 petitions per year.

812

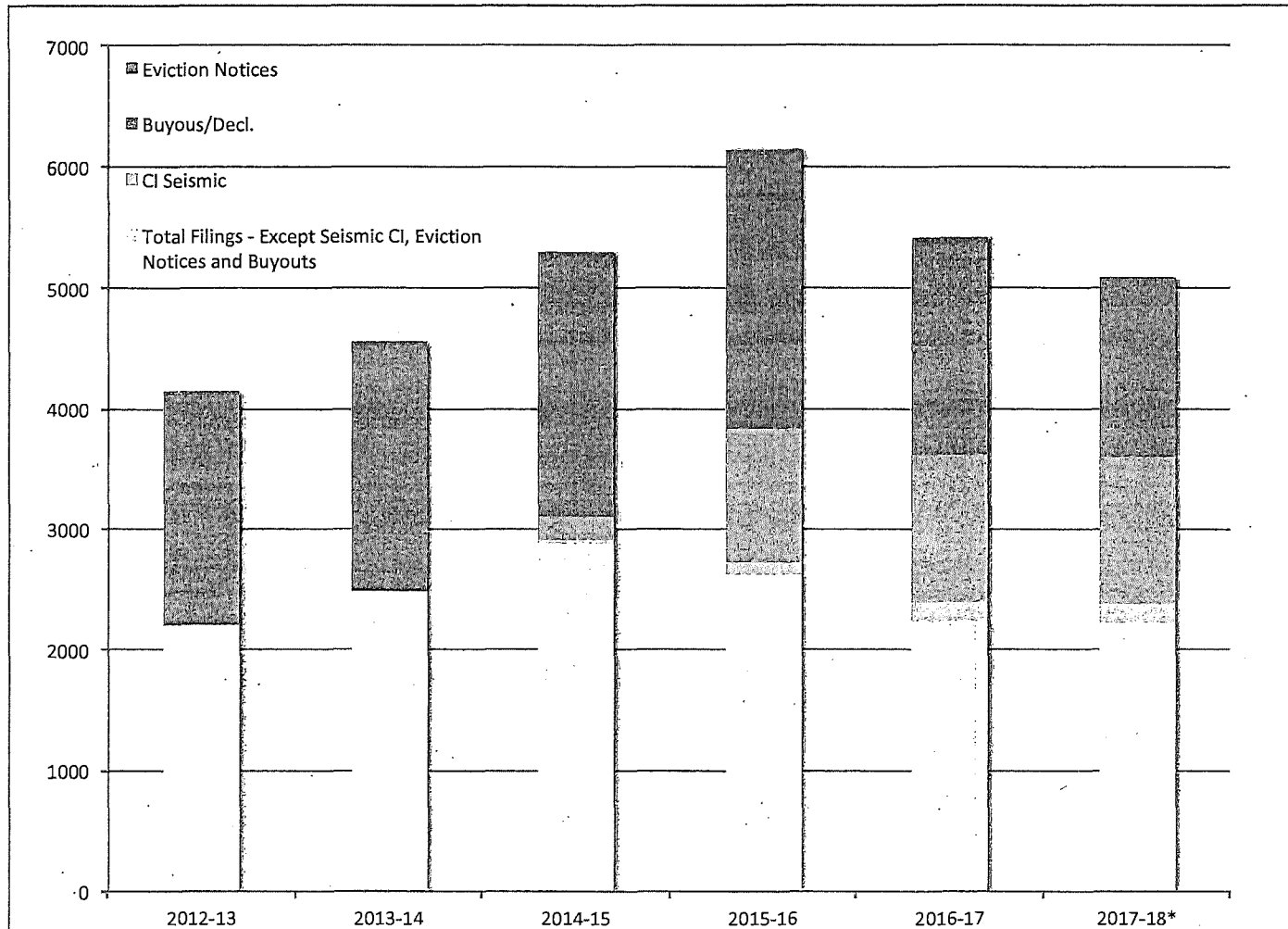




# San Francisco Rent Board



## WORKLOAD STATISTICS

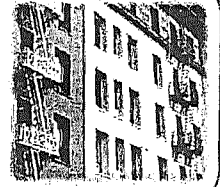


813





# San Francisco Rent Board



## BUDGET DATA SUMMARY

|                    | 2016-17          | 2017-18            | 2018-19            |                        | 2019-20            |                        |
|--------------------|------------------|--------------------|--------------------|------------------------|--------------------|------------------------|
|                    | Actual<br>Budget | Original<br>Budget | Proposed<br>Budget | Change from<br>2017-18 | Proposed<br>Budget | Change from<br>2018-19 |
| Total Expenditures | \$7,538,989      | \$8,074,900        | \$8,545,317        | \$470,417              | \$8,608,763        | \$63,448               |
|                    |                  |                    |                    | +5.8%                  |                    | +0.7%                  |
| Total FTE          | 36               | 37                 | 37                 | 0                      | 37                 | 0                      |

814





# San Francisco Rent Board



## BUDGET ISSUES AND DETAILS

### <sup>9</sup> 5 THE RENT BOARD FEE

The Rent Board Fee in FY2017-18 was \$45 per year (\$22.50 for SRO units). The Department receives no General Fund support. In previous years, the Department's surplus from the prior year was applied in order to reduce the amount of the fee. The fee will be determined by the Controller at the end of July.





# San Francisco Employees' Retirement System

## Department Budget Presentation

Prepared for: Budget and Finance Committee of the San Francisco Board of Supervisors

Supervisor Malia Cohen, Chair

Supervisor Sandra Lee Fewer

Supervisor Catherine Stefani

Supervisor Jeff Sheehy

Supervisor Norman Yee

May 17, 2018



# SFERS

San Francisco Employees' Retirement System



## **Mission Statement**

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



# **SFERS**

**San Francisco Employees' Retirement System**



## Benefit Program Overview

### SFERS Defined Benefit Plan: Established in 1922

- **Currently administering 14 separate SFERS benefit plans for active members:**
  - Miscellaneous, Police and Fire members hired before 1976 (1-year Final Comp)
  - Miscellaneous, Police and Fire members hired after 1976 (1-year Final Comp)
  - Miscellaneous, Police and Fire members hired after July 1, 2010 (2-year Final Comp)
  - Miscellaneous, Police, Fire, Sheriff and Miscellaneous Safety members hired after January 7, 2012 (3-year Final Comp)
- **SFERS Membership (CCSF, SFUSD, SFCCD and Trial Courts):**

|                     | July 1, 2017  | July 1, 2016  | July 1, 2015  |                |
|---------------------|---------------|---------------|---------------|----------------|
| Non-retired Members | 41,867        | 40,051        | 37,931        | (+4.8%)        |
| Retired Members     | 29,127        | 28,286        | 27,485        | (+3.0%)        |
| <b>Totals</b>       | <b>70,994</b> | <b>68,337</b> | <b>65,416</b> | <b>(+3.9%)</b> |



# SFERS

San Francisco Employees' Retirement System



## SFERS Trust Funding Levels

| Fiscal Year | Actuarial Liability | Actuarial Value of Assets | Actuarial Value Funding Ratio | Market Value of Assets | Market Value Funding Ratio |
|-------------|---------------------|---------------------------|-------------------------------|------------------------|----------------------------|
| 2012-13     | \$20.225 billion    | \$16.303 billion          | 80.6%                         | \$17,012 billion       | 84.1%                      |
| 2013-14     | \$21.123 billion    | \$18.012 billion          | 85.3%                         | \$19,921 billion       | 94.3%                      |
| 2014-15     | \$22.971 billion    | \$19.653 billion          | 85.6%                         | \$20.428 billion       | 88.9%                      |
| 2015-16     | \$24.404 billion    | \$20.655 billion          | 84.6%                         | \$20.155 billion       | 82.6%                      |
| 2016-17     | \$25.706 billion    | \$22.185 billion          | 86.3%                         | \$22,410 billion       | 87.2%                      |

- First Quarter 2018 performance: Market value of the SFERS Trust was \$24.2 billion, representing a 9.64% investment return for the Fiscal Year to Date

819



# SFERS

San Francisco Employees' Retirement System



### SFDCP Deferred Compensation Plan: Established in 1997

- SFDCP Participants (May 2018):
  - 19,127 actively contributing
  - 29,521 participants with balance
- SFDCP Assets as of April 2018 - \$3.4 billion
- As of August 2016, the San Francisco Deferred Compensation Plan offers a loan program for its participants – approximately 2400 SFDCP participants have taken out loans against their SFDCP accounts.

### Retiree Health Care Trust Fund: Established in 2010

- Effective July 1, 2017, the administration of the Retiree Health Care Trust Fund was transferred from the Office of the Controller to SFERS.
- As of April 2018, the RHCTF Trust has grown to approximately \$250 million.



**SFERS**

San Francisco Employees' Retirement System



## SFERS Budget Highlights

### ➤ Two-Year Budget Outlook

All costs of administering SFERS are paid from investment earnings on SFERS Trust

All costs of administering SFDCP are reimbursed by the Plan's third-party administrator

All costs of administering RHCTF are paid from investment earnings on RHCTF Trust

### ➤ 2018-2022 Strategic Initiatives

Retirement Readiness Campaign:

Coordinated campaign by SFERS and SFDCP to provide City employees with information necessary for them to make informed decisions about their financial future

Enhanced Member Experience:

Expanding 24/7 secure access to personal SFERS retirement information via *mysfers* website and increasing on-line access to retirement-related transactions

ESG Investment Initiative:

Addition of Investment Division staff dedicated to ESG integration into SFERS investment process  
Phased divestment from "riskiest/dirtiest" fossil fuel holdings in SFERS public market portfolios

### ➤ FTE Growth

FY2016-17: 117.32

FY2017-18: 119.02

FY2018-19: 120.93

FY2019-20: 120.93



# SFERS

San Francisco Employees' Retirement System

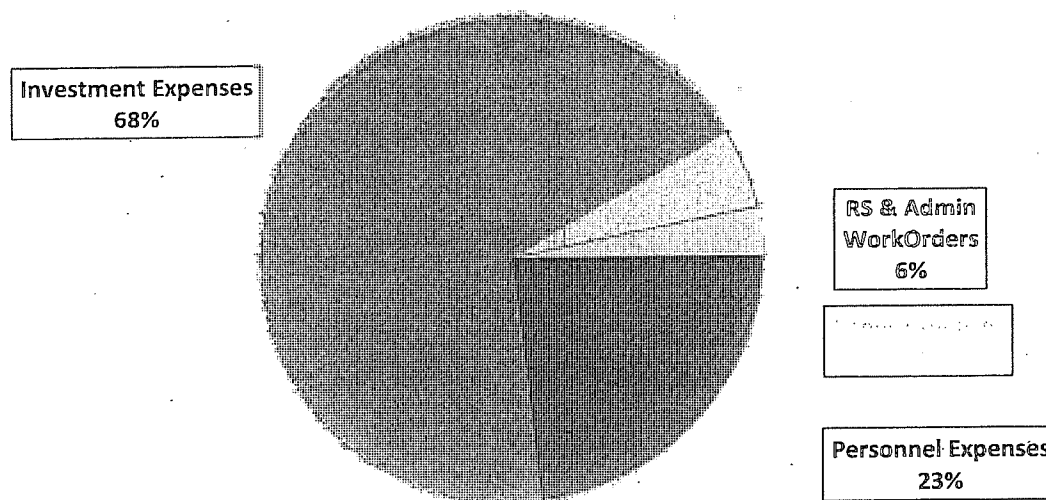


## Budget Expenditure Projections

SFERS Proposed FY2018-2019 Budget: \$89.5 million

|                                  |                |
|----------------------------------|----------------|
| Investment Expenses -            | \$61.0 million |
| Personnel Expenses -             | \$20.7 million |
| Retirement Svcs/Admin Expenses - | \$4.9 million  |

### SFERS Expenditure Budget FY2018-2019



# SFERS

San Francisco Employees' Retirement System









# Board of Supervisors

## Proposed Budget

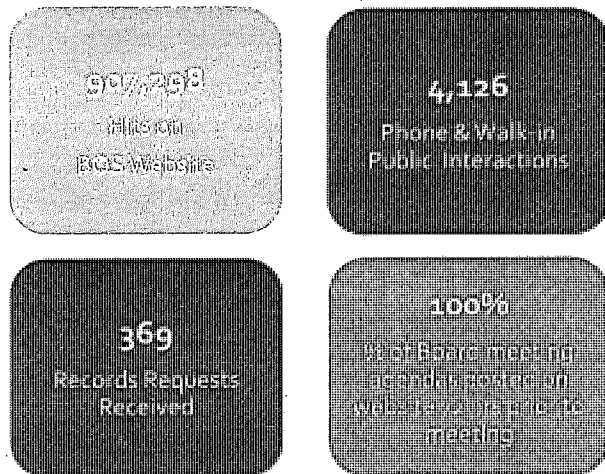
### Fiscal Years 2018-19 & 2019-20

June 13, 2018

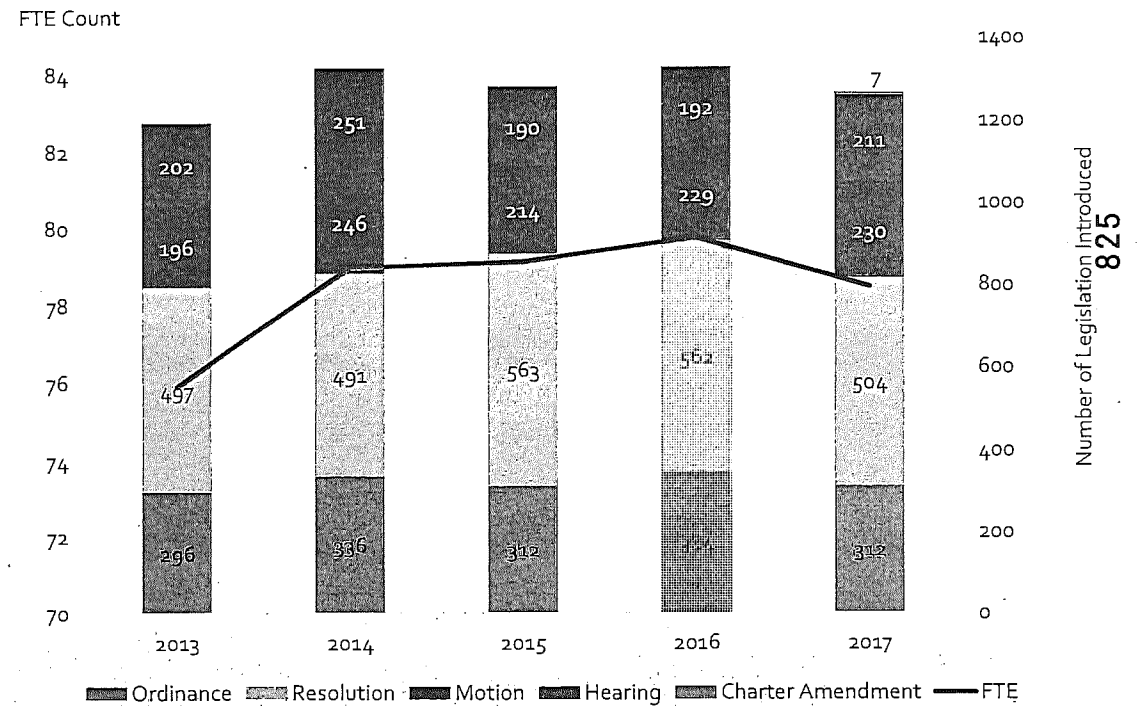


# Metrics & Highlights

## Public's Access to Information



## Legislation Introduced & FTE Count





## Proposed Budget – General Fund

| Revenue                    | FY 2017-18       | FY 2018-19       | Change from<br>FY 2017-18 | FY 2019-20       | Change from<br>FY 2018-19 |
|----------------------------|------------------|------------------|---------------------------|------------------|---------------------------|
| Planning Appeals Surcharge | \$40,000         | \$40,000         | -                         | \$40,000         | -                         |
| Assessment Appeal Fees     | \$142,160        | \$159,150        | \$16,990                  | \$159,150        | -                         |
| Expenditure Recovery       | \$161,996        | \$161,996        | -                         | \$161,996        | -                         |
| <b>Total Revenue</b>       | <b>\$344,156</b> | <b>\$361,146</b> | <b>\$16,990</b>           | <b>\$361,146</b> | <b>-</b>                  |

| Expenditures              | FY 2017-18          | FY 2018-19          | Change from<br>FY 2017-18 | FY 2019-20          | Change from<br>FY 2018-19 |
|---------------------------|---------------------|---------------------|---------------------------|---------------------|---------------------------|
| Salary                    | \$8,248,403         | \$8,501,705         | \$253,302                 | \$8,564,927         | \$63,222                  |
| Benefits                  | \$3,400,516         | \$3,514,372         | \$113,856                 | \$3,610,272         | \$95,900                  |
| Non-Personnel Services    | 3,653,698           | \$3,622,584         | (\$31,114)                | \$3,512,584         | (\$110,000)               |
| Materials & Supplies      | \$109,901           | \$109,901           | -                         | \$109,901           | -                         |
| City Services             | \$277,289           | \$293,484           | \$16,195                  | \$291,182           | (\$2,302)                 |
| <b>Total Expenditures</b> | <b>\$15,689,807</b> | <b>\$16,042,046</b> | <b>\$352,239</b>          | <b>\$16,088,866</b> | <b>\$46,820</b>           |



# Changes included in the budget

## ▪ LAFCo General Fund Appropriation

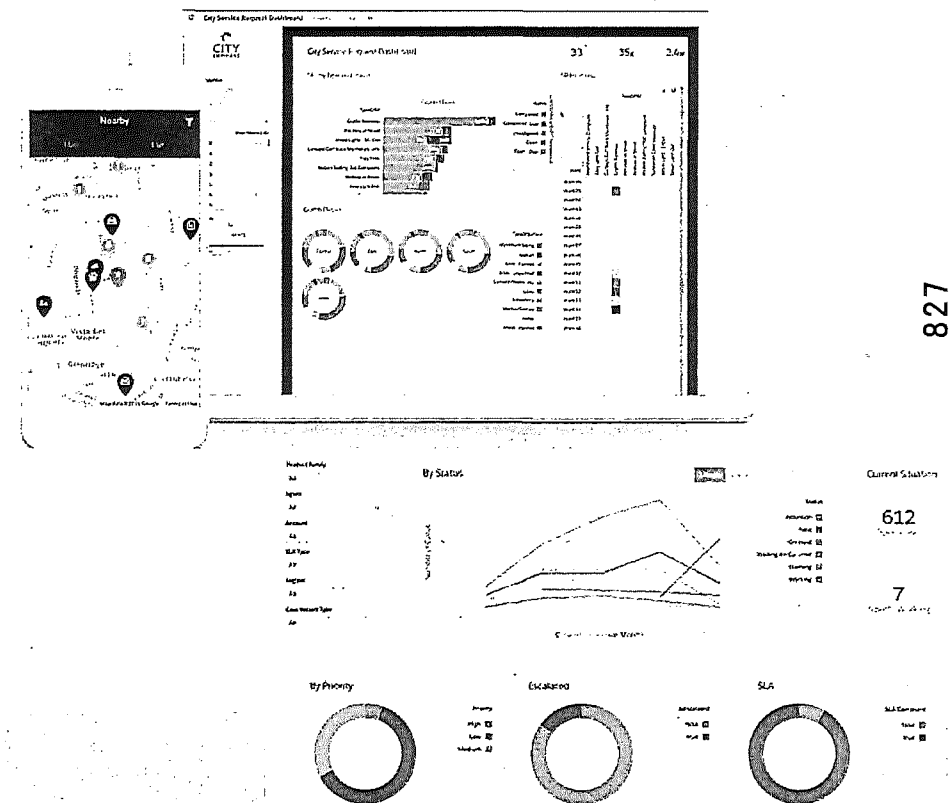
- FY 2018-19 - \$297k (adopted by LAFCo)
- FY 2019-20 - \$297k

## ▪ Constituent Management System

- \$110k – One-time cost for FY 2018-19 only for design, configuration and implementation.
- \$75k – Ongoing cost for licensing fees.
- More efficient contact and case management
- Outreach & engagement component

## ▪ Budget & Legislative Analyst Contract COLA

- Details on next slide





## Legislative Item Associated with FY 2018-19 & FY 2019-20 Proposed Budget

- 3% COLA for Budget and Legislative Analyst Contract (\$67k)
  - Effective July 1, 2018
  - Agenda Item No. 7 (File No. 18o488)

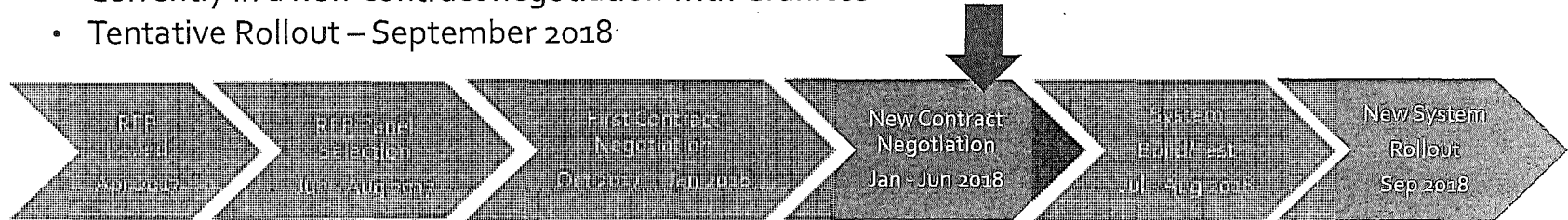
|                         | FY 2018-19  | FY 2019-20  |
|-------------------------|-------------|-------------|
| Current Contract Amount | \$2,223,740 | \$2,223,740 |
| COLA (3%)               | \$ 66,712   | \$ 66,712   |
| New Contract Amount     | \$2,290,452 | \$2,290,452 |



# Project Update

## ▪ Legislative Management System (LMS) Project

- Unable to negotiate a contract with the first contractor
- Currently in a new contract negotiation with Granicus
- Tentative Rollout – September 2018



## ▪ Records Repository System Project

- Concurrent with LMS Project for integration
- Digitization of pre-1998 data in currently progress
- Digitization will be completed in phases based on priority

## ▪ Emergency Planning

- Alternate Board meeting site
- Training for employees



# Questions?

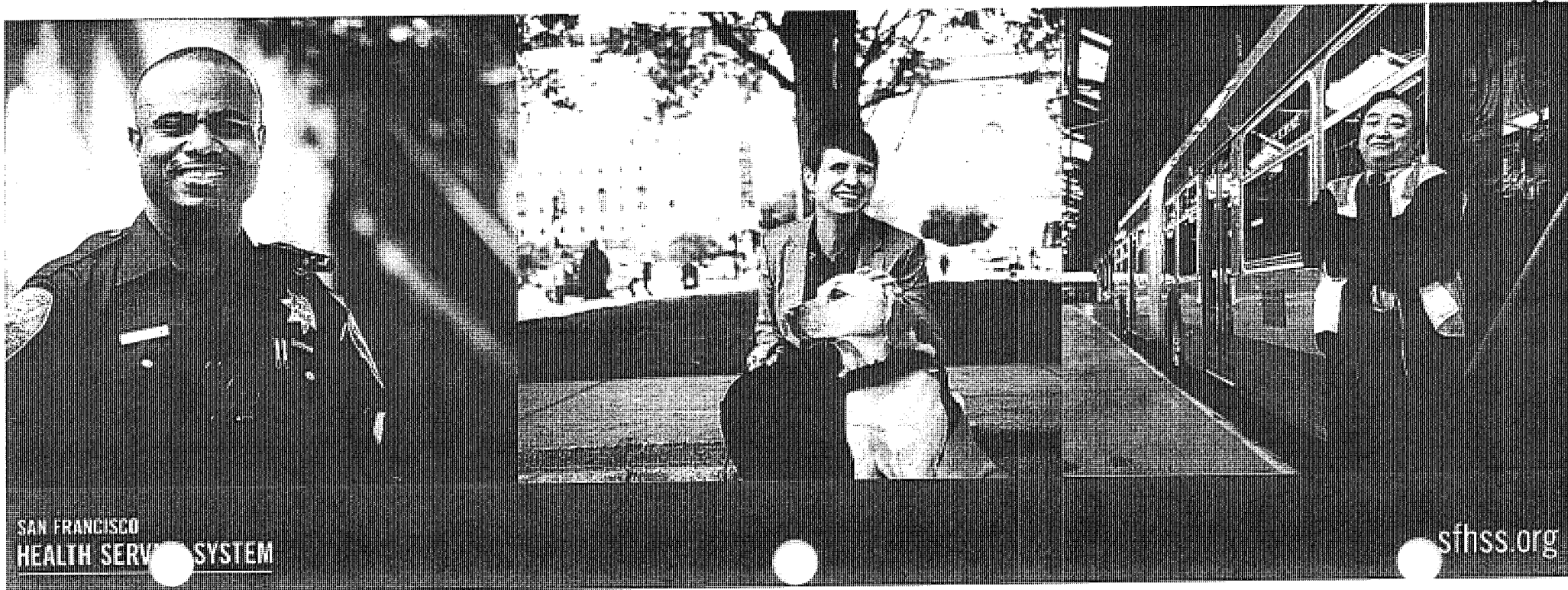






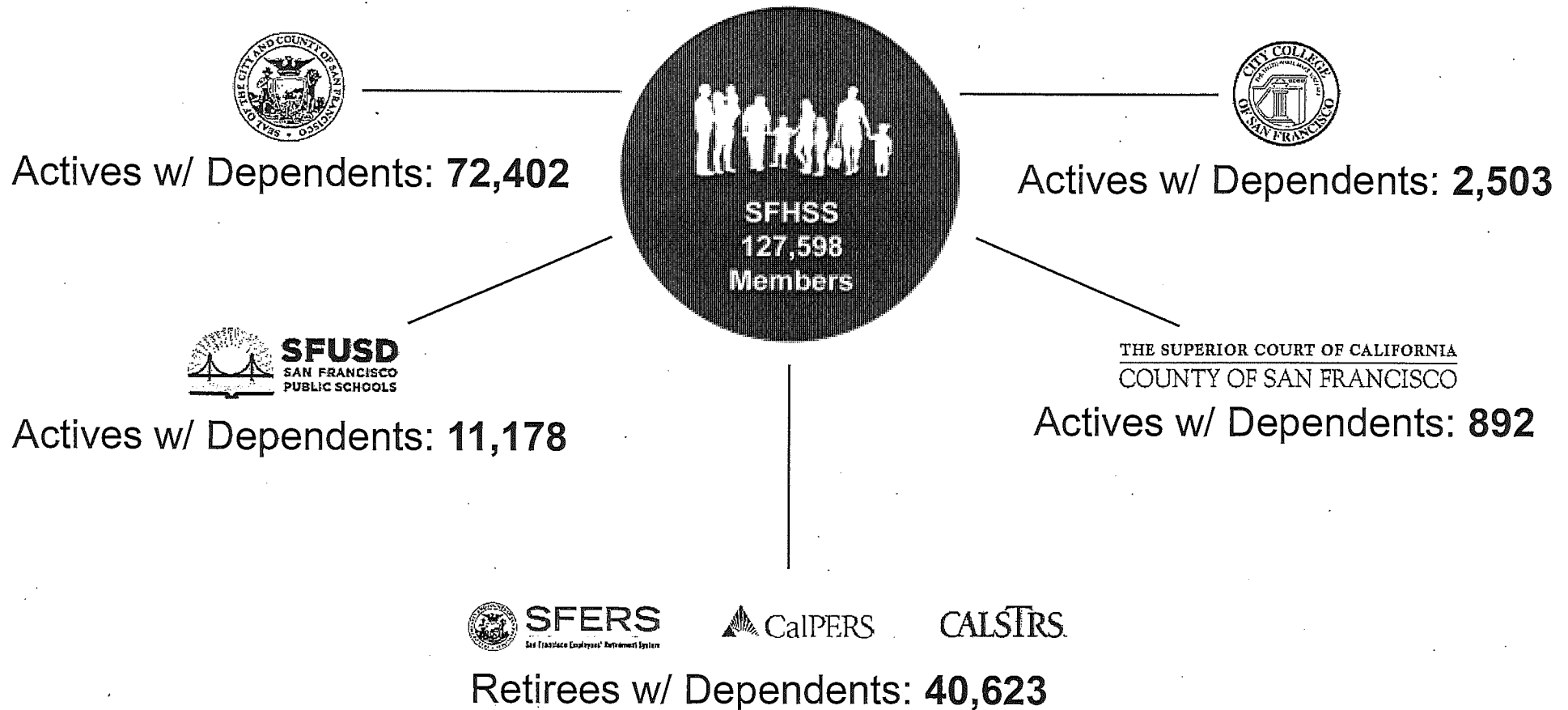
# San Francisco Health Service System **Mayor's Proposed Budget**

Fiscal Years 2018-2019 and 2019-2020





# SFHSS Serves 127,598 Lives – The Number of Members has Increased 11.8% Over the Last Five Years



833



## San Francisco Health Service System Current Strategic Goals and New Initiatives

### 1. Sustainable Health Benefits

Initiative: **Create New Strategic Plan**

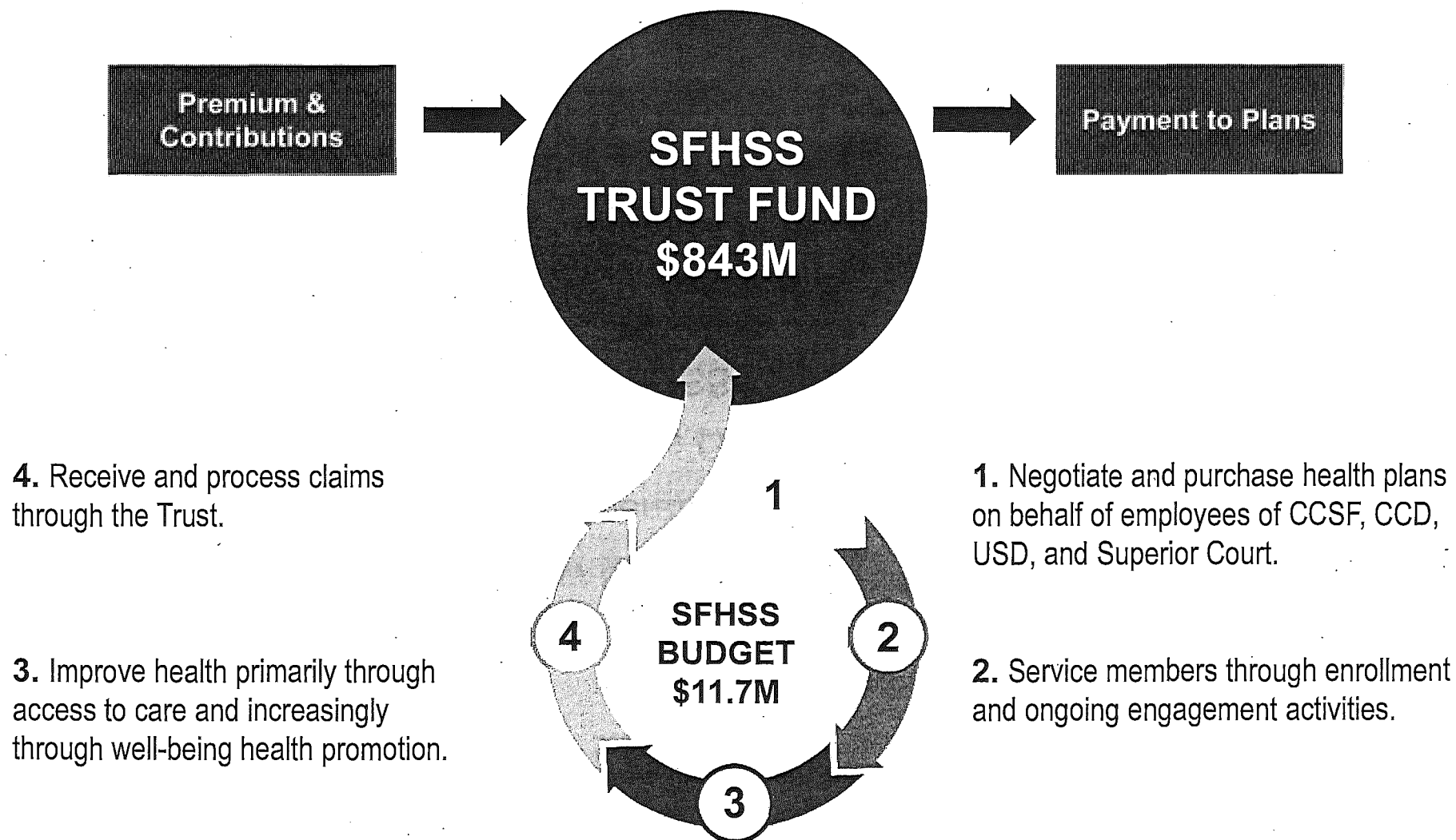
2. Fiscal Accountability and Operational Excellence
3. Informed, Transparent, Effective Governance
4. Educated and Empowered SFHSS Members

Initiatives:

- Redesign [www.myhss.org](http://www.myhss.org) to facilitate access to benefit and well-being information
- Expand online self-service benefits enrollment
- Upgrade Call Management System to join Citywide VOIP Project



## SFHSS Services Supported by General Fund



835



# 54.50 FTEs and Annual Workload – No New Positions Proposed

51.15 funded by General Fund and 3.35 funded by SFHSS Trust Fund

## Operations

GF: 24.24 FTEs

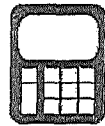


**76,753**  
Annual member  
interactions

**23,931**  
Annual enrollment  
transactions

## Finance

GF: 8.63 FTEs  
Trust: 0.1 FTEs



**3,100**  
Annual rate calculations

**4,900**  
Annual financial  
transactions

**\$843M**  
Annual payments  
to plans

## Well-Being

GF: 6.79 FTEs  
Trust: 1 FTEs



**4,131**  
Flu shots

**8,001**  
Wellness Center visits

**202**  
Well-Being Champions

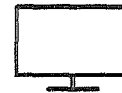
**41**  
Department Leads

**38**  
Departments with  
Well-Being Plans

**4,630**  
Employees serviced by  
EAP

## Enterprise Systems & Analytics

GF: 5.57 FTEs  
Trust: 0.25 FTEs



**74,092**  
Open Enrollment  
packets mailed

**75,036**  
Confirmation Letters

**390**  
IT system audits

**9,558**  
Well-Being IT system  
configurations

**2,054**  
IT system processes

**5,321**  
IRS forms calculated &  
distributed

## Admin.

GF: 5.92 FTEs



**28**  
Public meetings

**100,000+**  
Member files maintained

**4,210**  
New Hire and Retiree  
packets

**4,800**  
Delinquencies and  
Medicare Aging  
letters sent

## Communications

Trust: 2 FTEs



**28,636**  
Unique website visits  
during Open Enrollment

**15,418**  
eNews emails  
distributed monthly

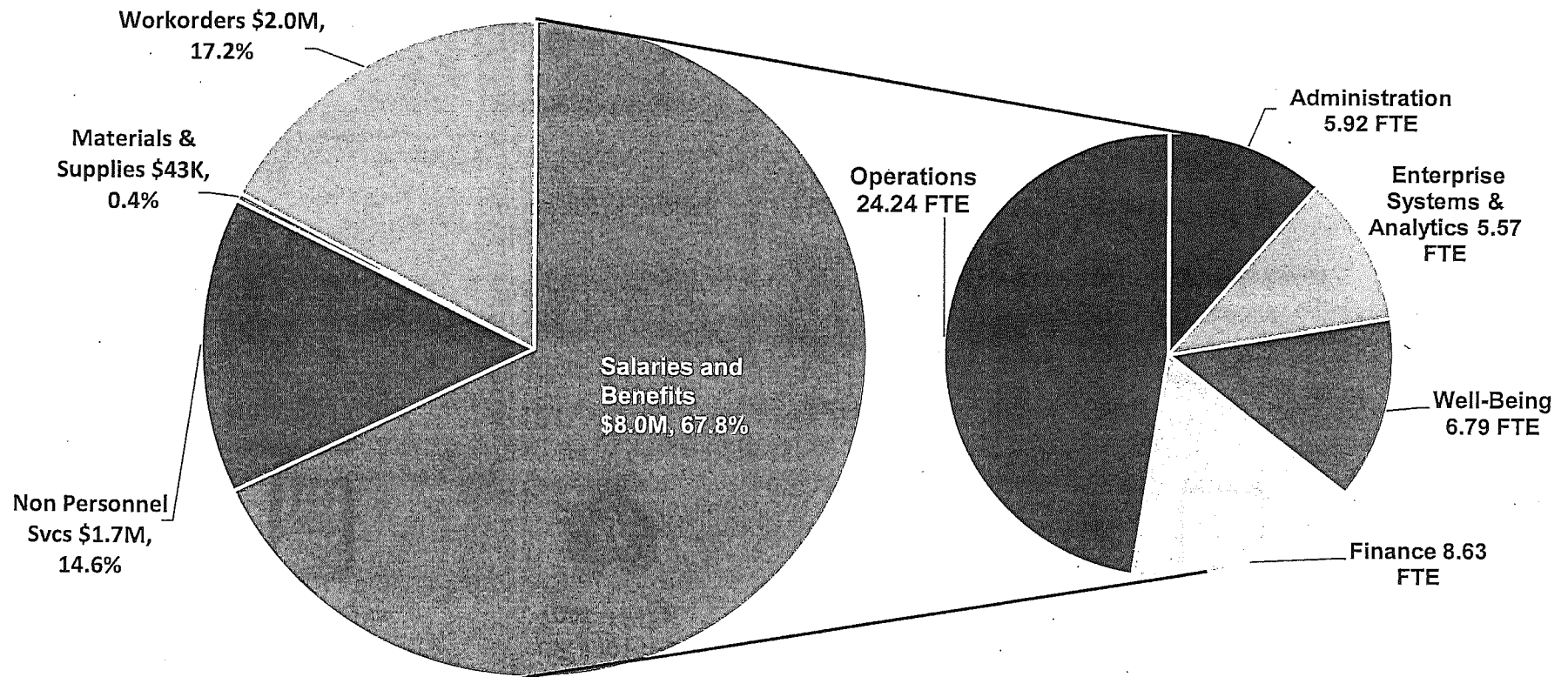
**6**  
Benefits Guides

**4**  
Benefits Booklets

936



# \$11.7M General Fund Operating Budget and 51.15 FTE



837



## Major Changes In Budget

|                        | FY 2017-18           | FY 2018-19           | \$ Change         | % Change    | Explanation                      |
|------------------------|----------------------|----------------------|-------------------|-------------|----------------------------------|
| Personnel              | \$ 7,698,806         | \$ 7,951,743         | \$ 252,937        | 2.2%        | COLA, fringes, no new positions  |
| Non-Personnel Services | 1,679,202            | 1,705,486            | 26,284            | 0.2%        |                                  |
| Materials & Supplies   | 49,915               | 43,197               | (6,718)           | (0.1%)      |                                  |
| Workorders             | 2,016,332            | 2,020,746            | 4,414             | 0.04%       | Rent, IT Services, Worker's Comp |
| <b>Total</b>           | <b>\$ 11,444,255</b> | <b>\$ 11,721,172</b> | <b>\$ 276,917</b> | <b>2.4%</b> |                                  |

838

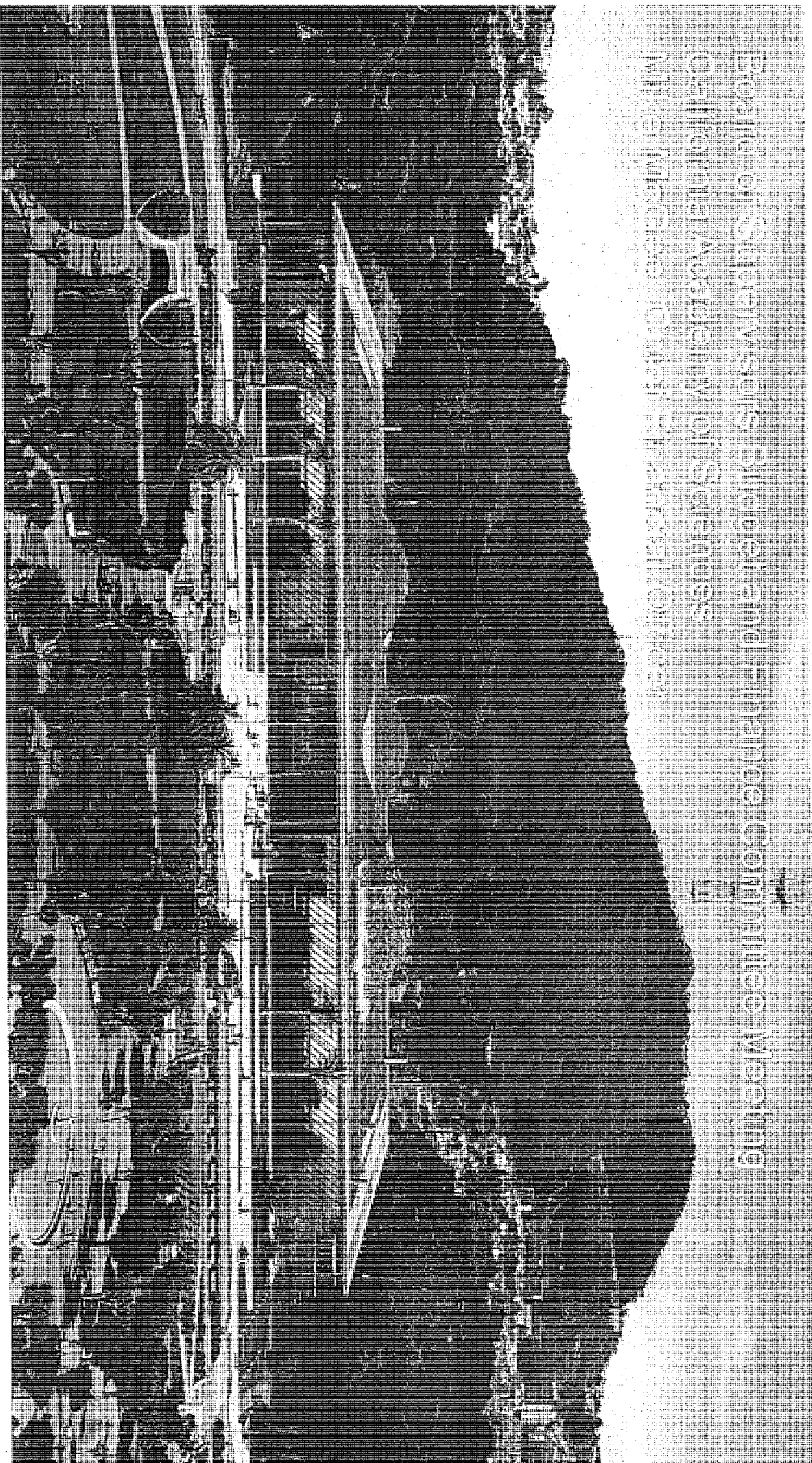
|                        | FY 2018-19           | FY 2019-20           | \$ Change         | % Change    | Explanation                     |
|------------------------|----------------------|----------------------|-------------------|-------------|---------------------------------|
| Personnel              | \$ 7,951,743         | \$ 8,088,082         | \$ 316,339        | 1.1%        | COLA, fringes, no new positions |
| Non-Personnel Services | 1,705,486            | 1,729,313            | 23,827            | 0.2%        |                                 |
| Materials and Supplies | 43,197               | 42,999               | (198)             | (0.002)%    |                                 |
| Workorders             | 2,020,746            | 2,157,920            | 137,174           | 1.1%        | Rent                            |
| <b>Total</b>           | <b>\$ 11,721,172</b> | <b>\$ 12,018,314</b> | <b>\$ 297,142</b> | <b>2.5%</b> |                                 |







Board of Supervisors, Budget and Finance Committee Meeting  
California Academy of Sciences  
Mike McGee, Chief Financial Officer

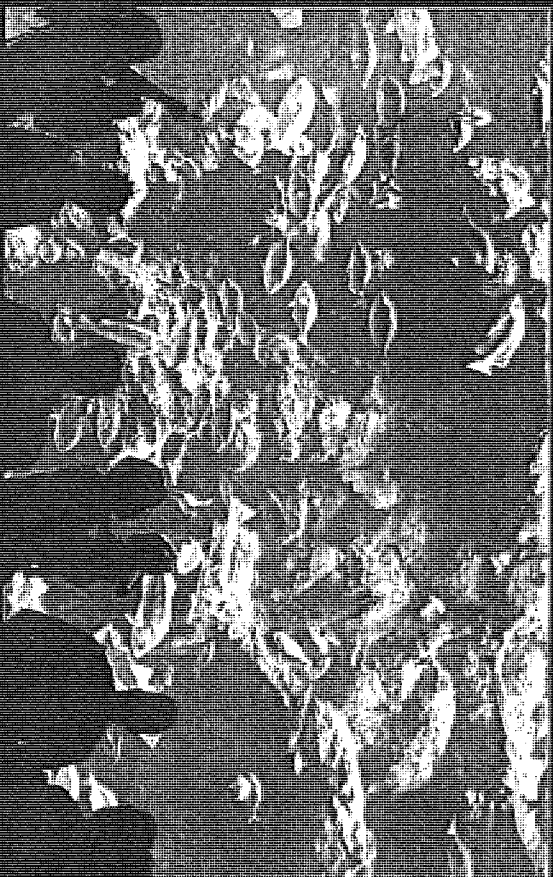


File # 18574  
Received in June 18  
6/13/18  
jmi.



## California Academy of Sciences

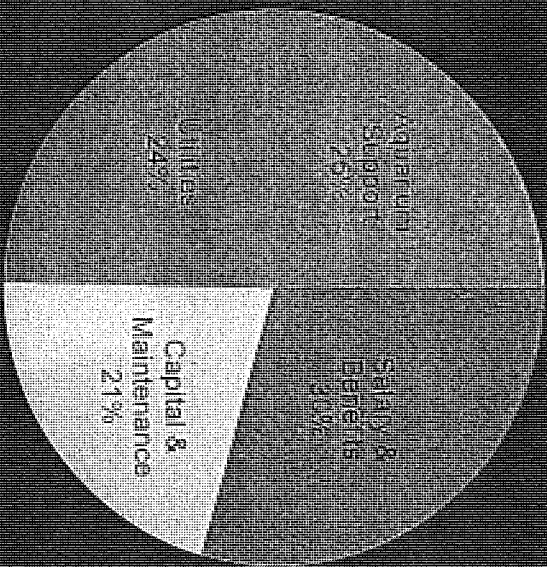
- » We are in agreement with the budget and staffing allocation for the Steinhart Aquarium.
- » Additionally, our FTE's are flat over time, so none added or subtracted this fiscal year.



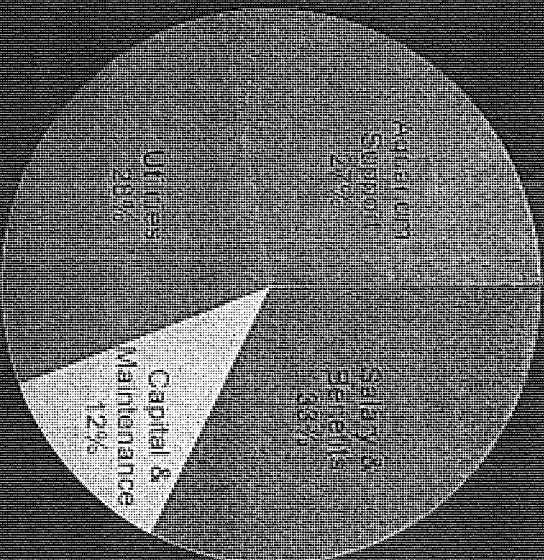


# California Academy of Sciences

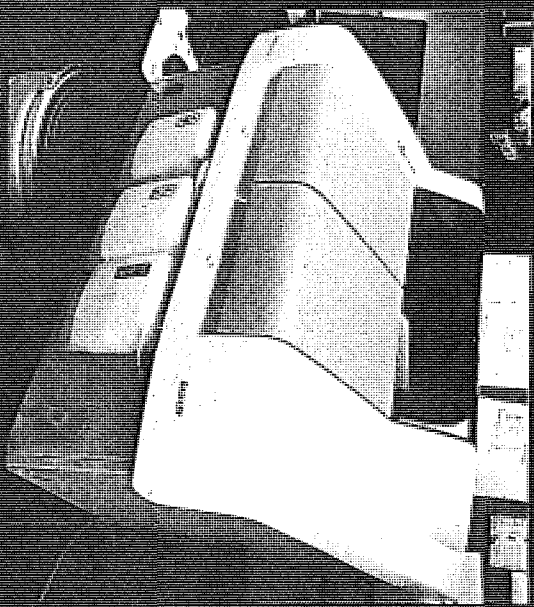
Proposed FY18-19 Budget is \$6.4M



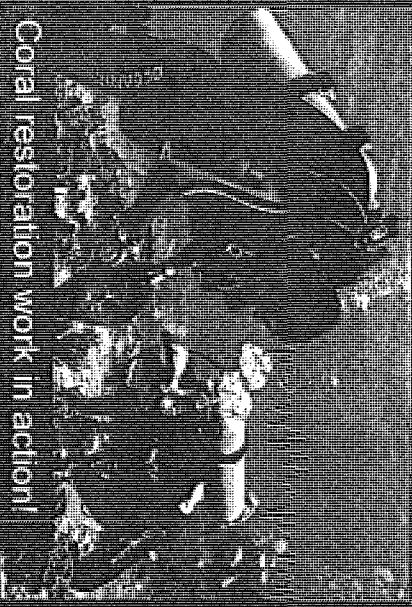
Proposed FY19-20 Budget is \$5.9M



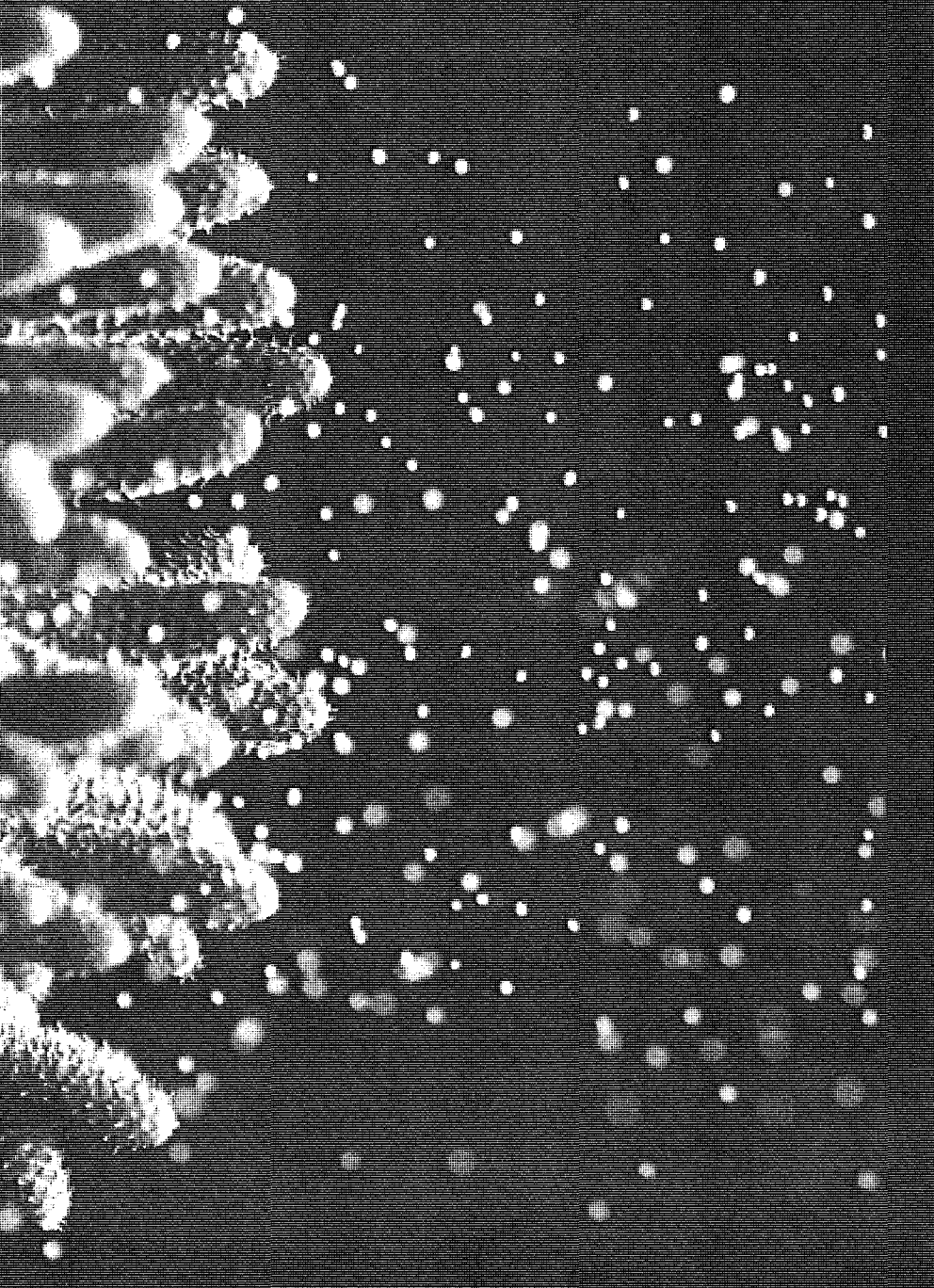




Water analysis equipment



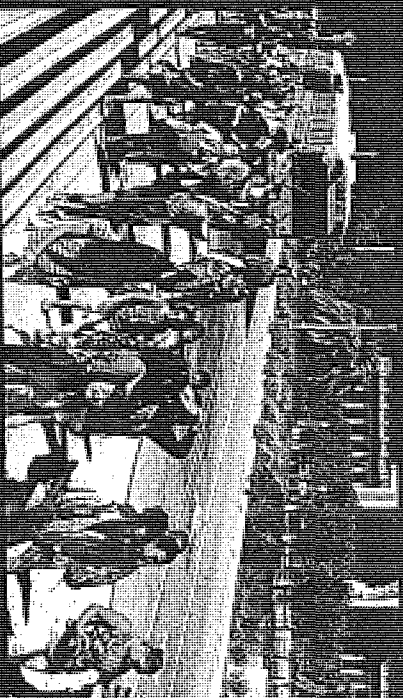
Coral restoration work in action!





# California Academy of Sciences

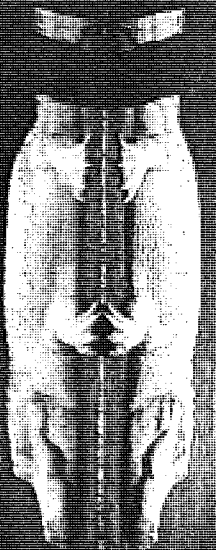
- » Our *Academy for All* initiative removes accessibility and affordability barriers for over 330,000 guests each year.
- » We are evolving our Quarterly Free Sundays program to offer Community Free Days - two 3-day periods each year, moving from four to six days in total.
- » The first Community Free Days period is September 23-25, 2018.
- » There is no change to the San Francisco Neighborhood Free Day program.





## California Academy of Sciences

- » Over 60% of our employees live in San Francisco.
- » We consistently welcome over 1.3 million guests into the museum and Golden Gate Park each year, amounting to a \$122M impact on the City.
- » We also support our neighbors, and are committed to supporting local initiatives like the Inner Sunset Green Benefit District.









Thank you!



# DEPARTMENT MISSION

The Commission and Department on the Status of Women work to foster equitable treatment and the advancement of all women and girls throughout San Francisco through policies, legislation, and programs.

## THREE PRIMARY SERVICE AREAS

Violence Against  
Women  
Prevention &  
Response

Women in the  
Workplace

Human Rights  
of Women &  
Girls



# WOM BUDGET COMPARISON

Department Budget Comparison

■ City Grants Program ■ Salaries & Fringe benefits ■ Other Administrative Expenses

8.0  
7.0  
6.0  
5.0  
4.0  
3.0  
2.0  
1.0  
0.0

\$7.81 million

16 %

84%

FY 17-18

Original Budget  
6.5 FTE

\$7.95 million

16 %

84%

FY 18-19

Proposed Budget  
6.00 FTE

\$7.95 million

16%

84%

FY 19-20

849

2

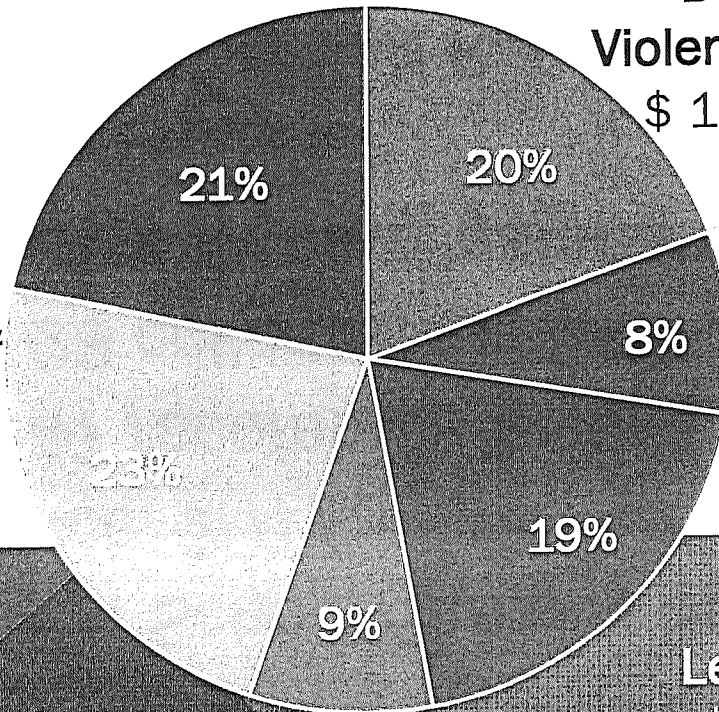


# VIOLENCE AGAINST WOMEN CBO GRANTS PROGRAM

## FY 18-19 Funding Allocation

Prevention,  
Education, &  
Training  
\$ 1,403,207

Intervention &  
Advocacy  
Programs  
\$ 1,593,040



Transitional Housing  
\$ 616,858

Domestic  
Violence Shelters  
\$ 1,324,281

Crisis Line  
Services  
\$ 544,991

Legal Services  
\$ 1,319,777

### Fiscal Year VAW Grants

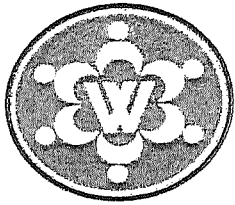
|             |         |
|-------------|---------|
| 2015 - 2016 | \$5.64M |
| 2016 - 2017 | \$5.90M |
| 2017 - 2018 | \$6.59M |
| 2018 - 2019 | \$6.71M |
| FY 19-20    | \$6.71M |



# SEXUAL ASSAULT RESPONSE

- Safer School Campus Sexual Assault Task Force, 2017
  - 47 recommendations
  - 23 colleges, university
  - Over 4 years, estimate 15,000 sexual assaults
- Sexual Assault Response Team
  - Need for dedicated staffing





# DOSW DEPARTMENT INITIATIVES

FY 2018-2019

- Mayor's Task Force on Anti-Human Trafficking
- Family Violence Council
- VAW Needs Assessment
- Gender Analysis of Police Department.
- Gender Inclusion Training with City Departments
- Building an Equitable & Diverse City (G.A.R.E)
- Support of Bay Area Women's Summit (12/4/18)





Emily M. Murase, PhD  
Executive Director

## City and County of San Francisco Department on the Status of Women

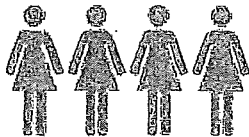


Edwin M. Lee  
Mayor

### Safer Schools Sexual Assault Task Force Report Highlights

- Safer Schools Sexual Assault Task Force, created by local ordinance sponsored by Supervisor Jane Kim, met from November 2016-October 2017.
- Staffed by Department on the Status of Women consultant Julia Weber.

**1 IN 5  
WOMEN**



**AND 1 IN 16 MEN**

**ARE SEXUALLY ASSAULTED DURING COLLEGE**

San Francisco has 23 colleges and universities;

Estimates of > 105,000 college students in San Francisco;

**10,500** female students and **3,281** male students may be sexually assaulted while in college in San Francisco. (Assuming a 50/50 split between women and men attending school.)

## 47 Recommendations / 6 categories

1. Coordinated Campus and Community Response;
2. Prevention and Education;
3. Policy Development and Implementation;
4. Reporting Options, Advocacy, and Support Services;
5. Climate Surveys, Performance Measurement, Evaluation, and Transparency;
6. Additional

### Overarching Recommendations:

#### #1: A Coordinated Community Response

Create on-going, staffed Task Force to continue work to improve San Francisco's response to sexual assault

#### #2: Managing Changes in Federal Enforcement of Title IX

At the state and local level, legislative policy efforts be undertaken to counteract any rollback of Title IX.



## **Other significant recommendations:**

### **Better Coordination Between Campuses and Community Institutions/organizations**

- # 2: Support ongoing implementation of Memoranda of Understanding (MOUs) between educational institutions, law enforcement and community based organizations.
- # 25: Support ongoing policy and procedure development efforts to improve coordination between public health services, criminal justice procedures, and civil court processes.

### **Prevention & Education**

- ##3,11: Provide annual citywide training events, as well as campus-specific training.
- # 4: Develop a citywide public service announcement campaign addressing sexual assault on and off campus.
- #9: Ensure services and outreach are relevant to all of San Francisco's students who may experience sexual assault: LGBTQ community, immigrants (including those who may be undocumented and particularly vulnerable), people with disabilities, and members of all racial and ethnic groups;
- #13: Adopt and promote bystander amnesty policies.
- #14: Support efforts to provide increased, effective prevention education to K-12 students in San Francisco.

### **Services for Survivors**

- #35: Schools should provide access to free legal services during campus disciplinary proceedings when one side is represented by an attorney.
- # 42: Consider methods for collecting and earmarking funding for sexual assault services.

### **Data Collection**

- #38: Educational institutions should publish aggregate statistics on the number of incidents of sexual misconduct, the outcomes of campus disciplinary proceedings, and findings from evaluations and audits of policy reviews and programs.

### **Task Force Members:**

Una Bailey, Captain, Special Victims Unit, San Francisco Police Department  
Denise Caramagno, Director, Care Program, University of California at San Francisco  
Amelia Gilbert, Survivor and CEO of Vivifi  
LuoLuo Hong, Vice President of Student Affairs & Enrollment Management, SF State University  
J. Ocean Mottley, Attorney representing survivors of sexual assault  
Gena Castro Rodríguez, Chief of Victim Services, San Francisco District Attorney  
Leslie Simon, founder of Project Survive, City College of San Francisco  
Janelle White, Executive Director, San Francisco Women Against Rape  
Stacey Wiggall, Technical Assistance Coordinator, UCSF Trauma Recovery Center  
Denise Sicat Wong, Youth Outreach Coordinator, Asian Pacific Islander Legal Outreach (former)







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# ETHICS COMMISSION FY19 BUDGET

OVERVIEW FOR THE BOARD OF SUPERVISORS

JUNE 13, 2018



[ethics@sfoethics.org](mailto:ethics@sfoethics.org)

LeeAnn Pelham, Executive Director  
Gayathri Thaikkendiyil, Chief Programs Officer & Acting Deputy Director  
Steven Massey, Director of Technology Services  
415.252.3100  
[ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org)



# SUSTAINING PROGRESS

enhanced compliance guidance & tools

🎯 Proactive Compliance Outreach

strong, effective laws

🎯 Strengthened Policy Focus

operational efficiencies

🎯 Electronic-Filing Conversion &  
Improved Service Delivery

San Francisco Ethics Commission  
(Five Members)

Executive Director

Engagement and Compliance

Policy

Audits

Electronic Disclosure & Data Analysis

Enforcement & Legal Affairs

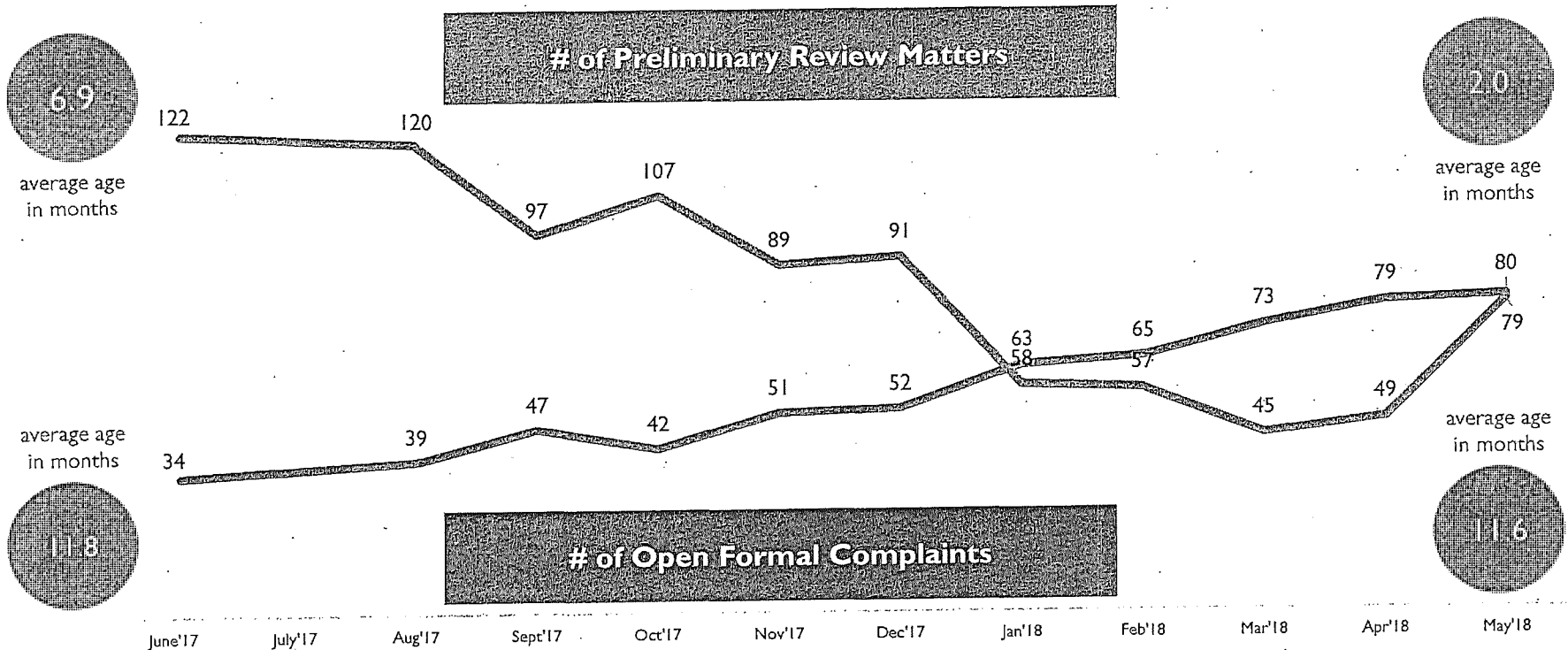


ETHICS COMMISSION

# ENFORCEMENT CASELOAD

JUNE 2017 TO MAY 2018

timely, fair, and thorough  
investigations and  
enforcement





## LOOKING AHEAD

- ⌚ Full funding for authorized positions
- ⌚ Increased translation services for more effective outreach to the city's diverse communities
- ⌚ Improved investigative and legal research databases essential for effective case resolution
- ⌚ Strengthened investments in staff development and retention
- ⌚ Retention of client services from Department of Human Resources for expanded personnel services
- ⌚ Support for increased costs of software licensing and maintenance for essential tools, systems and infrastructure services
- ⌚ Meets Charter mandated obligations for Election Campaign Fund



# Civil Service Commission's Budget Submission Request for Fiscal Years 2018-2019 and 2019-2020

Board of Supervisors' Budget and Finance  
Committee Hearing  
June 13, 2018

Michael L. Brown, Executive Director



# Overview of the Civil Service Commission

- ▶ **Purpose:** Per the Charter the Civil Service Commission is charged with “the duty of providing qualified persons for appointment to the service of the City and County of San Francisco.” The Commission is responsible for establishing, regulating, overseeing and serving as final arbiter of the City and County of San Francisco’s merit system.
- ▶ **Mission Statement:** The Commission’s mission is to establish, ensure, and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco. The Commission’s goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.
- ▶ **Equal Employment Policy:** It is the goal and policy of the Commission to provide fair treatment of applicants in all aspects of employment without regard to membership in a protected category and to prohibit nepotism or favoritism.



# Authority and Responsibilities under the Charter and Administrative Code

- 1) Definitions, administration and organization of the merit system, Rules and the Civil Service Commission.
- 2) The establishment of policies, procedures governing the merit system.
- 3) The ability to review the conduct and actions of employees and departments in merit system matters including exempt appointments through Inspection Service Investigations and Audits.
- 4) Conduct hearings over appeals on merit system matters; review decisions in discrimination complaints, examination matters, and classification actions taken by the Human Resources Director, Director of Transportation of the Municipal Transportation Agency or Executive Director of the Civil Service Commission.
- 5) Review requests for proposed Personal Service Contracts for the feasibility of public employees hired through the merit system to perform services to the public as a priority.
- 6) Wage and Benefit-Setting Responsibilities: For Elected City Officials and Prevailing Wage Certification.
- 7) Employee Relations Ordinance Administration: Coordinate administration of unfair labor practice charges for peace officers and unrepresented employees; appeals of bargaining unit assignments; category designation of management, supervisory, and confidential; recognition elections for labor organization and certification or decertification, affiliation, disaffiliation or merger of labor organizations.)



# The Civil Service Commission's Budget Request for Fiscal Years 2018–2019 and 2019–2020

- ▶ Current and Submitted Budget Request:
  - FY 2017–2018 Budget: \$1,250,582
  - FY 2018–2019 Budget Submission: \$1,262,072
  - FY 2019–2020 Budget Submission: \$1,277,991
- ▶ Increases in the Commission's budget over the next two fiscal years are primarily due to: 1) projected increases in employee salaries (per the City's labor agreements); and 2) projected increases in fringe benefit costs.
- ▶ No expected changes to the Commission's 6 FTE count over the next two fiscal years.
- ▶ No projected overtime costs over the next two fiscal years.



# Projects:

- ▶ De-identification
- ▶ Committee on Policy and Rule Revision (COPAR)
- ▶ Referral Resolution
- ▶ Revisit Promotive Points Structure
- ▶ Default Certification
- ▶ Review for Consistency in Appeal Language
- ▶ Engagement with City and Community Programs in Understanding the Merit System
- ▶ Find ways to create greater transparency and efficiencies in the Commission's procedures and communications.
- ▶ Seek ways to address City departments' need for flexibility in personnel management issues while maintaining the integrity of the City's merit system as mandated by the Charter.
- ▶ Continue to ensure the timely resolution of appeals so that merit system issues are addressed efficiently, effectively and fairly.



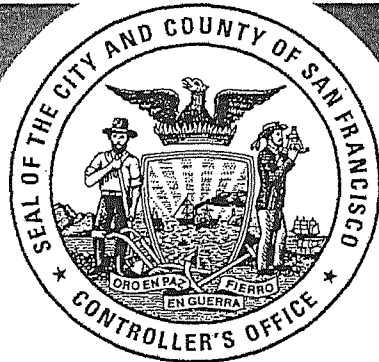




# Controller's Review

Mayor's Proposed Budget for  
FY 2018-19 and FY 2019-20

866



**CITY & COUNTY OF SAN FRANCISCO**

Office of the Controller  
Budget and Analysis Division

06.13.2018



## Summary of Our Review

- **Tax revenue assumptions reasonable.** Consistent with our projection of continued but slowing growth.
- **Heavy draw on fund balance will create future year challenges.** While the use of prior year fund balance is matched with one-time expenditures, it will create budget challenges in FY 2020-21 and beyond.
- **Reserve requirements met and new reserves for known risks proposed.** \$110 million is set aside for contingencies, including \$70 million for labor contingencies in the second year of the budget and potential Federal and State impacts, including the potential repeal of SB1 on the November 2018 ballot.
- **Voter-required baseline and set-aside requirements are met or exceeded.** Total financial baselines increase by approximately 10% during the two-year budget. Parks, Children, and Transitional-Aged Youth baselines exceeded in both years.



## Key Ballot Assumptions & Risks

- **Investments funded with assumed revenues from Prop D will not proceed without budget amendments.** Revenue from the tax supported \$29.9 million and \$60.4 million of new homelessness and housing services in FY 2018-19 and FY 2019-20.
- **Two other local tax measures on the June ballot which appear to have passed are not appropriated in the budget.** Revenues from Prop C and Prop G are not assumed in the proposed budget. However, an amendment to the California Constitution appears likely to be on the November 2018 ballot, and if approved, would invalidate these taxes.
- **The budget assumes the passage of a measure to dedicate hotel tax for arts and cultural programming, proposed for the November 2018 ballot.** The budget assumes a portion of hotel tax that is currently allocated to the General Fund is instead allocated to various arts and culture programs.

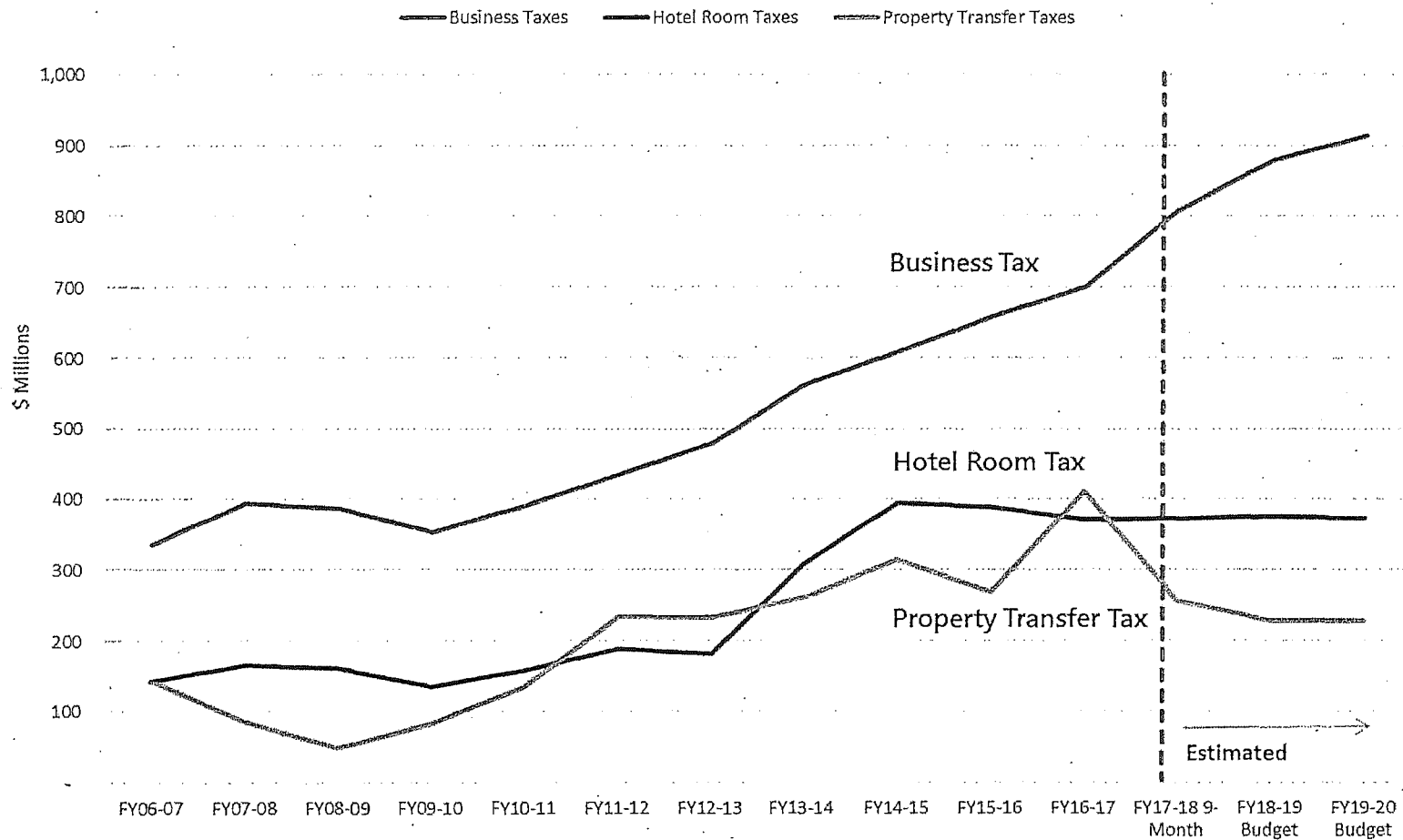


## Budget Overview

- FY 2018-19                      **\$11.1 billion**
- FY 2019-20                      **\$11.2 billion**
  
- **Total** sources are increasing by \$934.6 million (9.2%) in FY 2018-19 and increasing \$106.1 million (1.0%)
- **General Fund** sources are increasing by \$368.3 million (7.2%) in FY 2018-19 and decreasing \$0.2 million (0.0%)



## Key Local Tax Growth (\$ millions)





## Local Tax Growth Rates

|                                       | FY 2018-19<br>Growth from<br>FY 2017-18<br>Budget | FY 2018-19<br>Growth from<br>FY 2017-18<br>Projected (9-Mo) | FY 2019-20<br>Growth from<br>FY 2018-19<br>Proposed Budget |
|---------------------------------------|---------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------|
| <b>Local Tax Revenues</b>             |                                                   |                                                             |                                                            |
| Property Taxes                        | 11.0%                                             | 4.7%                                                        | 0.9%                                                       |
| Business Taxes                        | 17.1%                                             | 8.5%                                                        | 4.0%                                                       |
| Sales Tax (Bradley Burns 1%)          | (1.5%)                                            | 2.7%                                                        | 1.0%                                                       |
| Hotel Room Tax                        | 0.9%                                              | 0.9%                                                        | (1.0%)                                                     |
| Utility Users Tax                     | (0.6%)                                            | 1.1%                                                        | 0.9%                                                       |
| Parking Tax                           | 4.1%                                              | (0.0%)                                                      | 0.0%                                                       |
| Real Property Transfer Tax            | (24.0%)                                           | (11.3%)                                                     | 0.0%                                                       |
| Stadium Admissions Tax                | (11.8%)                                           | 0.0%                                                        | 358.3%                                                     |
| Sugar Sweetened Beverage Tax          | 100.0%                                            | 100.0%                                                      | 0.0%                                                       |
| Access Line Tax                       | 4.7%                                              | (0.3%)                                                      | 3.2%                                                       |
| <b>Total Local Tax Revenue Change</b> | <b>7.0%</b>                                       | <b>3.8%</b>                                                 | <b>1.5%</b>                                                |



## Selected Baseline Spending Requirements

| Financial Baselines                             | Requirement                                                                                  | FY 2018-19<br>Proposed                                  | FY 2019-20<br>Proposed                                  |
|-------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|
| Children's Baseline                             | Appropriations equal to FY 2000-01 plus discretionary revenue growth (4.830% ADR)            | \$5.5 million above required level<br>(\$182.2 million) | \$4.9 million above required level<br>(\$184.5 million) |
| Disconnected Transitional-Age Youth Baseline    | Appropriations equal to FY 2013-14 plus discretionary revenue growth (0.580% ADR)            | \$6.9 million above required level<br>(\$28.1 million)  | \$7.2 million above required level<br>(\$28.8 million)  |
| Municipal Transportation Agency (MTA) Baselines | Various:<br>1) 9.193% ADR + Central Subway<br>2) Population Adjustment<br>3) 80% Parking Tax | At required level<br>(\$455.7 million)                  | At required level<br>(\$469.2 million)                  |
| Recreation & Park Baseline (June, 2016)         | Increase General Fund Support \$3.0 million annually                                         | \$2.4 million above required level<br>(\$75.5 million)  | \$1.3 million above required level<br>(\$77.5 million)  |
| Dignity Fund (Nov, 2016)                        | Increase General Fund Support \$6.0 million in FY 2017-18, and \$3.0 million in FY 2018-19.  | At required level<br>(\$47.1 million)                   | At required level<br>(\$50.1 million)                   |
| Street Tree Maintenance Fund (Nov, 2016)        | Increase General Fund Support by changes in Aggregate Discretionary Revenue                  | At required level<br>(\$19.8 million)                   | At required level<br>(\$20.1 million)                   |
| Police Minimum Staffing                         | Not less than 1,971 sworn full-duty officers                                                 | Requirement Met                                         | Requirement Met                                         |
| Other Financial Baselines                       | Varies                                                                                       | Funded at required level                                | Funded at required level                                |

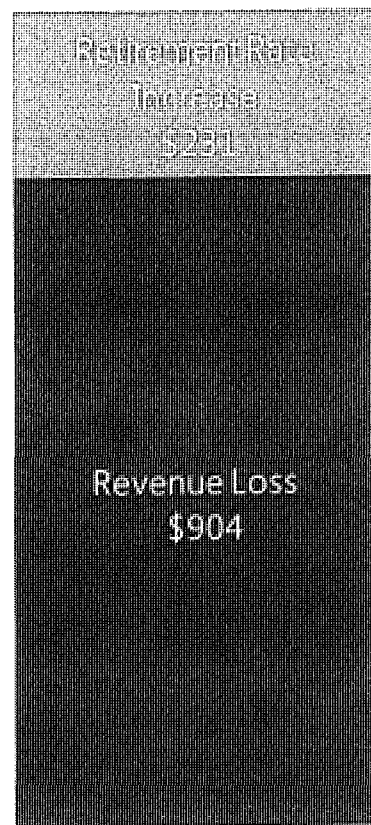


## Summary of Reserve Deposit & Draws

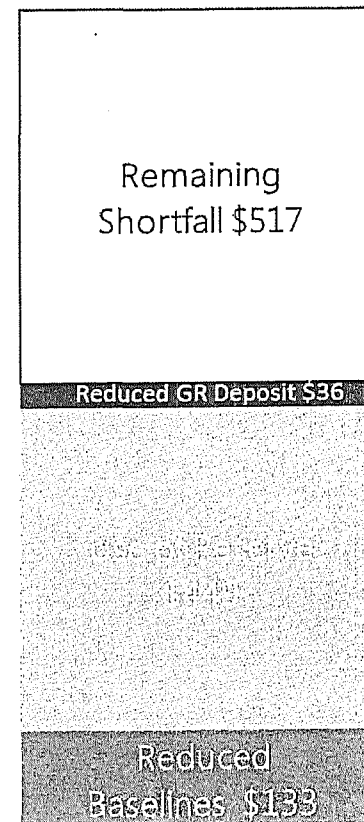
|                                                       | FY 2017-18                     | FY 2018-19           |                          |                                | FY 2019-20           |                          |                                |
|-------------------------------------------------------|--------------------------------|----------------------|--------------------------|--------------------------------|----------------------|--------------------------|--------------------------------|
|                                                       | Projected<br>Ending<br>Balance | Budgeted<br>Deposits | Projected<br>Withdrawals | Projected<br>Ending<br>Balance | Budgeted<br>Deposits | Projected<br>Withdrawals | Projected<br>Ending<br>Balance |
| General Reserve                                       | \$ 106.9                       | \$ 20.4              | \$ -                     | \$ 127.3                       | \$ 14.2              | \$ -                     | \$ 141.5                       |
| Rainy Day Economic Stabilization City Reserve         | 78.3                           | -                    | -                        | 78.3                           | -                    | -                        | 78.3                           |
| Rainy Day One-Time Reserve                            | 47.4                           | -                    | -                        | 47.4                           | -                    | -                        | 47.4                           |
| Budget Stabilization Reserve                          | 323.2                          | -                    | -                        | 323.2                          | -                    | -                        | 323.2                          |
| Subtotal Economic Stabilization Reserves              | \$ 448.9                       | \$ -                 | \$ -                     | \$ 448.9                       | \$ -                 | \$ -                     | \$ 448.9                       |
| Percent of General Fund Revenues                      | 9.2%                           |                      |                          | 8.8%                           |                      |                          | 8.7%                           |
| Budget Savings Incentive Fund                         | 72.5                           | -                    | -                        | 72.5                           | -                    | -                        | 72.5                           |
| Litigation Reserve                                    | -                              | 11.0                 | (11.0)                   | -                              | 11.0                 | (11.0)                   | -                              |
| Rainy Day Economic Stabilization SFUSD Reserve        | 44.2                           | -                    | -                        | 44.2                           | -                    | -                        | 44.2                           |
| Recreation & Parks Savings Incentive Reserve          | 0.9                            | -                    | (0.9)                    | -                              | -                    | -                        | -                              |
| Recreation & Parks Union Square Revenue Stabilization | 6.2                            | -                    | (4.6)                    | 1.6                            | -                    | (1.6)                    | -                              |
| Reserve for Technical Adjustments                     | -                              | 2.5                  | (2.5)                    | -                              | 2.5                  | (2.5)                    | -                              |
| Salary and Benefits Reserve                           | -                              | 24.8                 | (24.8)                   | -                              | 15.0                 | (15.0)                   | -                              |
| Affordable Care Act Contingency Reserve               | 50.0                           | -                    | -                        | 50.0                           | -                    | -                        | 50.0                           |
| State and Federal Revenue Risk Reserve                | -                              | -                    | -                        | 40.0                           | -                    | -                        | 40.0                           |
| Labor Cost Contingency Reserve                        | -                              | -                    | -                        | 70.0                           | -                    | -                        | 70.0                           |
| Public Health Management Reserve                      | 109.4                          | -                    | (73.3)                   | 36.1                           | -                    | -                        | 36.1                           |
| Total, All Reserves                                   | \$ 839.0                       | \$ 58.7              | \$ (117.1)               | \$ 890.6                       | \$ 42.7              | \$ (30.1)                | \$ 903.2                       |



## Economic Stabilization Reserves



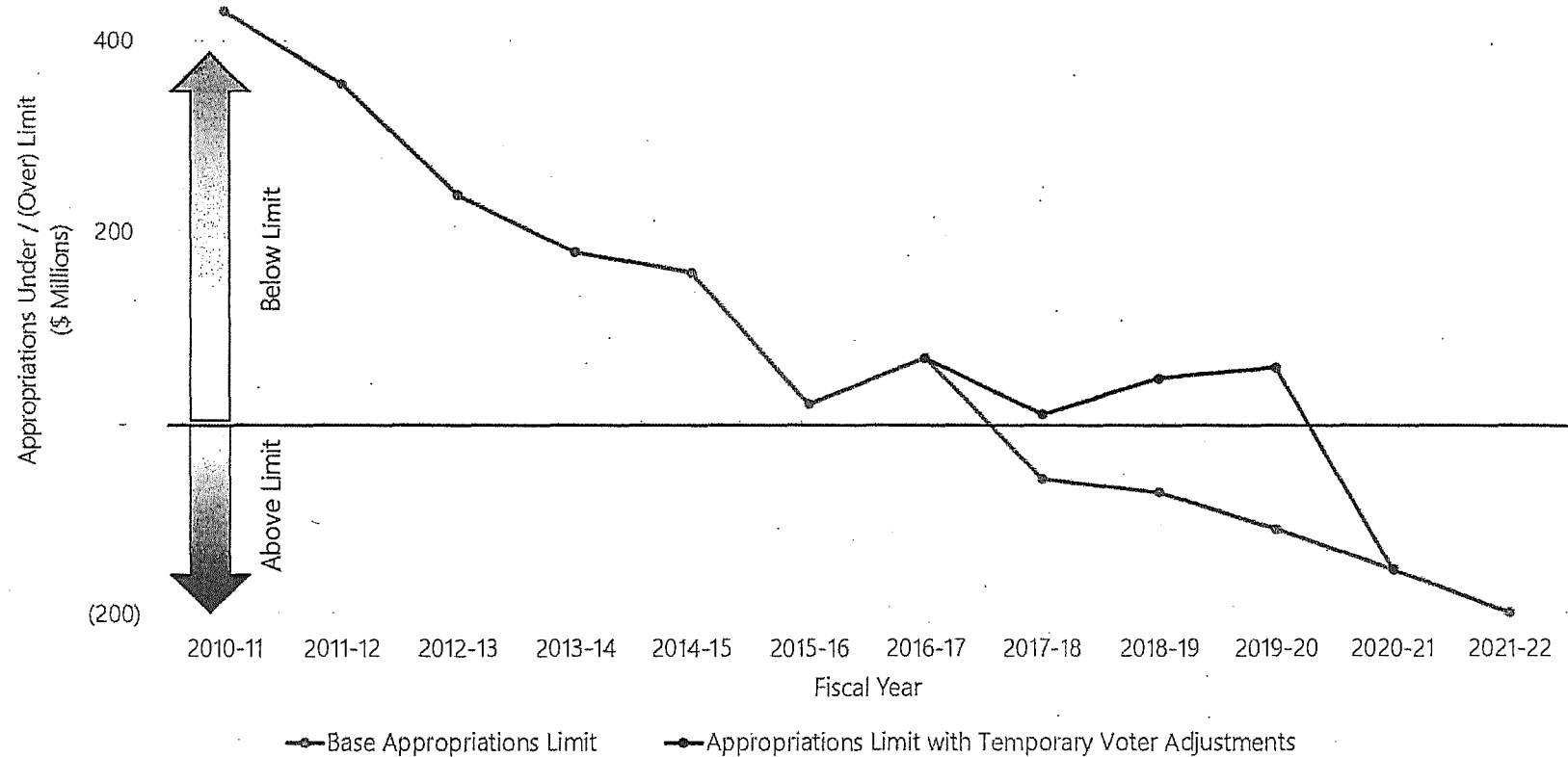
RECESSION SHORTFALL



BALANCING SOLUTIONS



# Gann Limit





File # 180574  
Received in  
Committee - 6/1/14  
Jm.



# FY 2018-19 and FY 2019-20 Budget

June 2018





# Outline

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- Budget Overview
- Budget Balancing
- Other Highlights from the Budget
- Looking Forward

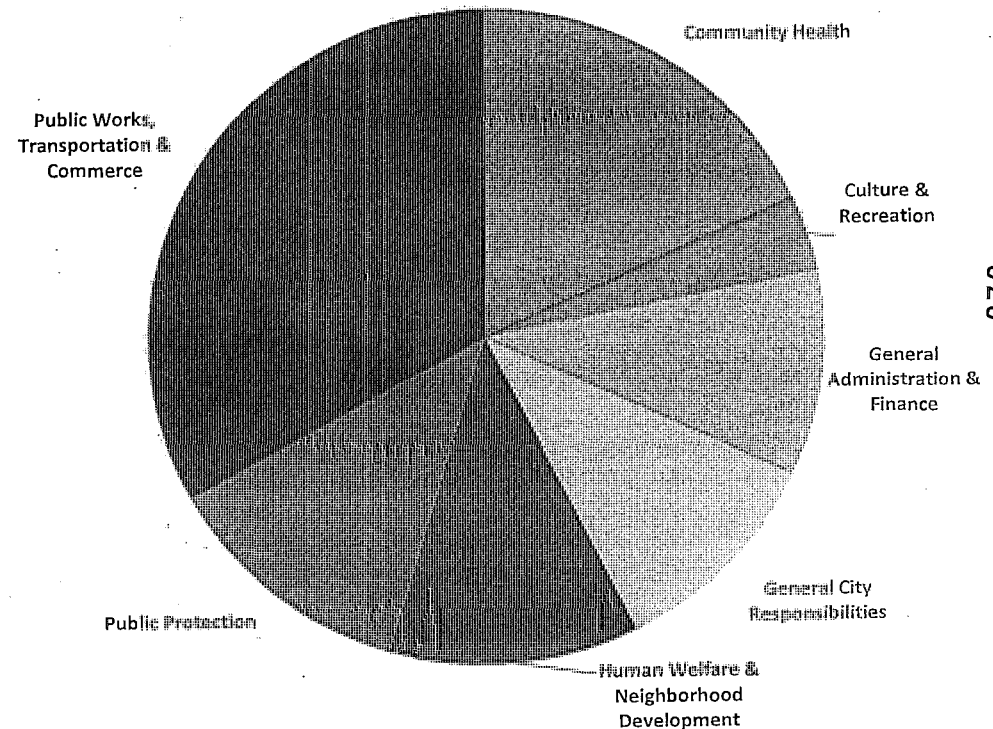
877





# Budget Overview

- Budget \$11 billion in each year FY 2018-19 & FY 2019-20
- \$5.5 billion General Fund (GF) / \$5.5 billion Non-GF
- \$3.3 billion non-discretionary GF
- \$2.2 billion discretionary GF







# Budget Overview

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- Key themes / areas of focus in the budget
  - Addressing homelessness and street behavior
  - Committing to clean and vibrant neighborhoods
  - Improving public safety and emergency responses
  - Supporting a diverse and equitable and city
  - Preparing responsibly for the future

879





# 4- Year Deficit Projection

| March Projection                           | FY 18-19 | FY 19-20 | FY 20-21 | FY 21-22  |
|--------------------------------------------|----------|----------|----------|-----------|
| <i>SOURCES Increase/(Decrease)</i>         | 235.1    | 510.5    | 360.2    | 488.7     |
| Baselines & Reserves                       | (83.6)   | (117.9)  | (163.6)  | (190.7)   |
| Salaries & Benefits                        | (112.5)  | (261.4)  | (411.4)  | (531.2)   |
| Citywide Operating Budget Costs            | (50.9)   | (152.9)  | (209.7)  | (283.1)   |
| Departmental Costs                         | (26.0)   | (77.4)   | (96.5)   | (135.6)   |
| <i>USES Increase/(Decrease)</i>            | (273.0)  | (609.5)  | (881.2)  | (1,140.6) |
| Projected Cumulative Surplus / (Shortfall) | (37.9)   | (99.0)   | (521.0)  | (651.9)   |

- FY 2018-19 and FY 2019-20 balanced in Mayor's proposed budget
- Structural deficit remains across FY 2020-21 and FY 2021-22
  - Loss of one-time fund balance
  - Escalating projected employee costs – notably pension and health care

880





# Budget Balancing - Solutions

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- Revenue
  - One time sources: 9-month Report & Medicaid payments
  - Ongoing: property tax rolls & salary and benefit savings
- Constraining departmental cost growth
  - Limit FTE growth
  - Absorb inflationary cost increases
  - Savings due to capital project delays
  - Departments meet target

881





# Budget Balancing – Expenditures

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## General Fund Investments

- Homelessness
  - Shelters and navigation centers
  - Permanent exits
  - Prevention and diversion
  - TAY and family homelessness
- Street Medicine & Needle Pick-up
- Street Cleaning & Fix It
- Public safety
  - Police staffing
  - 911 call center and enhanced ambulance response
  - Violence prevention, accountability & jail diversion





# Budget Highlights – Homelessness

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## Impact of Prop D not passing

- FY 2018-19 – balanced; new programs not funded as a result
  - Rapid Rehousing – 100 subsidies for adults
  - Flexible Housing Subsidy Pool
  - TAY Navigation Center
- FY 2019-20 – will need to be re-balanced

883





# Budget Highlights – Homelessness

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- **Permanent Exits & Diversion**
  - Approx. 200 units in newly constructed affordable housing projects in FY 18-19
  - Double the Homeward Bound budget
- **Nav Centers & Shelters**
  - Open 4 new Navigation Centers; replace and expand shelters
- **TAY & Families**
  - TAY Access Point & Family Access Point
  - Pilot family shelter at SFUSD
- **Street Medicine**
  - Expand the Street Medicine Team at DPH (buprenorphine)

884





# Budget Highlights – Street Cleaning

\$13M in additional funding over 2 years dedicated to street cleaning

- 44 new street cleaning staff (4 per supervisorial district) - Community Corridors Program, focusing on commercial corridors
- Creation of SoMa Clean – modeled after TL Clean
- Five new Pit Stops and expand operating hours at five existing Pit Stop locations
- Additional equipment for DPW; Pilot Big Bellies; more cigarette ash cans

885





888

# Budget Highlights – Public Safety

- Police Staffing & Reform
  - 250 additional police officers over the next 4 years
  - Reform monitoring contract & Street Violence Response Team investment
  - Fleet and equipment
- Diversion & Accountability
  - Weekend rebooking pilot (DA) & Pretrial release pilot (Public Defender) – continue one more year
  - Department of Police Accountability (DPA) creation of an Audit Unit under Prop G
  - Pretrial Diversion support for increased caseload due to Humphrey's decision
- 911 Call Center
- Enhanced Ambulance Response





## Budget Highlights – Other

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- \$40M State and Federal Impacts Reserve
- Fully funds capital plan in both years of the budget
- CBO COLA – 2.5% in each year
- Nonprofit Sustainability Initiative
- Equity, workforce, and immigration investments
- Soda tax
- Sexual assault & harassment
- Reserving, as two years ago, for unknown labor impacts in FY 2019-20
- Dignity Fund & Children's Fund growth

887





# Looking Forward

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Three main areas to monitor:

- Timing of Economic cycle / risks
- Structural budget deficits – over \$500M for FY 20-21 & over \$600M in FY 21-22
  - Reliance on one-time fund balance
- State & Federal revenue risks
  - SB1 – gas tax; general fund road repaving
  - IHSS, foster youth, and federal budget

Three Financial Offices will release the Five-Year Financial Plan projection in December 2018





# Summary

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- \$11 billion budget in each year
- Focus on homelessness, street cleaning, public safety, equity, and fiscal responsibility
- Look forward to working with the Board of Supervisors to finalize the City's budget for the next two years

688





# Questions?









# Office of the Assessor-Recorder FY 2018-19 and FY 2019-20 Proposed Budget

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Rachel Cukierman, Deputy Director of Finance and Administration

Presented to the Budget and Finance Committee

June 14, 2018



# When the Assessor succeeds, the City succeeds!

Assessed  
Roll Value is  
**up 11%**

On track to  
**eliminate** the  
assessment backlog  
in FY 2018-19

**\$94M surplus**  
property tax  
revenue

893



## Future Initiatives

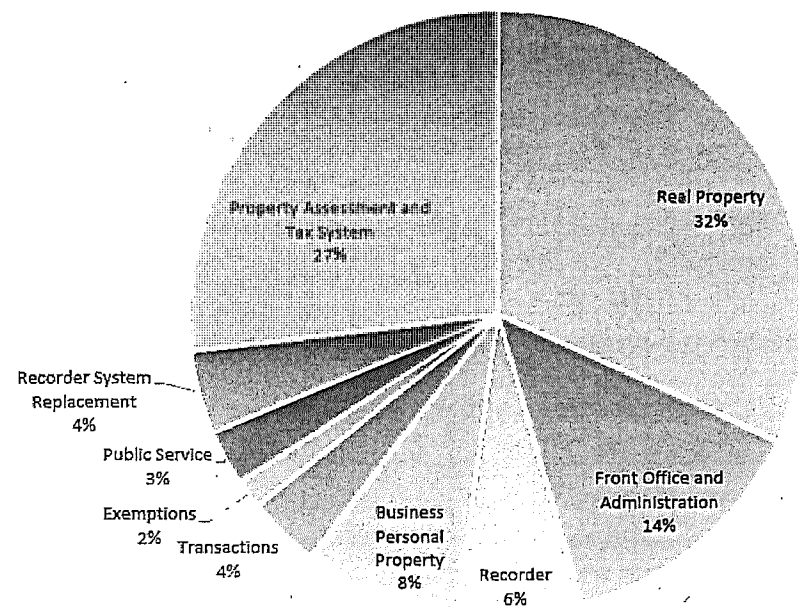
- ❖ Property Assessment System
  - ✓ Project kick-off October 2018
  - ✓ Three year implementation
  - ✓ \$40M budget
  
- ❖ Recorder System Replacement
  - ✓ Project kick-off December 2018
  - ✓ Two year implementation
  - ✓ \$2M budget
  
- ❖ Revenue discovery and Mapping capacity



# Proposed 2018-19 & 2019-20 Budget

| Division<br>[\$ in Millions]       | 2018-19<br>\$  | 2019-20<br>\$  | 2018-19<br>FTE | 2019-20<br>FTE |
|------------------------------------|----------------|----------------|----------------|----------------|
| Real Property                      | \$ 14.36       | \$ 14.58       | 87.11          | 87.44          |
| Front Office and Administration    | \$ 6.15        | \$ 6.36        | 20.40          | 21.34          |
| Recorder                           | \$ 2.91        | \$ 2.95        | 17.82          | 17.85          |
| Business Personal Property         | \$ 3.73        | \$ 3.80        | 27.03          | 27.11          |
| Transactions                       | \$ 1.70        | \$ 1.77        | 13.64          | 13.91          |
| Exemptions                         | \$ 0.70        | \$ 0.71        | 5.55           | 5.57           |
| Public Service                     | \$ 1.32        | \$ 1.35        | 11.55          | 11.59          |
| Recorder System Replacement        | \$ 1.99        | \$ 0.41        |                |                |
| Property Assessment and Tax System | \$ 12.10       | \$ 11.75       | 15.85          | 18.00          |
|                                    | <b>\$44.96</b> | <b>\$43.67</b> | <b>198.95</b>  | <b>202.81</b>  |

Assessor - Recorder Budget by Program





# Total Budget and FTE

|                                  | 2017-18 | Change from<br>FY18 | 2018-19 | Change from<br>FY19 | 2019-20 |
|----------------------------------|---------|---------------------|---------|---------------------|---------|
| Total Budget<br>(\$ in millions) | \$39.4  | \$5.5               | \$45.0  | (\$1.3)             | \$43.7  |
| Total FTE                        | 190.72  | 8.23                | 198.95  | 3.86                | 202.81  |

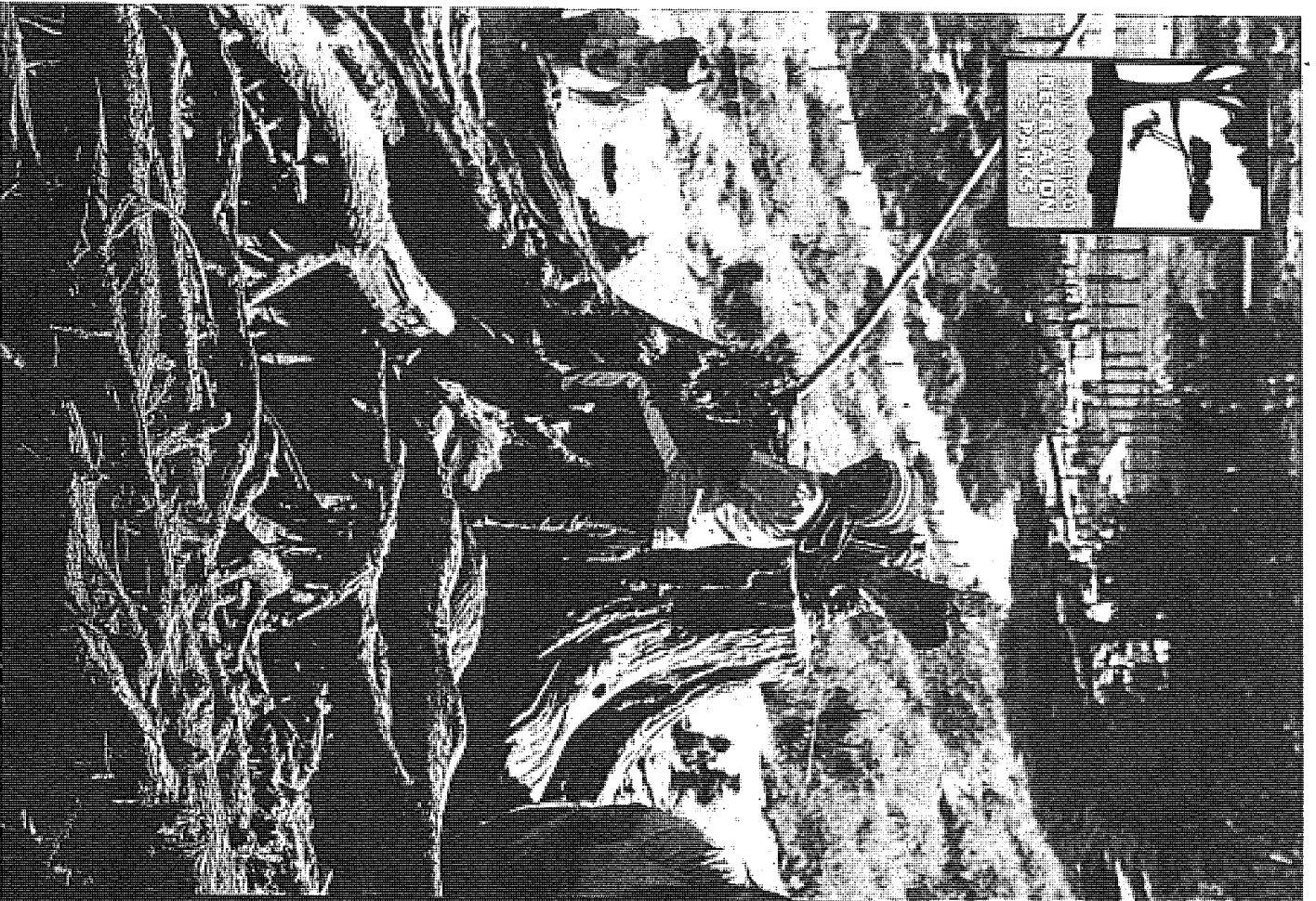
|                               | Summary of FTE Changes |                     |
|-------------------------------|------------------------|---------------------|
|                               | Change from<br>FY18    | Change from<br>FY19 |
| Annualized FTE                | 7.84                   | 4.30                |
| New positions & substitutions | 2.77                   | (0.69)              |
| Deleted positions             | (3.00)                 | -                   |
| Attrition/temp                | 0.62                   | 0.25                |
|                               | <u>8.23</u>            | <u>3.86</u>         |



Thank You



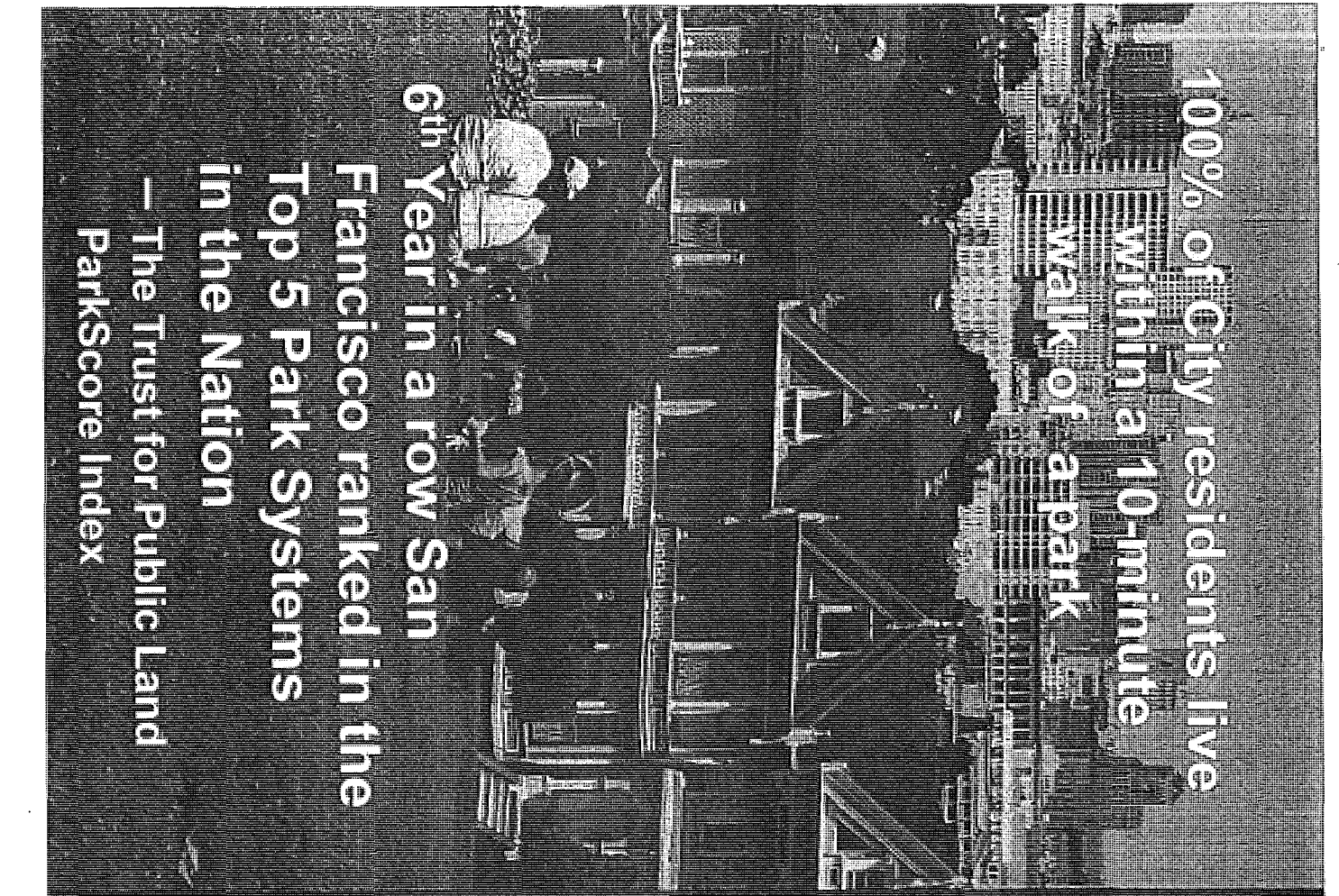




# BUDGET PRESENTATION FISCAL YEARS 2018-19 & 2019-20

BOARD OF SUPERVISORS  
BUDGET & FINANCE COMMITTEE  
JUNE 14, 2018





**100% of City residents live  
within a 10-minute  
walk of a park**

**6<sup>th</sup> Year in a row San**

**Francisco ranked in the  
Top 5 Park Systems  
in the Nation**

**— The Trust for Public Land  
Parkscore Index**

## **RPD By the Numbers**

- 4,113 acres managed by RPD
- 3,400 acres within San Francisco
- 671 marina slips
- 222 neighborhood parks
- 181 playgrounds and play areas
- 151 tennis and 72 basketball courts
- 82 recreation centers and clubhouses
- 59 soccer/playfields
- 37 community gardens
- 34 off-leash dog play areas
- 9 swimming pools
- 6 golf courses
- 2 stadiums
- 77,000 hours of rec programming annually
- 475 summer camps each year
- \$1.3 million in scholarships to families each year
- 203,000 hours of volunteer time each year



# Budget Strategy

In developing the FY2018-19 and FY2019-20 budget, the department was guided by the following:

- 5-year Strategic Plan
- 2-year Operational Plan
- 2-year Capital Plan
- Equity Lens and Metrics

In addition, the department applied these basic principles to build the proposed budget:

- Prioritize programs and services in Equity Zone neighborhoods
- Invest in capital and deferred maintenance projects
- Invest in park safety
- Invest in workforce development
- Maximize vacant positions and funds for new and changing needs
- Identify revenue opportunities in new and existing programs



# Strategic Plan

## Mission Statement:

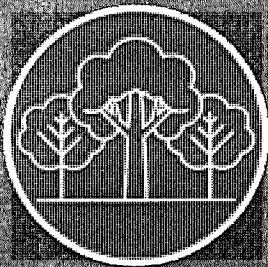
The San Francisco Recreation and Park Department's mission is to provide enriching recreational activities, maintain beautiful parks, and preserve the environment for the well-being of everyone in our diverse community.

## Vision:

Inspiring a more livable City for all, San Francisco's parks connect us to play, nature and each other. Inspire, Connect, Play!

## Values:

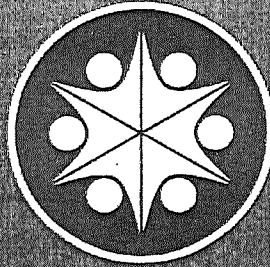
Respect, Resilience, Relationships, Responsiveness, Results



**Inspire  
Public Space**



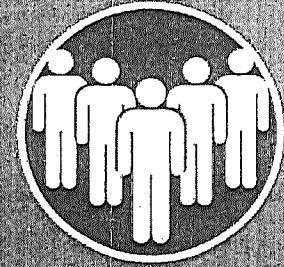
**Inspire  
Play**



**Inspire  
Investment**



**Inspire  
Stewardship**

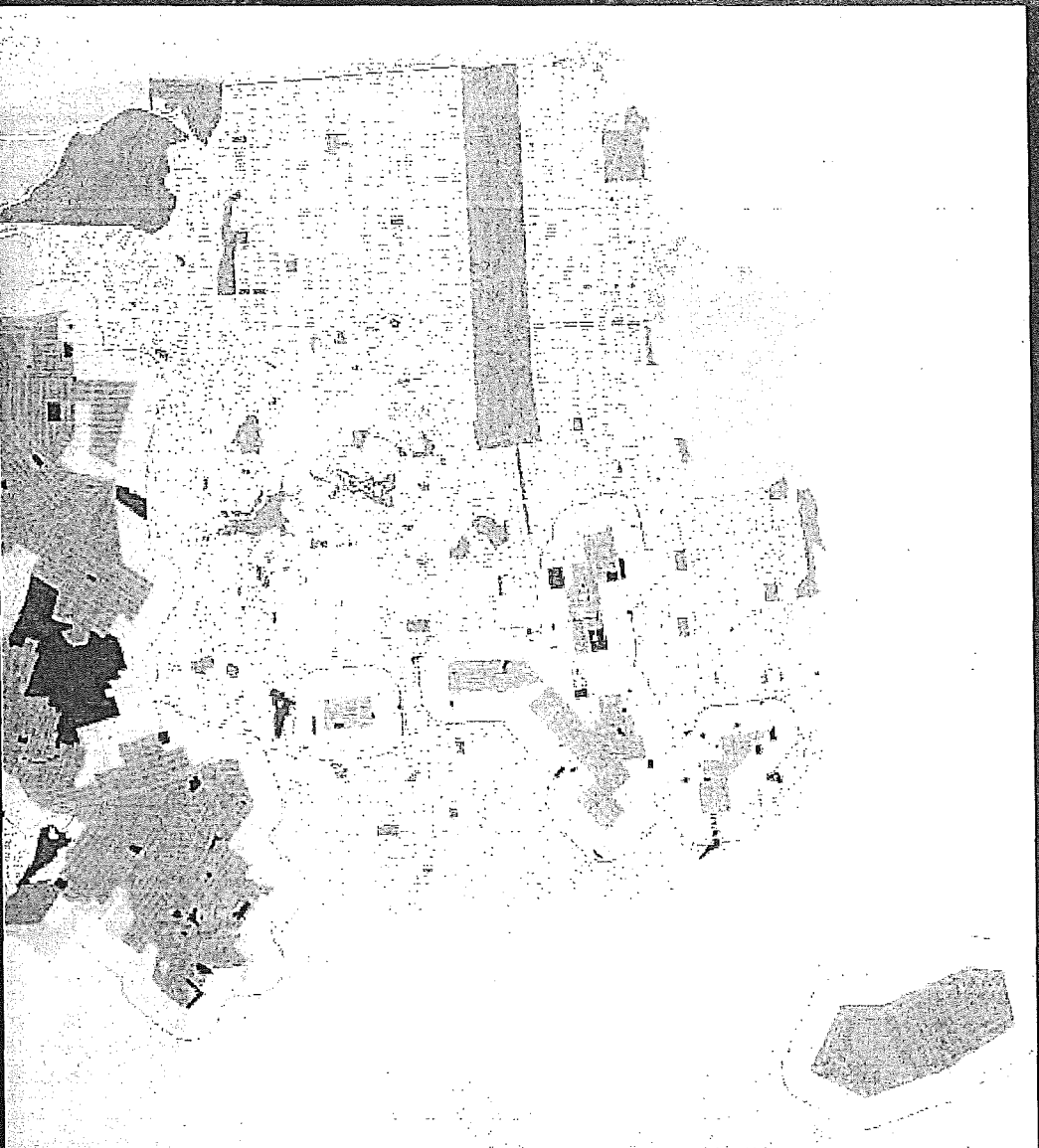


**Inspire  
Our Team**



# Equity Zones & Metrics

The highest 20% most disadvantaged communities are designated as Equity Zones



## FY17 Highlights

### Park Access

40% of all parks

### Park Investment

53% of our capital investment

### Volunteers

29% of all volunteer hours

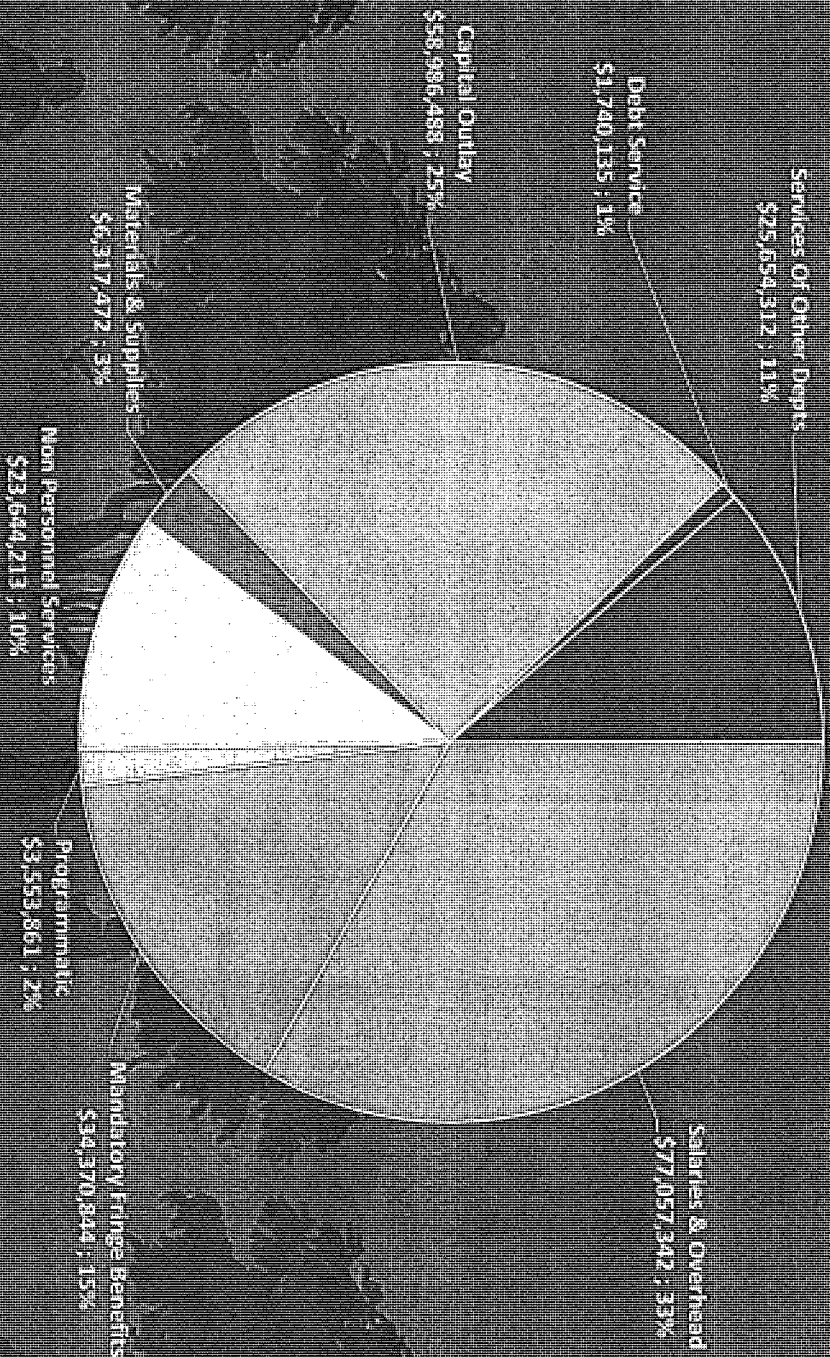
### Recreation

37% of all structured recreation hours



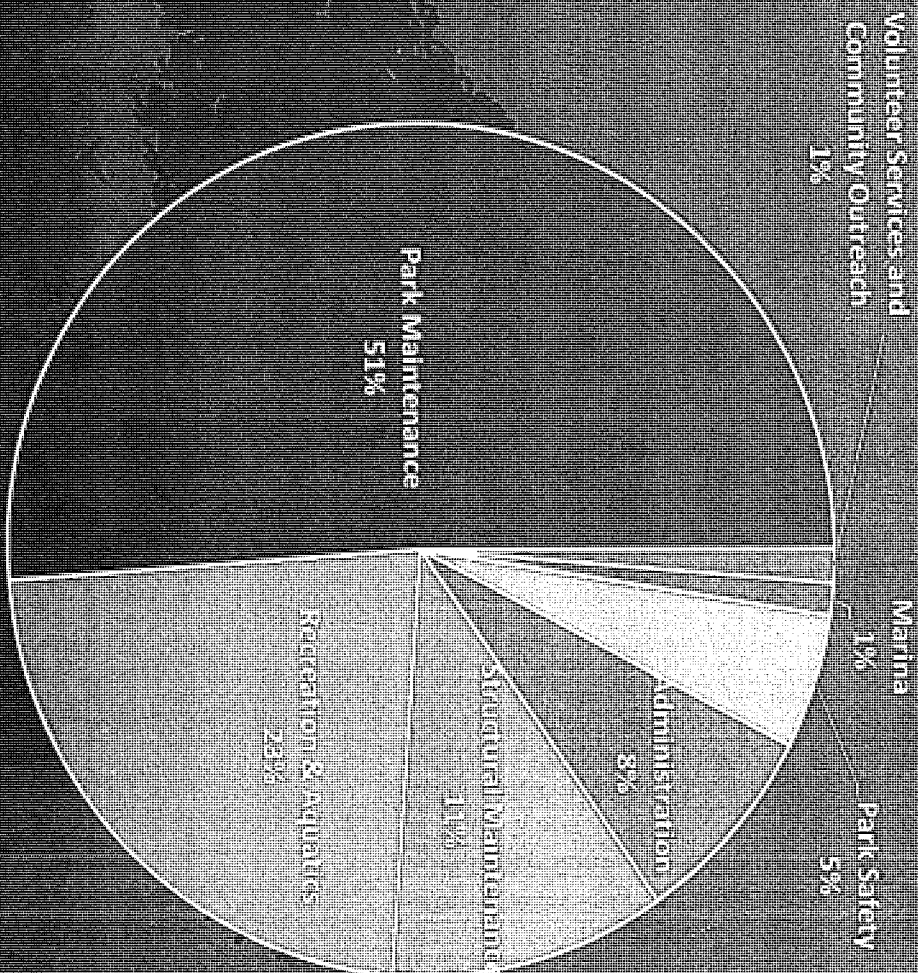
# FY18-19 Department Budget - \$231.3M

## TOTAL BUDGET BY CHARACTER - \$231.3M





# Department Resources by Program – 955 FTE





## Budget Highlights

### Inspire Public Space

Additional Open Space resources – staff and materials  
Two additional Park Rangers each year

**FY18-19**

1,400,000

200,000

**FY19-20**

1,400,000

200,000

### Inspire Play

Maintain Peace Parks  
Tennis Learning Center  
More Art at Sharon Arts Studio  
Zumba!

1,400,000

1,400,000

### Inspire Investments

Outreach and Engagement

250,000

250,000

### Inspire Stewardship

Expansion of Trails Network  
Golden Gate Park Recycled Water Program  
Additional Pit Stops in Parks with HSA and Public Works

300,000

300,000

### Inspire Team

Workforce and Professional Development  
RPD with Local 261 Gardener Apprenticeship Program  
RPD with Local 261 Pre-Apprenticeship Training Program

700,000

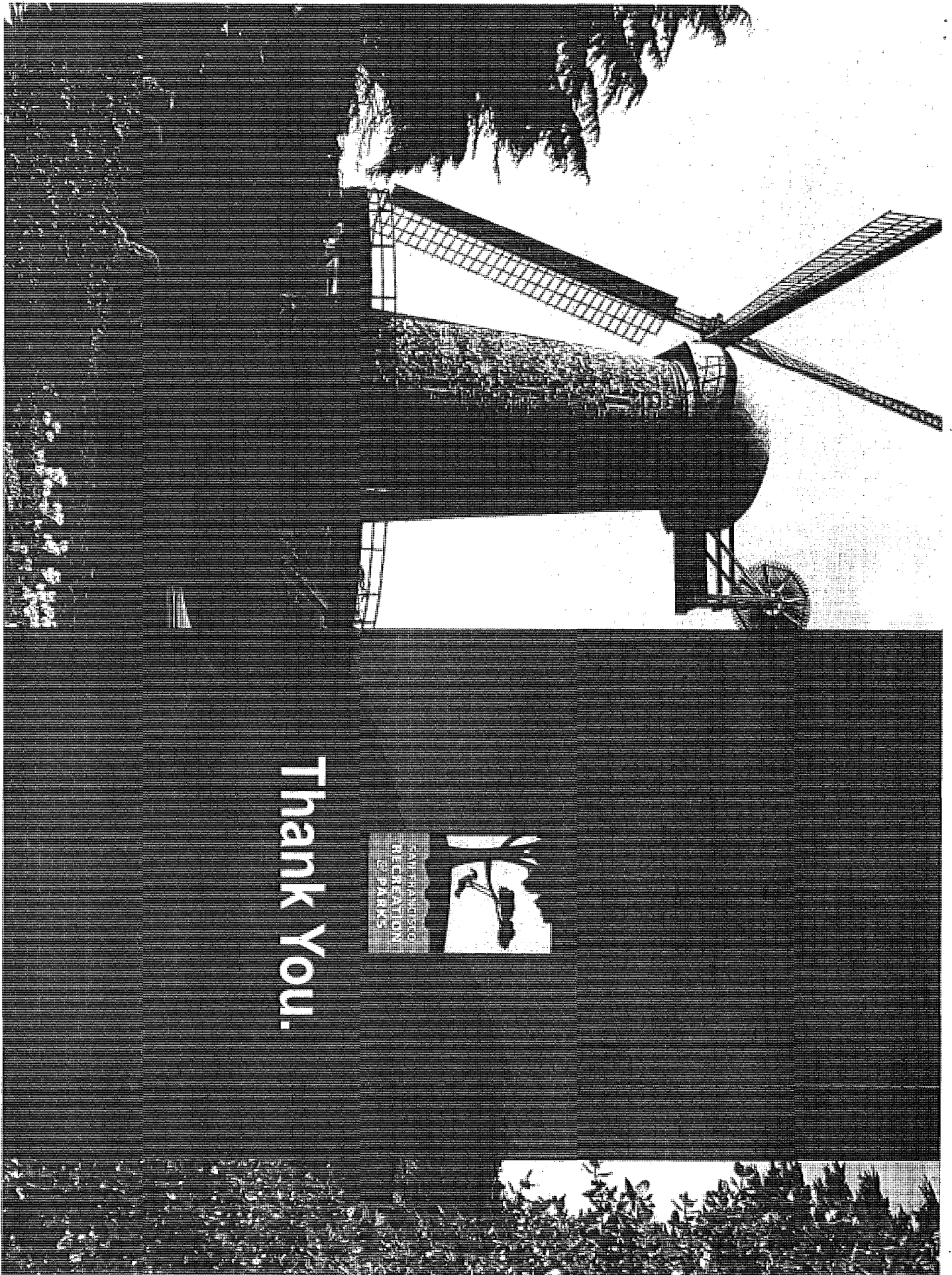
700,000



## Capital and Deferred Maintenance Investments

|                                              | FY18-19   | FY19-20   |
|----------------------------------------------|-----------|-----------|
| Maintenance and Renewal                      | 4,630,000 | 4,240,000 |
| Sports Fields Rehabilitation and Replacement | 1,600,000 | 2,725,000 |
| Playground Maintenance                       | 350,000   | 350,000   |
| Forestry                                     | 1,000,000 | 1,000,000 |
| Court Resurfacing                            | 700,000   | 700,000   |
| Safety, Security, Signage, Lighting          | 550,000   | 550,000   |
| Angelo J Rossi Playground                    | 4,231,337 | -         |
| Bayview Playground                           | 875,000   | 1,710,000 |
| Garfield Square Pool                         | 3,200,000 | -         |
| Golden Gate Park Dog Play Area               | 400,000   | -         |
| Golden Gate Park Tennis Center               | 750,000   | -         |
| Hilltop-Bayview Trail                        | -         | 1,142,000 |
| Hyde and Turk Mini-Park                      | 500,000   | -         |
| India Basin                                  | 7,587,000 | 200,000   |
| Jose Coronado Playground                     | 1,363,000 | 170,000   |
| Margaret Hayward Playground                  | 2,577,000 | -         |
| Merced Heights Playground                    | 900,000   | -         |
| Potrero Hill Recreation Center               | 900,000   | -         |
| Willie Woo Wong Playground                   | 1,042,000 | -         |





Thank You.

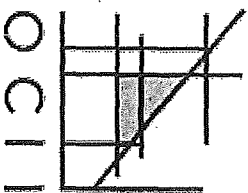


FIL # 180575  
RECEIVED in Gen. Inv.  
6/14/18

# Office of Community Investment and Infrastructure

## FY18-19 Budget

908



June 14, 2018



# Strategic Goals

***Create clean, safe, livable communities using a diverse, equitable, and inclusive workforce***

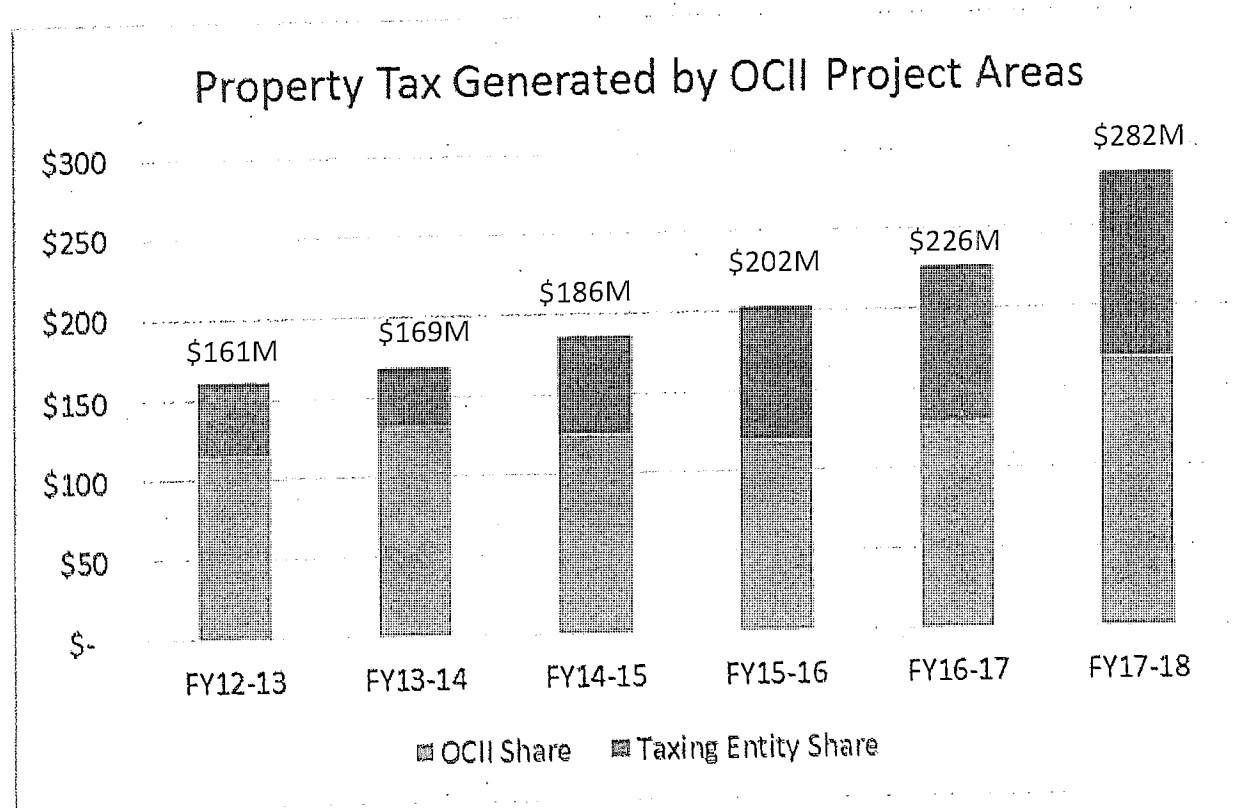
Mission Bay, Transbay, & HPS/Candlestick will provide:

- 22,000 new housing units, over 35% affordable
- 400 acres parks and open space
- 14 million sq. ft. commercial space



# Property Tax Increment Growth

**75% growth in six years since Dissolution**

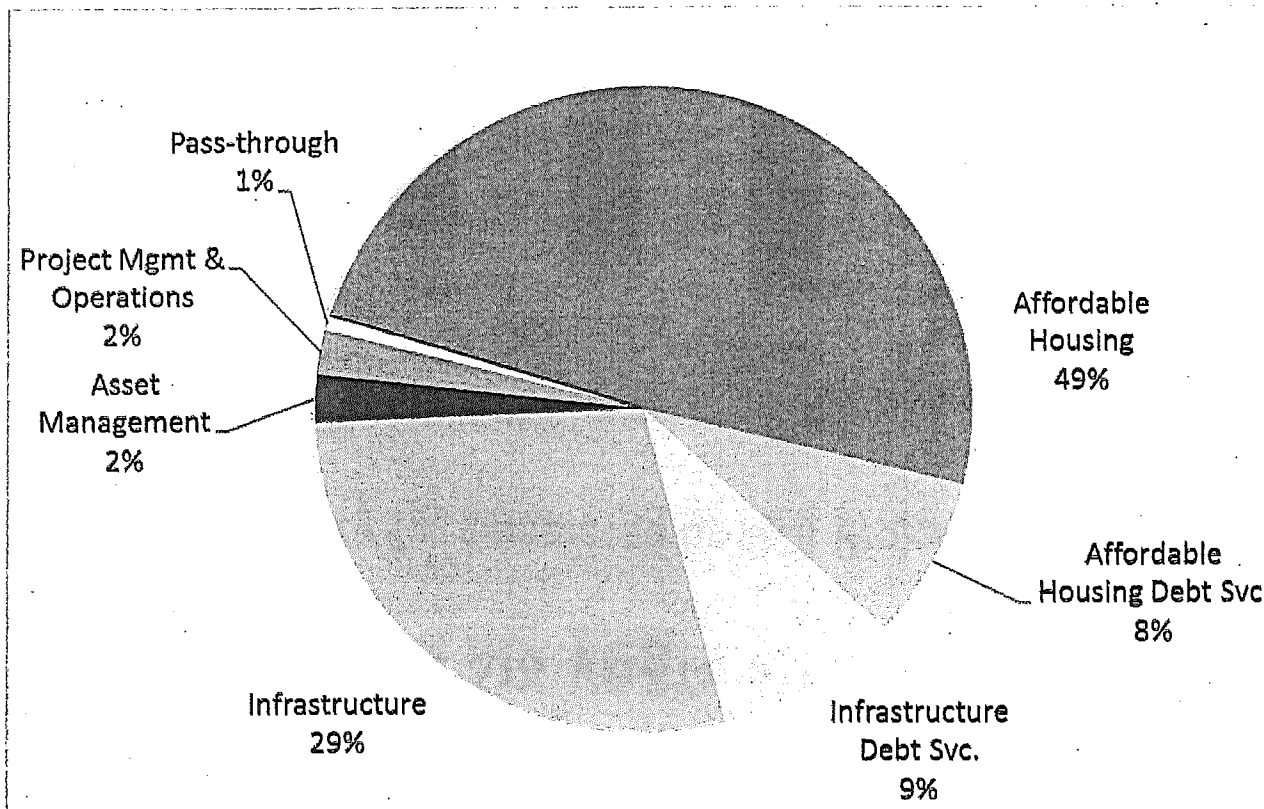


**In FY18-19 OCII will utilize \$135M in property tax**



# Expenditure Overview- \$745.0M

OCII spends approximately 95% of its budget on affordable housing and infrastructure





# Sources Overview- \$745.0M

**Primary FY18-19 Budget Sources are Prior Period Authority, New Bonds, and Property Tax (Millions).**

| Sources                 | Amount         |
|-------------------------|----------------|
| Property Tax            | \$134.8        |
| New Bonds               | \$143.4        |
| Developer Payments      | \$23.5         |
| Other                   | \$15.8         |
| Fund Balance            | \$98.3         |
| Prior Period Authority* | \$329.2        |
| <b>Total Sources</b>    | <b>\$745.0</b> |

\*Prior Period Authority is expenditure carried forward from FY17-18, including affordable housing loans awarded but not yet drawn down, multi-year construction budgets, unbudgeted bond proceeds, and pledged property tax.



# New Programs

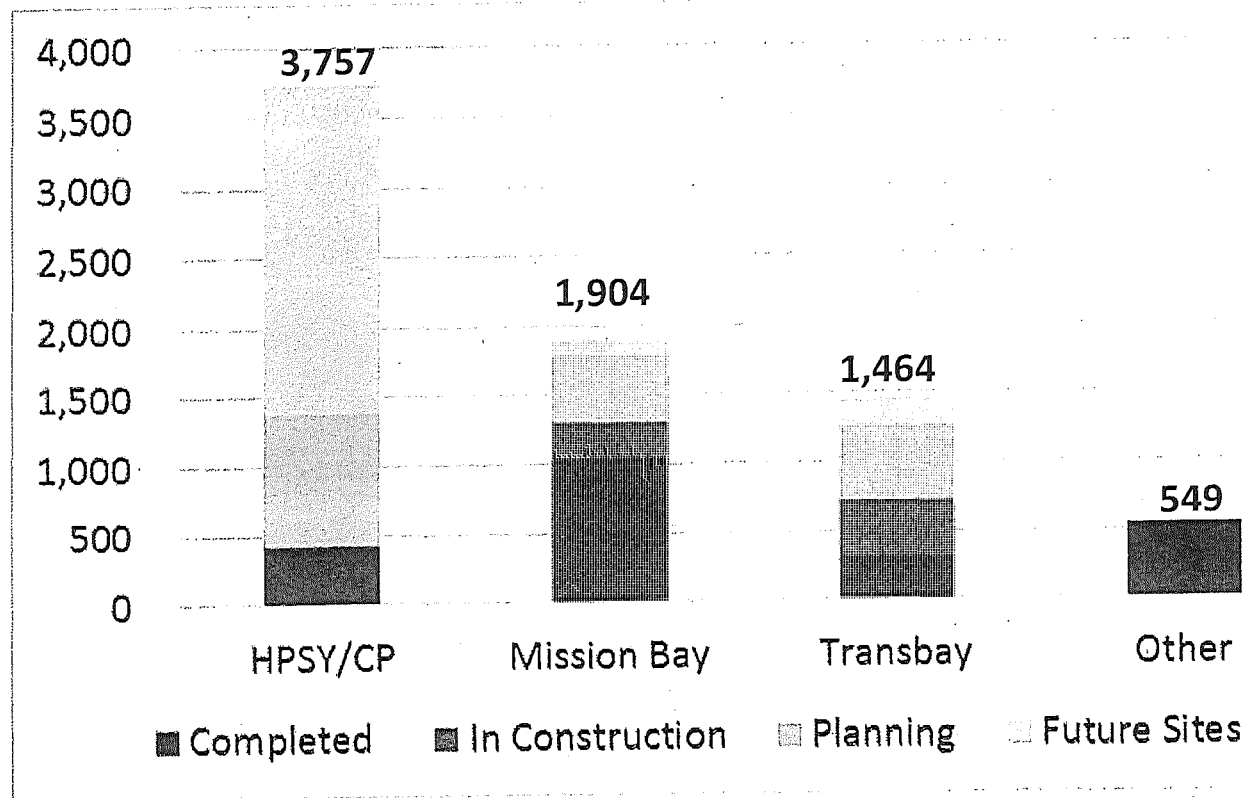
**Three new money tax allocation bonds to fund  
affordable housing and infrastructure  
reimbursement**

| New Bond               | Project Area      | Units      | Amount          |
|------------------------|-------------------|------------|-----------------|
| MB Housing Bond        | Mission Bay South | 283        | \$69.4M         |
| SB107 Housing Bond     | Candlestick Point | 176        | \$23.6M         |
| MB Infrastructure Bond | Mission Bay South | NA         | \$35.0M         |
| Financing Cost         | NA                | NA         | \$16.1M         |
| <b>Total</b>           |                   | <b>459</b> | <b>\$144.1M</b> |



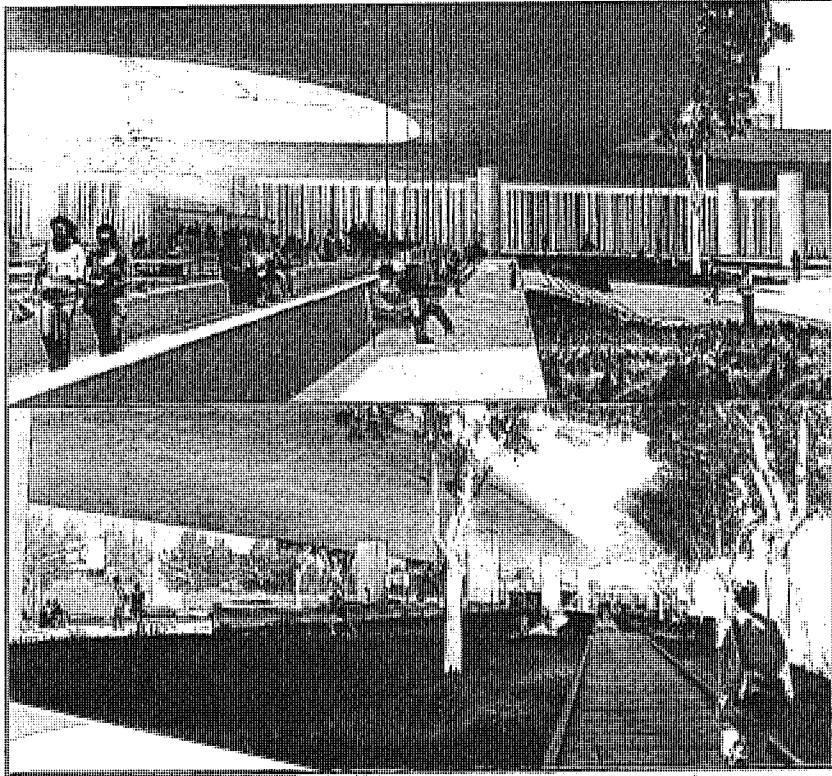
# Major Initiatives: Affordable Housing

Over 2,700 units of Affordable Housing in Planning or Construction in FY18-19





# Major Initiatives: Infrastructure



## **To Be Completed in FY18-19**

Mariposa Bay Front Park

Mission Bay South Dog Park

All streets in Mission Bay South

## **On-Going in FY18-19**

Chase Event Center – Warriors

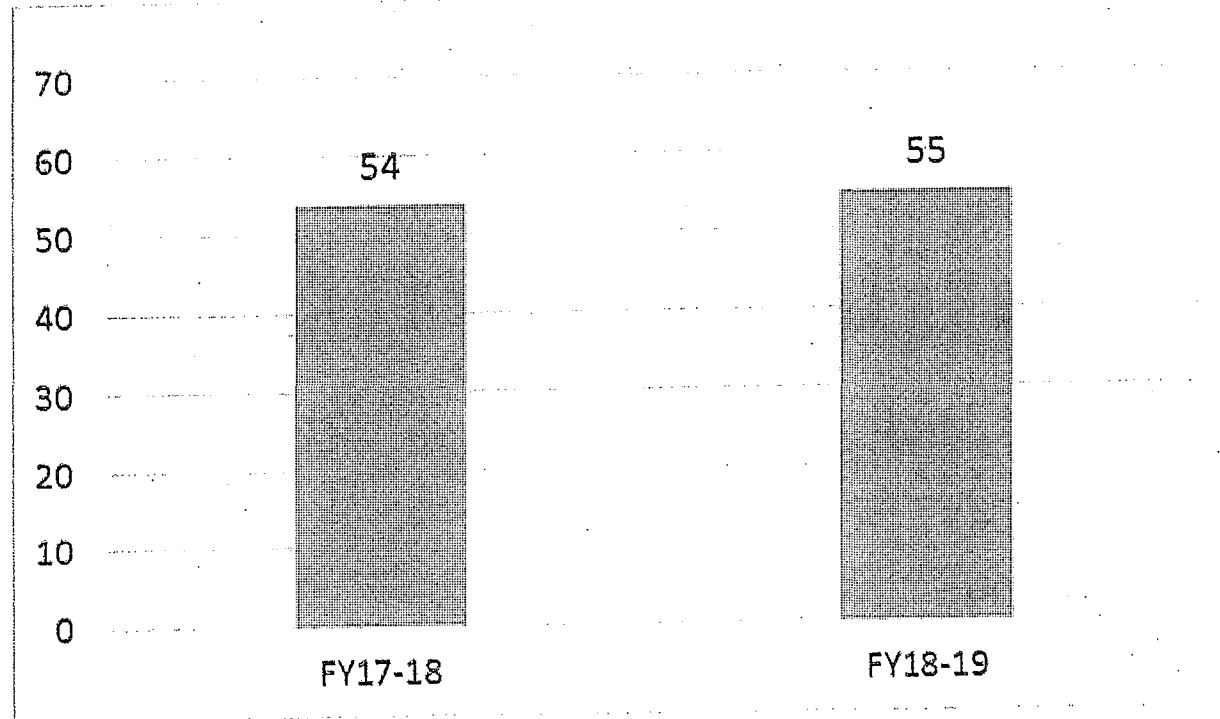
Folsom Streetscape

UnderRamp and Transbay Park



# FY18-19 Full Time Equivalents

**Addition of 1 FTE to Finance and Administration  
Division**





**Office of Community Investment  
and Infrastructure**

**Questions & Comments**

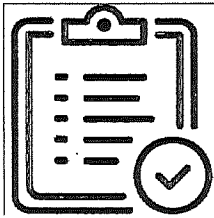


**Department of Elections  
Proposed Budget  
FY 2018-19 and 2019-20**

**Budget and Finance Committee Hearing  
June 14, 2018**



## Strategic Goals



*The Department's strategic goals over the next two years revolve around planned services associated with scheduled elections – a Consolidated General Election in November 2018, a Municipal Election in November 2019 and a Consolidated Presidential Primary Election in March 2020 – that are “free, fair, and functional” as required under the City’s Charter.*

- **Ensure access to registration and voting for all residents**

Provide access to election services and programs while expanding awareness about elections through partnerships with community organizations

- **Replace the City’s voting system**

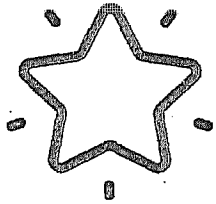
Lease a new voting system while evaluating the City’s options to develop an open source voting system

- **Support the City’s efforts to develop an open source voting system**

Assist the contractor identified by the Department of Technology in setting specifications for developing an open source voting system.



## New Programs and Initiatives



*In achieving the established goals, the Department will undertake several initiatives while conducting three citywide elections and several smaller-scale elections.*

### **Implementation of Proposition N: Non-Citizen Voting**

Implement comprehensive outreach program, and procedural and operational aspects of administering registration and voting in the November 2018 School Board election for certain non-citizens

### **Public Demonstrations of New Voting System**

Organize and hold demonstrations of the new voting system that the City intends to lease to provide members of the public the opportunity to interact with the voting equipment and provide feedback

### **Implementation of New Voting System**

Implement new voting system in time for the November 2019 election through comprehensive voter education and partnering with organizations serving language minorities, disability rights advocacy groups, community organizations, and City agencies



## New Programs and Initiatives (cont'd)

### Supporting the City's Efforts in Developing Open Source Voting System

Support the contractor, identified through the RFP issued by the Department of Technology to further the City's efforts in developing an open source voting system, and who will prepare the specifications required to develop, fund, implement, and maintain an open source voting system and the time needed to do so

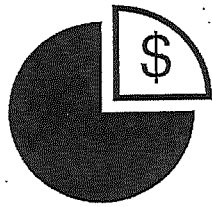
### Relocation of Warehouse to New Facility

Establish workflow within the new warehouse at Pier 31 to which the Department will relocate in early 2019 that ensures optimal safety and efficiency, and secure storage of the voting equipment .

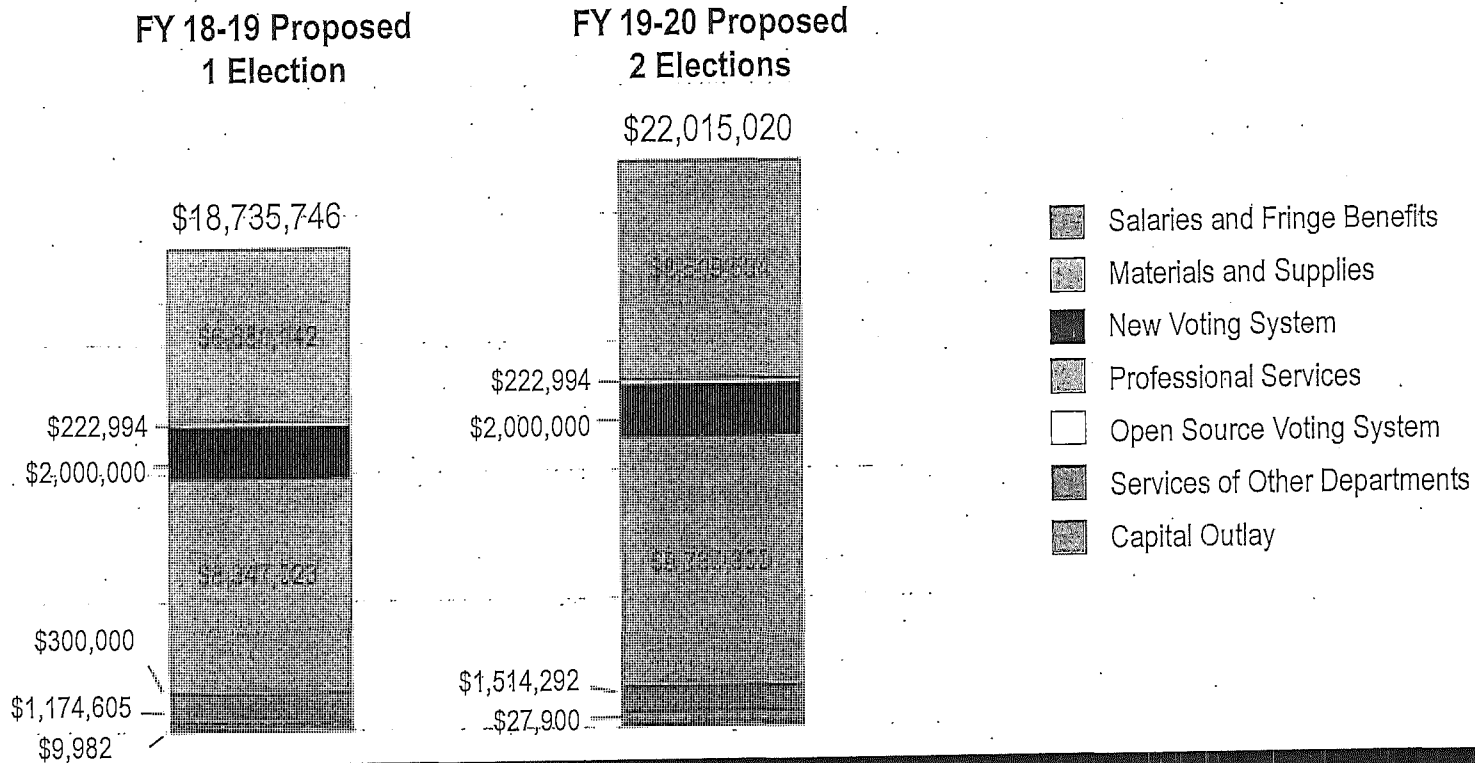
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# Expenditure Overview

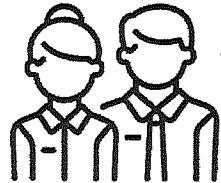


The Department's proposed budget includes the funding for fixed and variable operating expenses for services and programs associated with elections scheduled during the budget period. The number of elections is the major driver of fluctuation in the Department's budget.





# Staffing Levels: FY 17-18, 18-19 and 19-20



*As with expenditures, the Department's temporary staffing levels are largely driven by the number of scheduled elections while permanent FTE counts remain consistent in the next two fiscal years.*

|           | FY 17-18 Current<br>1 Election | FY 18-19 Projected<br>1 Election | FY 19-20 Projected<br>2 Elections |
|-----------|--------------------------------|----------------------------------|-----------------------------------|
| Perm FTE  | 35.55                          | 35.54                            | 35.54                             |
| Temp FTE  | 11.95                          | 13.50                            | 25.86                             |
| Total FTE | 47.50                          | 49.04                            | 61.40                             |

+ 1.54 →

+ 12.36 →



# A 24/7 OPERATION, PUBLIC WORKS:

MAINTAINS AND REPAIRS STREETS AND SIDEWALKS  
REMOVES GRAFFITI  
MANAGES AND DESIGNS FACILITIES  
INSTALLS CURB RAMPS PLANTS AND NURTURES CITY TREES  
AND ENFORCES PERMITS  
WORKS WITH SF NEIGHBORHOODS TRAINS PEOPLE FOR JOBS  
PROTECTS THE RIGHT OF WAY EDUCATES OUR COMMUNITIES



Fiscal Years 2018-19 & 2019-20  
June 14, 2018



## Goal 1: Be the best place to work.

- A. Attract, engage and empower a diverse, creative and motivated workforce.
- B. Provide professional and personal development opportunities.
- C. Communicate timely, accurate and relevant information.

## Goal 2: Drive innovation and exceptional service.

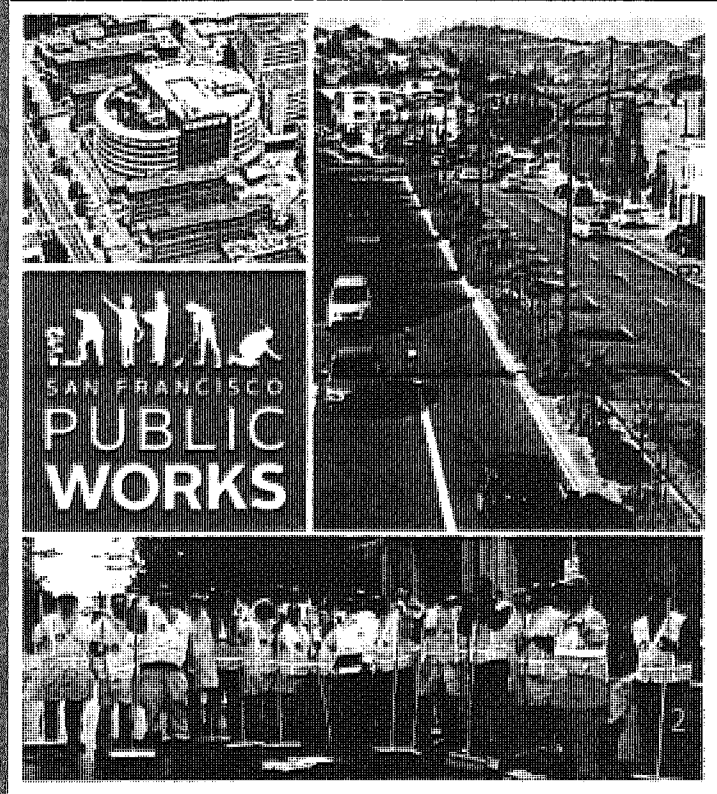
- A. Embrace continuous improvement and best practices.
- B. Advance and develop visionary practices.
- C. Be the service provider of choice.

## Goal 3: Improve and inspire stewardship of public spaces.

- A. Build and strengthen partnerships.
- B. Reimagine and activate public spaces.
- C. Maintain clean and safe public spaces.



# Strategic Plan





# Budget Snapshot –FY 2018-19

**1,627.66**

Funded FTEs

**\$5.6B**

Active Capital Projects

**\$375.0M**

Mayor's proposed budget

**\$214.8M**

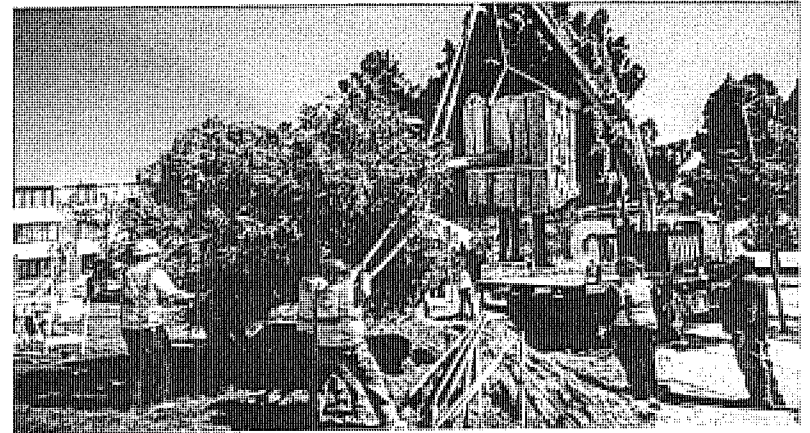
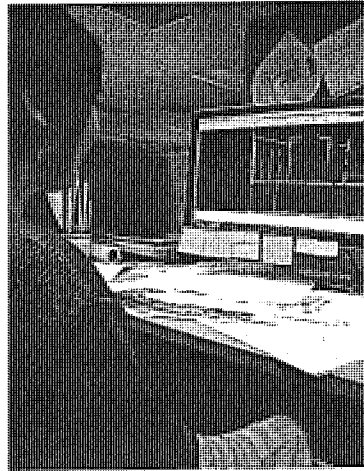
Gross operating budget

**\$160.2M**

Capital Budget

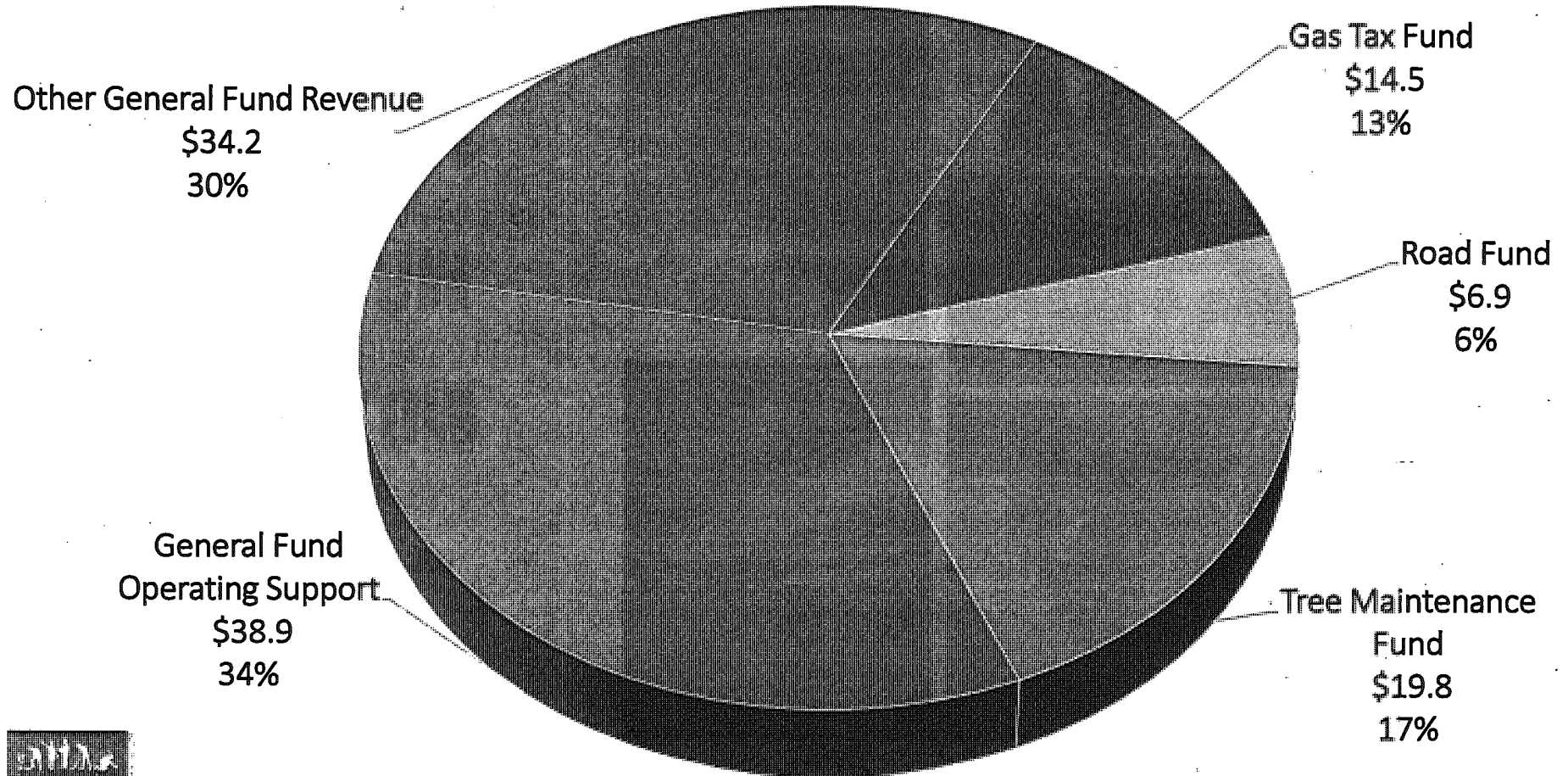
**\$38.9M**

General Fund operating support





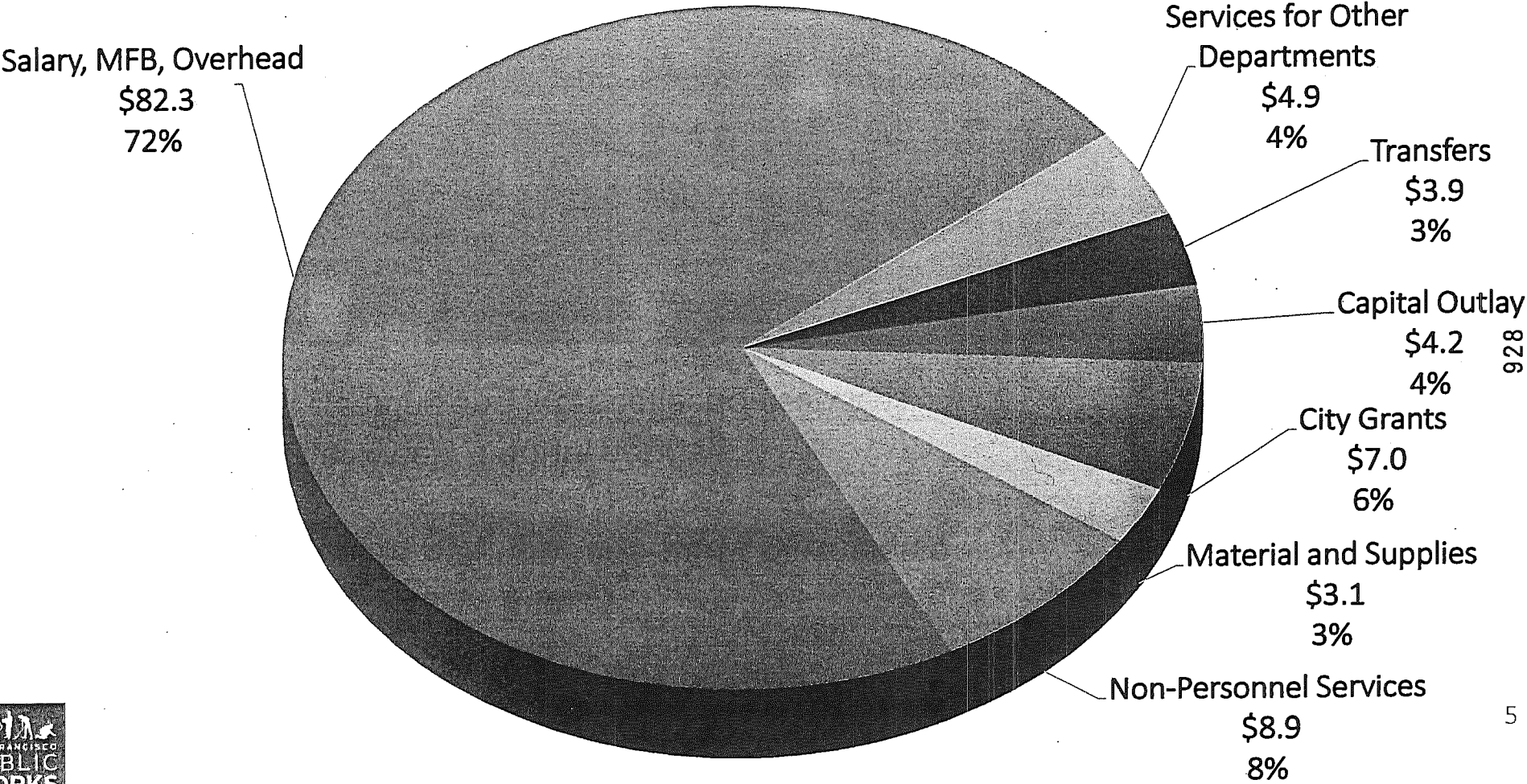
# Budget Overview – Operating Sources FY 2018-19



Fund \$ In Millions



# Budget Overview – Operating Uses FY 2018-19



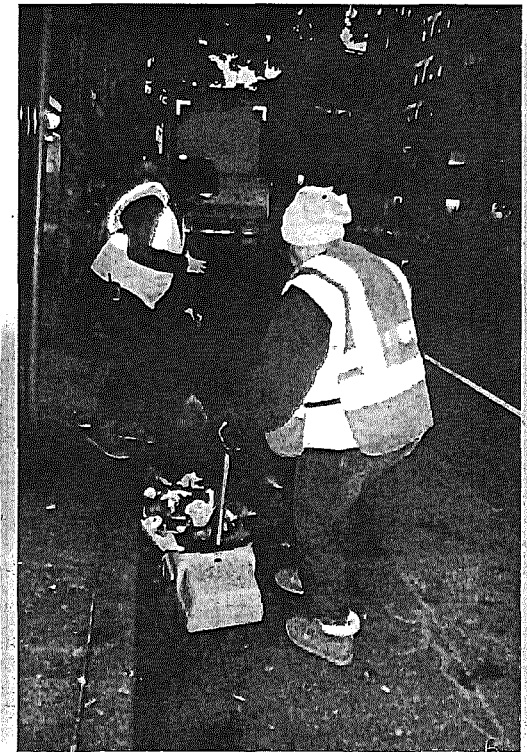
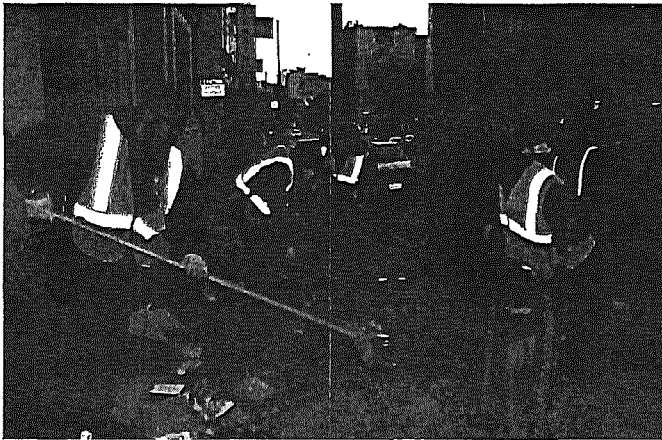
Fund \$ In Millions



# New Street Cleaning Initiatives

## SOMA Clean

- \$550,000 Fiscal Year 2018-19 Budget
- Workforce development program/ non-profit partnership
- 18 member crew
- Operating 5 days per week, 4 hours per day
- Providing manual cleaning and litter collection services

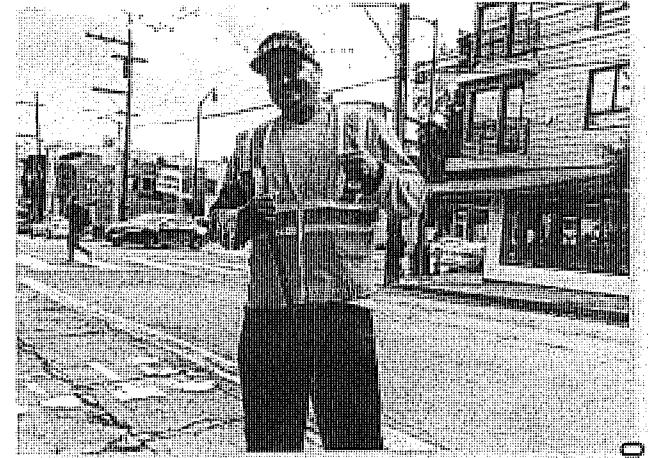




# New Street Cleaning Initiatives

## Community Corridors Ambassadors

- \$3.1M Fiscal Year 2018-19 Budget
- Job opportunities for at-risk/ under-employed residents
- Providing manual cleaning and litter collection services
- 4 Ambassadors per district
- 1 Nightshift/ Swing Assistant Superintendent



930



7



# Pit Stop Program Expansion



## Expanded Hours

- Increase service hours at 5 locations
- \$165,000 FY 2018-19 Budget



## New Locations

- 5 new Pit Stop locations
- \$885,000 FY 2018-19 Budget

Total Expansion Budget      **\$1,050,000**



# New Public Works Initiatives

## Cigarette Ash Cans

- \$50,000 for installation of cigarette ash cans to support clean and inviting spaces by reducing litter in public spaces

## Goat Herd

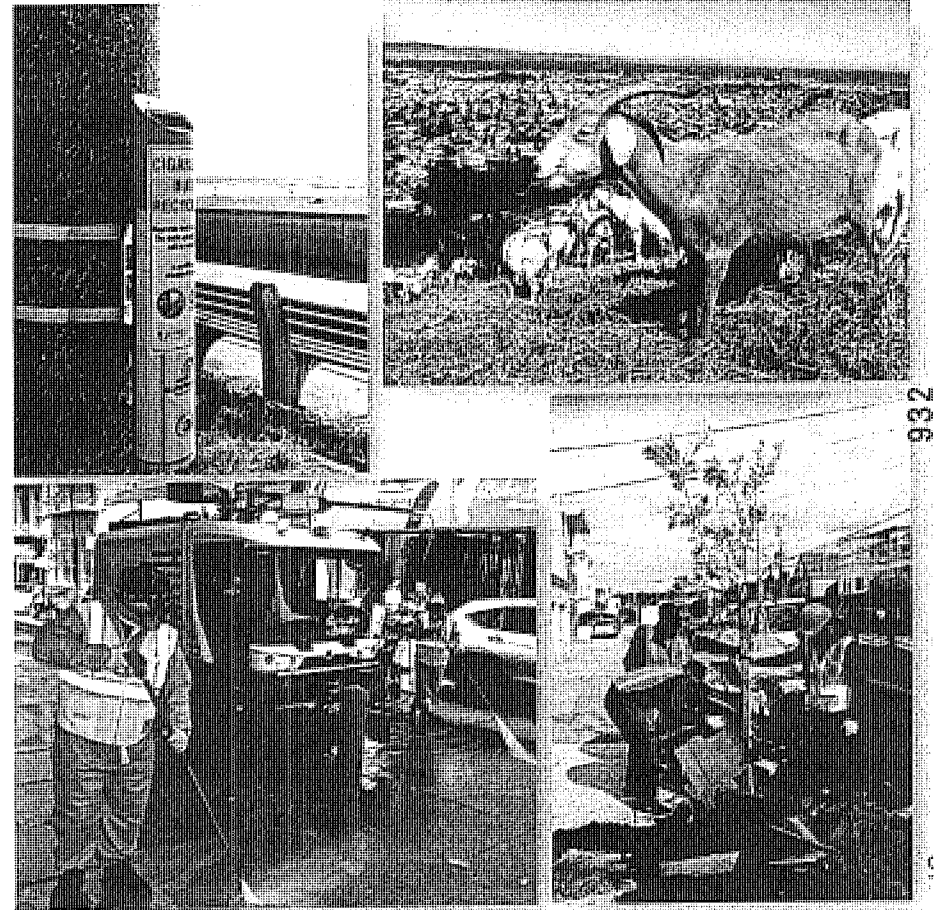
- \$50,000 contract for goat grazing on difficult hillsides and provide more City landscape maintenance services

## Tree Maintenance Fund

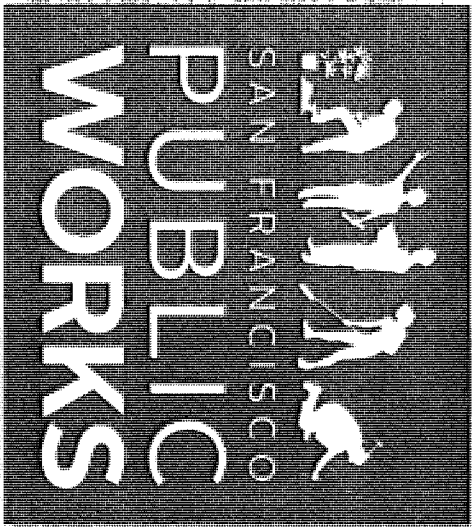
- \$19.8 million FY 2018-19 Budget, as mandated by City voters

## Equipment

- 2 Ravo Compact Sweepers
- 2 Green Machine Sweepers
- 1 Tymco Sweepers
- 1 Steamer
- 2 Trucks for Steamers







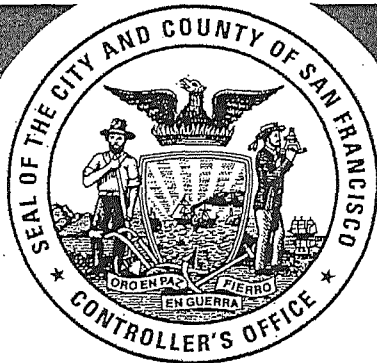
[www.sfdpw.org](http://www.sfdpw.org)



# Proposed Budget Overview

## FY 2018-19 and 2019-20

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**CITY & COUNTY OF SAN FRANCISCO**

Office of the Controller

June 2018



## About the Controller's Office

### Our Mission:

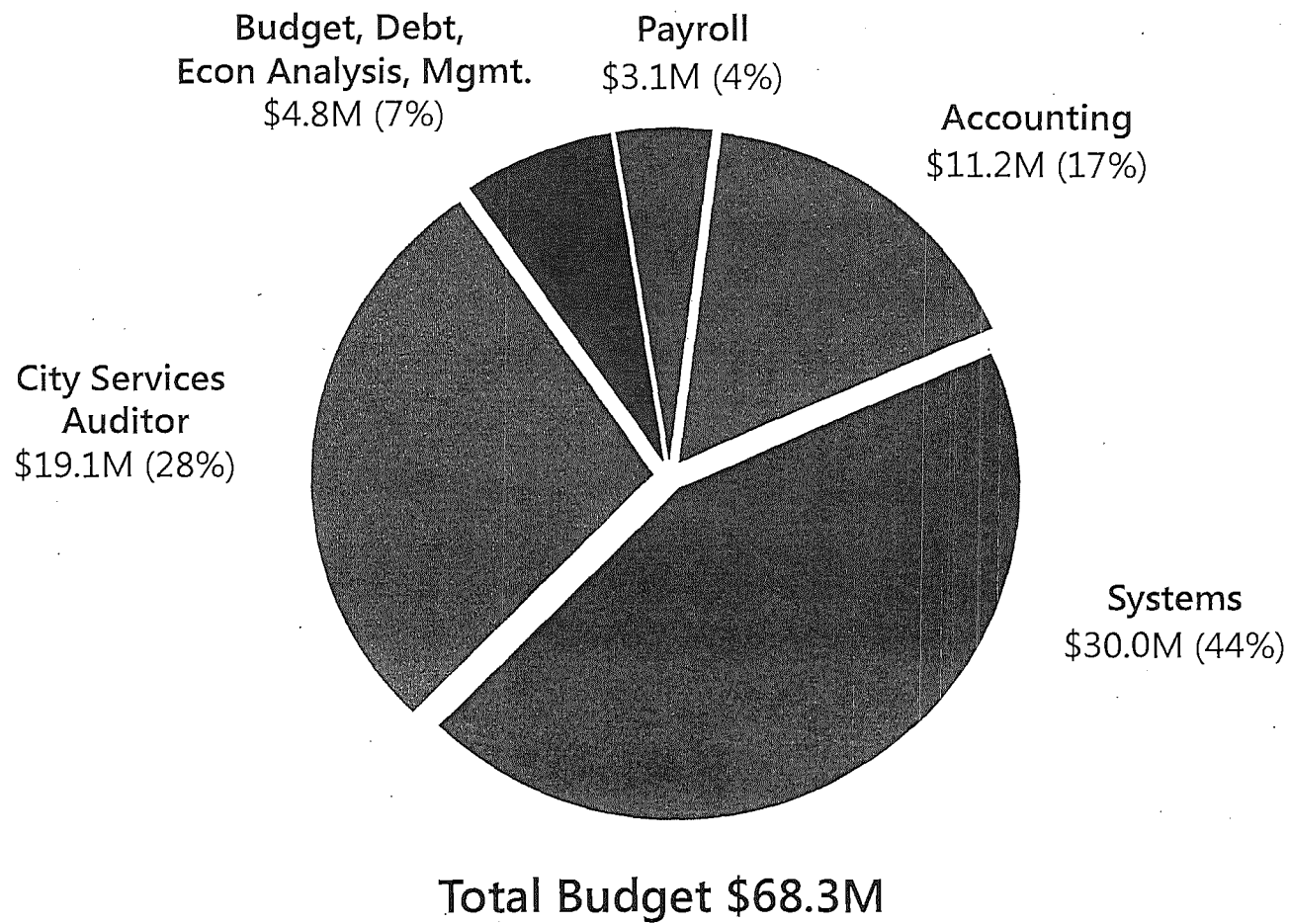
We ensure the City's financial integrity and promote efficient, effective, and accountable government.

### Our Core Services:

- Control & report on the City's financial activities
- Administer the City's budget
- Run core citywide IT systems for financial & other business operations
- Manage the City's debt portfolio
- Audit, assist, & report on the City's finances, operations, performance
- Support legislative development and report on impacts of new legislation and potential ballot measures



## FY 2018-19 Budget





## Proposed Budget Snapshot

|                      | FY 2017-18 | FY 2018-19         | FY 2019-20         |
|----------------------|------------|--------------------|--------------------|
| Total Budget         | \$67.3M    | \$68.3M<br>↑\$1.0M | \$67.6M<br>↓\$0.7M |
| General Fund Support | \$10.2M    | \$10.7M<br>↑\$0.5M | \$11.1M<br>↑\$0.4M |
| Positions (FTEs)     | 257        | 252<br>↓5          | 252<br>↑0          |



# Key Work for Fiscal Year 2018-19

## Performance

### City Government Performance Reporting

This year, we will complete our biannual City Survey, which assesses residents' perceptions of city government performance. We will update our Performance Scorecards, which provide user-friendly public reporting on how the City is doing in meeting core performance goals. And we have plans to enhance our annual reviews of street and park conditions in the City.

### Audit and Review Government Functions

We are finalizing our workplan for the new fiscal year, which will include over 250 audits and projects. We develop this plan in consultation with the Mayor's Office, Board of Supervisors, departments, and other stakeholders. Some of the highlights are noted as appendix to this presentation, and we will publish our workplan on our website in coming weeks.

## Financial

### Long-Range Financial Planning & Management

Working with the Mayor, Board, and City Administrator, we will help develop the City's five-year financial plan and the City's long-term capital and technology plans. We will update our analysis of pension, health, and other long-term liabilities, and review refinements to the City's financial policies. Lastly, we'll play a role in the City's collective bargaining process with all miscellaneous employee unions.

### Core Financial Support of City Operations

We have a number of goals this year to manage the City's core financial services. These include the issuance of over \$1.0B of increasingly complex long-term financings, completing the year-end closing and audited financial statement reporting process in the City's new financial system, and improving the speed and accuracy of employee and vendor payments, among other initiatives.

## Systems

### The City's New Financial System

We replaced the City's antiquated financial system last year. We are continuing work on this generational project to train users, revamp business processes, and fix bugs as the City comes up to speed on the new system.

### Systems Enhancements

We have plans for a number of system enhancements to make work easier for our system users. These include expanding self-service employee pay services from 18,000 to 37,000 employees and retirees, commencing online open benefit enrollment in Fall 2018, and migrating our Peoplesoft systems to the current version – complete with the enhancements that come with that version upgrade.



## Related Legislation

### 5. 180580 Neighborhood Beautification & Graffiti Clean-Up Fund Ceiling

- Voter-required calculation to set the maximum contribution level
- Declines from 3.4% for Tax Year 2017 to 3.3% for Tax Year 2018

### 8. 180520 Appropriation and Deappropriation – FY 2017-18 Participatory Budgeting Projects

- \$800,000 appropriated for Districts 7, 8, and 10
- Reallocate budget to reflect final votes among district participants

### 9. 180589 Access Line Tax Adjustment for CPI

- Voter-authorized increase: 2.94% rate adjustment, \$1.4M revenue increase annually

### 10. 18590 Prop J Contracted-Out Services Previously Approved

- Continuing contracted-out services approval
- Total estimated annual savings of approximately \$16M



Any questions?



# Appendix: Select Reports, Audits, & Projects

## Infrastructure

Annual G.O. bond report & audits  
City Permit Center @ 49 Van Ness planning support  
DPW Bureau of Building Repair LEAN project  
Street Cleaning standards review

## Government Performance

Biannual City Survey  
Performance scorecard & benchmark interactive data site  
Housing data working group support

## Transportation

MTA Transit Operator hiring process improvement  
Vision Zero implementation & support  
MTA division performance audit

## Culture & Recreation

Parks and streets condition reports  
Library hiring and assignments process improvement  
Parks concession audits

## Public Safety

Management dashboards for SFPD  
Sheriff staffing and overtime audit  
Audit assistance to SFPD and Police Accountability  
Police DOJ audit follow-up & other reviews

## Health & Human Services

Homelessness/street conditions joint operating support  
Public Health managed care strategy & other reviews  
Non-profit monitoring program and performance audits  
Children & families survey development

## Governance & Administration

New purchasing and contracting modules support  
Pension cost & alternatives analysis  
IT security audits & reviews  
Internal control audits – payroll, contracts, cash, revenues  
Ethics campaign audits & data matching



# FY 2018-20 Proposed Budget

Micki Callahan

Human Resources Director

June 14, 2018

Budget and Finance Committee





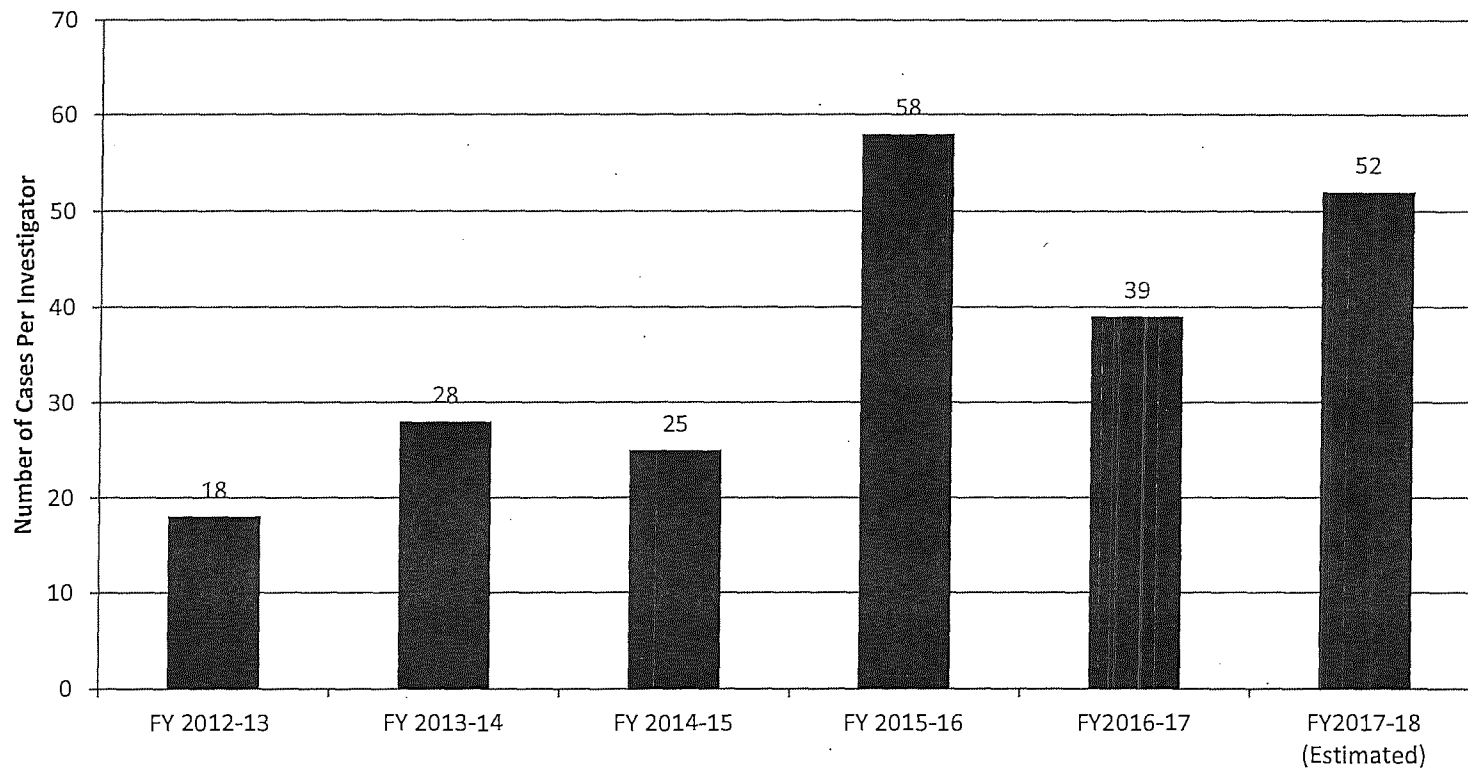


## Strategic Goals

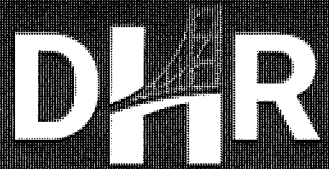
- Champion diversity, fairness and equity
- Retain top talent while shaping the future workforce
- Utilize technology to coordinate and improve service delivery and make information accessible
- Improve opportunities for employee well-being, satisfaction and engagement
- Design and implement efficient and enhanced user-friendly practices
- Partner with others to solve problems



- Equal Employment Opportunity: Ensure timely resolution of complaints



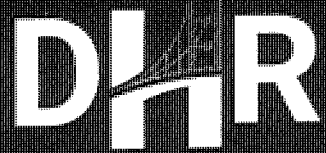




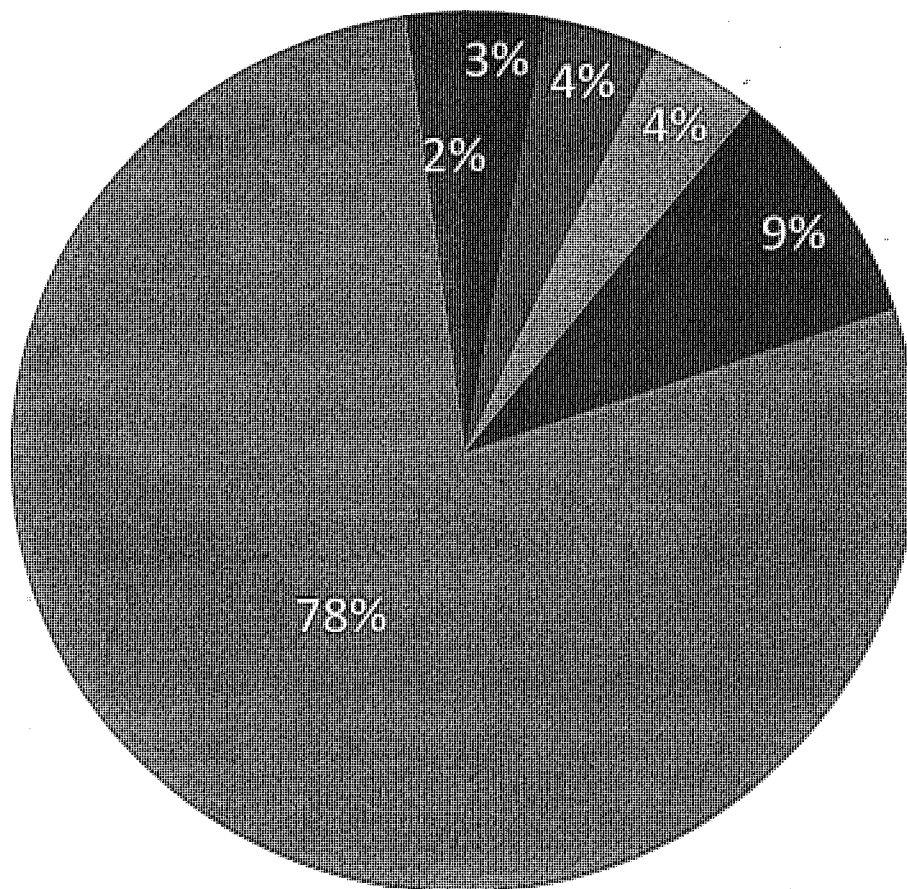
## Priority Initiatives

- Labor Negotiations
- Hiring Modernization Project
- Promoting Access and Equity





## FY 18-19 Budget by Division



■ Administration

■ Equal Employment Opportunity

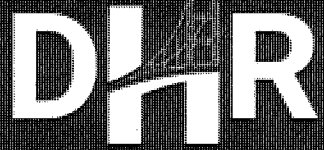
■ Employee Relations

■ SHR/CS Consulting

■ Workers' Compensation

■ Workforce Development



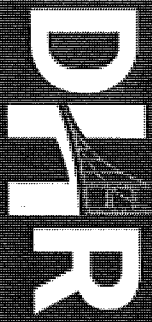


## Position Changes

|           | 2017-18         | 2018-19         |                     | 2019-20         |                     |
|-----------|-----------------|-----------------|---------------------|-----------------|---------------------|
|           | Original Budget | Proposed Budget | Change from 2017-18 | Proposed Budget | Change from 2018-19 |
| Total FTE | 148             | 168             | 21                  | 161             | (8)                 |

- New positions largely support key initiatives:
  - Equal Employment Opportunity
  - Labor Project





Questions?

- Thank you!



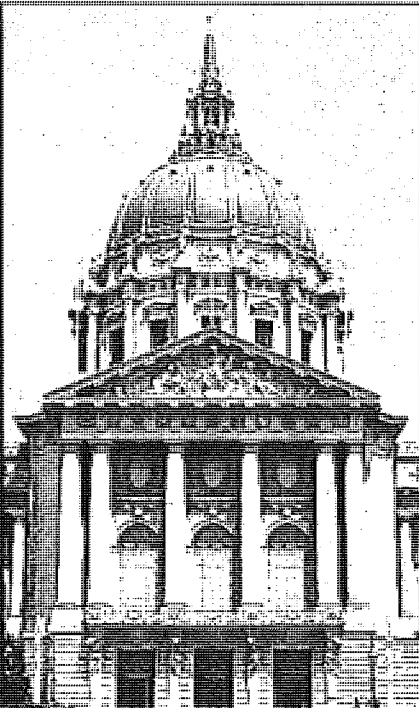


## Department of Technology

To provide innovative, reliable, and secure technology solutions that empower agencies and departments to deliver high-quality government services.

- Culture of dignity and respect
- Teamwork
- Excellent customer service
- Performance monitoring
- Accountability & Transparency

Department of Technology





## DT Strategic Goals & Budget Strategy



**Accelerate Modernization:** Modernize applications to provide digital government and sustainable technology.



**Build Economical, Efficient IT Infrastructure:** Invest in infrastructure and technologies that deliver a reliable, secure digital government.

**Ensure Security & Resiliency:** Securing and safeguarding City systems, assets, data and capabilities.

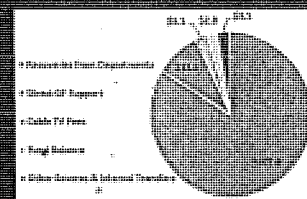


**Increase Value to Client Departments:** Optimize, reduce costs, increase efficiencies, decrease redundancy, streamline systems.

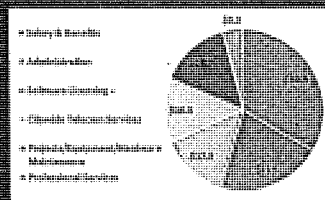
## Budget Summary

### Operations & Capital

|                                    | Adopted<br>FY 17-18 | Proposed, \$M<br>FY 18-19 | FY 19-20       |
|------------------------------------|---------------------|---------------------------|----------------|
| Recoveries from Departments        | \$103.6             | \$107.6                   | \$109.9        |
| Direct GF Support                  | 3.6                 | 11.6                      | 7.4            |
| Cable TV Fees                      | 3.1                 | 3.1                       | 3.2            |
| Fund Balance                       | 4.1                 | 2.8                       | 1.7            |
| Other Sources & Internal Transfers | 2.3                 | 3.1                       | 3.2            |
| <b>Total Sources</b>               | <b>\$116.7</b>      | <b>\$128.2</b>            | <b>\$125.3</b> |



|                                         |                |                |                |
|-----------------------------------------|----------------|----------------|----------------|
| Salary & Benefits                       | \$42.4         | \$42.9         | \$43.4         |
| Administration                          | 25.6           | 27.5           | 27.3           |
| Software Licensing                      | 16.4           | 17.3           | 17.6           |
| Citywide Telecom Services               | 15.1           | 16.5           | 15.5           |
| Projects/Equipment/Hardware Maintenance | 11.4           | 18.7           | 16.5           |
| Professional Services                   | 5.8            | 5.3            | 5.0            |
| <b>Total Uses</b>                       | <b>\$116.7</b> | <b>\$128.2</b> | <b>\$125.3</b> |





# Budget Summary

Strategic Initiatives and Deferred Maintenance

| BUDGET BY SERVICE AREA                   | Adopted        | Proposed, \$M  | %           |
|------------------------------------------|----------------|----------------|-------------|
|                                          | FY 17-18       | FY 18-19       |             |
| Network Infrastructure/SF Cloud          | \$20.4         | \$27.2         | 21%         |
| Telephony Services                       | 20.7           | 19.7           | 15%         |
| Client Support (Service Desk, PMO, etc.) | 15.3           | 15.6           | 12%         |
| Administration                           | 14.2           | 13.8           | 11%         |
| Departmental Project Budgets             | 15.3           | 13.1           | 10%         |
| Public Safety Radio                      | 7.1            | 7.4            | 6%          |
| Cybersecurity                            | 4.3            | 6.5            | 5%          |
| Fiber/Wire Operations                    | 6.3            | 5.5            | 4%          |
| SFGovTV & Public Access                  | 5.2            | 5.3            | 4%          |
| Innovation, Open Data & Digital Services | 6.0            | 5.2            | 4%          |
| JUSTIS                                   | 0.0            | 3.6            | 3%          |
| Broadband Connectivity Project           | 0.0            | 3.4            | 3%          |
| Internal Transfers                       | 1.8            | 1.9            | 1%          |
| <b>Total</b>                             | <b>\$116.7</b> | <b>\$128.2</b> | <b>100%</b> |

# DT Staffing Changes

## Strategic Initiatives

Digital Services

-17 FTE transfer from DT to ADM

JUSTIS

+ 8 FTE transfer from ADM to DT

DataSF

+ 1 FTE transfer from HSA to DT

Miscellaneous adjustments

+ 1 FTE

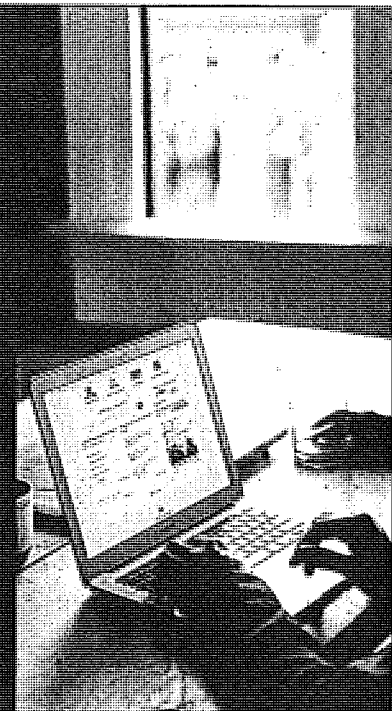
**FY18-19 Net Change**

**- 7 FTE**

## Workload Service Demand

|                       |           |
|-----------------------|-----------|
| Phones Supported:     | 35,000    |
| Radios Supported:     | 12,000    |
| Call Boxes:           | 2,300     |
| Locations Supported:  | 300+      |
| Fiber Backbone:       | 225 miles |
| Data Centers:         | 4         |
| Network Devices:      | 1,200     |
| Cloud Servers:        | 800       |
| Data Storage:         | 4 PB      |
| Calls for DT Service: | 41,000    |

Department of Technology





## Strategic Focus Areas



**Infrastructure and Operations:** Improve performance, increase resiliency, and facilitate the current and future demands of City operations, through thoughtful investments, network, and data storage.

**Cybersecurity:** Secure the City's infrastructure, network, and data by establishing strong policies and practices while integrating superior cybersecurity tools.



**Shared Services:** Maximize the business value of the DT service portfolio through strong management, effective delivery, and increased customer satisfaction.

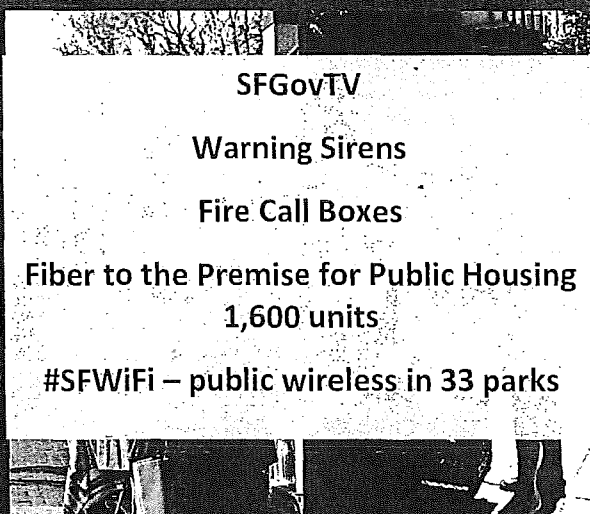
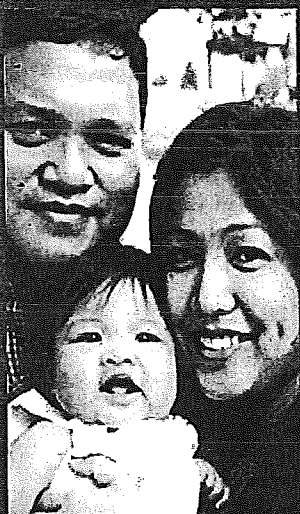


**Service Delivery:** Deliver and support client departments with technology services and projects to enable process modernization and automation.



**Agile & Supported Workforce:** Increase the performance of the organization across all areas through our people, our processes and measured, evidenced-based improvement.

## DT Serving the Community



Department of Technology



## Budget Summary

| COIT/CAPITAL PROJECT BUDGETS   | Proposed, \$M |              |
|--------------------------------|---------------|--------------|
|                                | FY 18-19      | FY 19-20     |
| Internet for Public Housing    | 0.5           | 0.5          |
| JUSTIS Roadmap                 | 0.8           | 0.5          |
| Modernize The Network          | 2.2           | 2.1          |
| City Cloud Enhancement         | 2.1           | 2.1          |
| Mainframe Retirement Plan      | 0.2           | 1.0          |
| PCI Remediation                | 0.2           | 0.0          |
| Privilege Access Management    | 0.2           | 0.0          |
| Security Incident Mgmt         | 0.4           | 0.0          |
| Telecom – VOIP Project         | 2.4           | 2.4          |
| VOIP Facilities Remediation    | 0.3           | 0.1          |
| Broadband Connectivity-Capital | \$3.4         | \$0.0        |
| <b>Total Capital + COIT</b>    | <b>\$12.6</b> | <b>\$8.8</b> |

## Office of Civic Innovation

**PARTNERSHIPS** to help the City be more collaborative, inventive, and responsive by introducing new approaches, resources, and technology for City priorities.

### Civic Bridge

Private sector professionals volunteer to work on important City challenges in a 16-week period.

In 2 years - 30 consulting projects completed, total of 13,000 volunteer hours worth approx. \$3.7 million in services from Google, Adobe, Bloomberg, Price Waterhouse Cooper.

### Startup in Residence

City departments are matched with technology entrepreneurs to solve priority issues in 16-weeks with option to procure.

In 3 years - 25 projects completed serving 23 departments.

HSA foster family recruitment process, reduced applicant approval time by 50%. Applicants increased who want to foster children by 300%.



## DataSF: Empowering Use of Data

| Program         | Key Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Data Access     | 30% increase in use of open data portal by City staff showing internal demand<br>Users downloading data, a leading indicator of engagement, increased by 53%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Data Management | First city data policy, data standards handbook and new data classification policy to improve the consistency, quality, usability, security and availability of City data<br>25% increase in published data that is documented per city standard                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Data Use        | Data Academy, Training program, in partnership with the Controller, estimated to save up to \$5M per year in staff time due to improved skills; 1,000 staff taught in last FY<br>DataScienceSF. Results demonstrate the power of data science in the City: <ul style="list-style-type: none"> <li>ASR: 1st model run reduced the assessment workload by 166 properties or 10% giving the city immediate access to \$238 million in roll value leading to ~\$2.8M in revenue</li> <li>ENV: Increased client list for green lighting program by 200% for commercial and 1000% for multi-family properties</li> <li>DPH-WIC: Able to predict with 83% accuracy who will drop out of nutrition program for moms and babies by 13 months of child age. Results being used for targeted interventions</li> </ul> |

## JUSTIS Program

Program started in 2007.

Supporting 10 Departments

(DEM, POL, SHF, DA, PDR, Court, ADP, JUV, DoSW, ADM)

Integrating 12 business systems for sharing data and reporting

20,308 Bookings

24,000 Cases

151,439 Transactions



### Statutes

San Francisco unified statute table. Change control history and downloadable list from Sheriff, DA, and Police Bureau. Authorized users can access the "Statute Attribute" module



### Daily Court Schedule - Person in Custody

Daily Court Schedule by any future Court dates for Person in Custody (or Complete List of All Persons).



### CMS Court Calendars Reprint

Reprint mainframe printout for Daily San Francisco Superior Court Calendars - CALENDAR BWCT (Bench Warrant & Continuance), CALENDAR AN (Arraignment), CALENDAR NOON (Noon)



### Domestic Violence Reporting

Domestic Violence Reporting Portal with analytical reports



### Quality-of-Life

Top offenders with 10 or more Failure-to-Appear Quality-of-Life Citations in the past 12 months, cross checking with probation and in custody information (Court SATS Citation System up to October 2015)



### S.F. Criminal Justice Data Query

JUSTIS version of CMS CABLE3 Queries (QCA, QCX, OFRO, QCD, QMHS). Reporting database currently refreshes every 30 minutes with data from CMS



### Booking Alert - Person of Interest

Booking Notification of Person of Interests. This application keeps track of notification group membership, alert expiration. Notifications are by emails when Sheriff department booking with SFNQ for the person of interests. Notification also sent when the alert is to be expired (in one week and in one day)



### Daily Reports for District Attorney's Office

Daily CMS Reports #0295, #0296, #0297 for D.A. Rebooking unit



## Emerging Technologies

Pepper – Self-service Host  
Automating Processes with Data and AI  
Software Defined Network  
FiberSense – fiber as a sensor pilot  
Blockchain for elections  
Smart poles - PUC  
Smart buildings  
Visualization



# Thank You Questions?



SAN FRANCISCO  
DEPARTMENT OF  
TECHNOLOGY

Linda Gerull  
Chief Information Officer  
June 14, 2018





## STRATEGIC DRIVERS

- **Accelerate Modernization** – Modernize applications to provide digital government and sustainable technology.
- **Build Economical Efficient IT Infrastructure** – Invest in infrastructure and technologies that delivers a reliable, secure digital government.
- **Ensure Security & Resiliency** – Securing and safeguarding City systems, assets, data and capabilities.
- **Increase Value to Client Departments** – Optimize, reduce costs, increase efficiencies, decrease redundancy, streamline systems.

## MISSION STATEMENT

To provide innovative, reliable, and secure technology solutions that support and empower CCSF agencies and departments in their delivery of high-quality government services for the public.

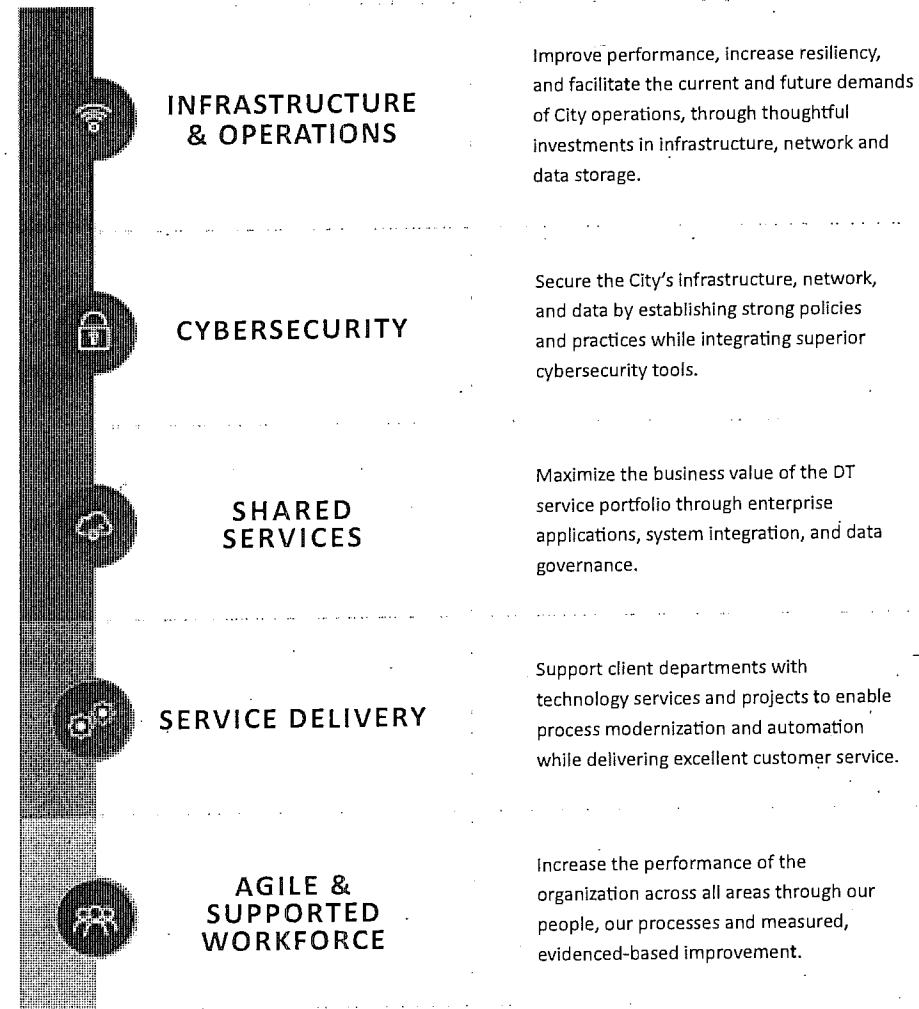
## VISION STATEMENT

We envision being a trusted leader in providing innovative technology services and solutions to all CCSF agencies and the people of San Francisco.

## VALUES STATEMENT

- **Culture:** Foster a culture of caring that values dignity and respect for our people and clients.
- **Teamwork:** Make decisions in the best interest of our customers.
- **Excellent Customer Service:** Deliver a high degree of results-focused technical and professional standards.
- **Performance:** Getting to DONE on time, on budget and with high quality.
- **Accountability:** Take ownership and responsibility for our actions.
- **Transparency:** Report clear, concise and complete methods, resources and outcomes.

## STRATEGIC AREAS OF FOCUS





## FOCUS AREAS

## STRATEGIC OBJECTIVES

## INITIATIVES

\*COIT

+CAPITAL



### INFRASTRUCTURE & OPERATIONS

**1.1 NETWORK:** Increase connectivity for the benefit of the public and the City employees that serve them.

**1.2 DATA CENTER OPTIMIZATION:** Improve the efficiency of citywide data centers by centralizing and streamlining operations. Enable citywide migration of data to the cloud to decrease maintenance costs and enhance security, redundancy, and stability.

**1.3 CITY TELECOM MODERNIZATION:** Transform the City's telephony and internet connectivity to provide higher levels of resiliency and availability to departments while simplifying overall architectural complexity.

**1.4 PUBLIC SAFETY:** Improve the City's public safety through improving networking, connectivity and communication infrastructure.

**2.1 IDENTIFY:** Identify cybersecurity risk to City systems, assets, data, and capabilities.

**2.2 PROTECT:** Safeguard delivery of City services.

**2.3 DETECT:** Detect cybersecurity weaknesses and events.

**2.4 RESPOND:** Respond to cybersecurity events and limit their damage.

**2.5 RECOVER:** Ensure resilience and restoration of City services after a cybersecurity or disaster event.

**3.1 SFGOVTV:** Expanding open government access.

**3.2 ENTERPRISE APPLICATIONS & INTEGRATIONS:** Develop, configure, integrate, enhance, and support Citywide applications.

**4.1. SERVICE SUPPORT:** Deliver technology-focused services that drive efficiencies, cost savings, and allow client departments to focus on delivering services to constituents.

**4.2. GOVERNANCE:** Improve overall department governance of client engagements, projects and deployed technology.

**4.3 PMO:** Use best-in-class project management practices to deliver projects on-time, within budget and exceeding client expectations.

**4.4 COMMUNICATION:** Continue to enhance the department's internal and external communication to staff and key stakeholders.

**5.1 PEOPLE:** Attract, retain and develop our talent to enable the department's long-term sustainability.

**5.2 FINANCE:** Proactively support the department's financial management and effective resource utilization.

• Establish Software Defined Network\*

• Evolve City Cloud & DPR3\*  
• Transform Citywide data centers

• Deprecate telephony infrastructure\*  
• Launch collaboration application

• Upgrade wireless emergency call boxes  
• Public housing broadband\*  
• Complete radio replacement

• Cyber risk management  
• Payment Card Industry (PCI) remediation\*

• Secure and Reliable Access  
• Resilient security architecture

• 24/7 cyber defense

• Cyber breach preparedness

• Business continuity/disaster recovery

• Expand IPTV system reach  
• Expand production services & programs

• Architect integrations between enterprise applications

• Integrate customer communications into ServiceNow  
• Offer Service Desk as a Service

• Implement IT Governance Process

• Increase capacity of PMO to Level IV

• Increase public awareness  
• Expand CCSF/Citywide communications

• Ensure Continuity of Operations and formal Succession Plans

• Enhance sourcing & vendor management

• Improve servers & database management

• Exit Mainframe\*

• Refresh telephony billing applications

• VOIP in the Cloud POC\*

• Wireless protection POC  
• Enhance SFMTA infrastructure  
• Increase facility connectivity

• SF Cybersecurity Campaign

• Vulnerability Management

• Trained and vigilant workers

• Continuous defense testing

• Incident response preparedness

• Enhance access to LIVE video feeds

• Lead evaluation of JUSTIS Architecture, Data, and Applications\*

• Enhance NOC Monitoring Services

• Deploy new CIO Review

• Enhance internal communications

• Consistent, relevant department-wide training

• Enhance Asset Management Tracking



### CYBERSECURITY



### SHARED SERVICES



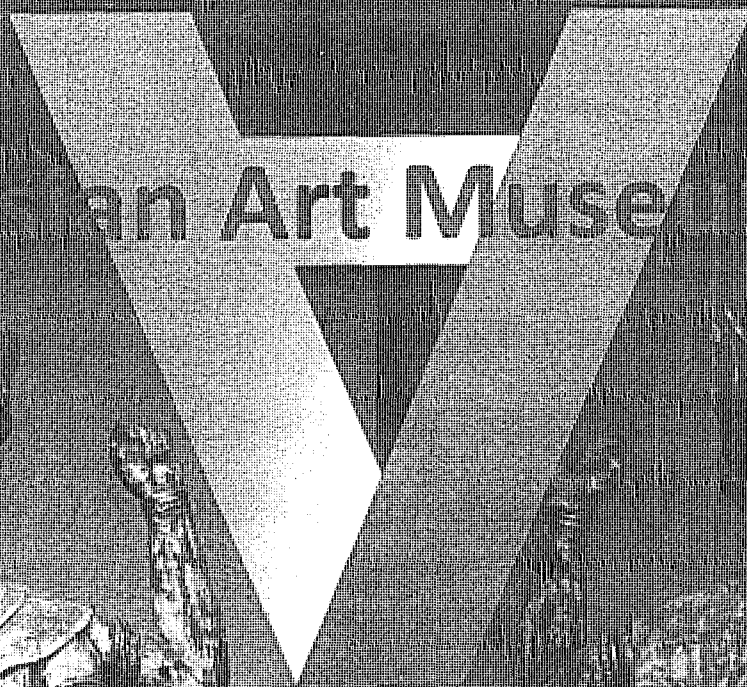
### SERVICE DELIVERY



### AGILE & SUPPORTED WORKFORCE







Asian Art Museum



City and County of San Francisco Budget & Finance Committee Hearing  
June 14, 2018



## AAM Vision

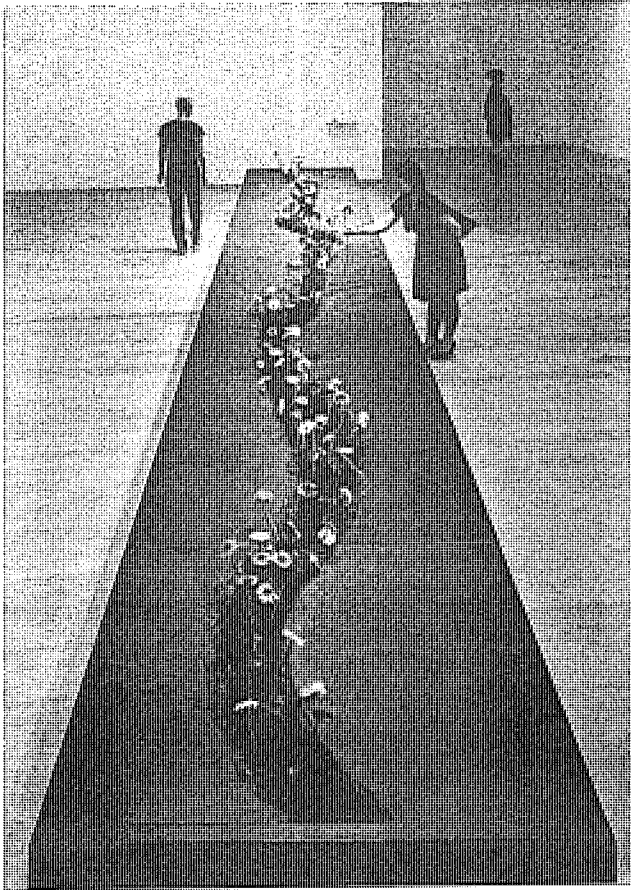
Our vision is to make Asian art and culture essential to everyone.

Our goals are to:

- Transform the visitor experience by showcasing a portfolio of diverse exhibitions and programs in existing and new spaces;
- Awaken and inspire by interweaving historical and contemporary art and culture throughout the museum, around our Civic Center location, and online;
- Highlight masterpieces in the museum's world class collection;
- Use City funding to preserve, protect, and exhibit the collection;
- Complete private capital campaign to fund new construction, invest in new initiatives, and build endowment.



## FY18 Special Exhibitions



### **Flower Power**

Jun 23, 2017 – Oct 1, 2017



### **Couture Korea**

Nov 3, 2017 – Feb 4, 2018



### **Divine Bodies**

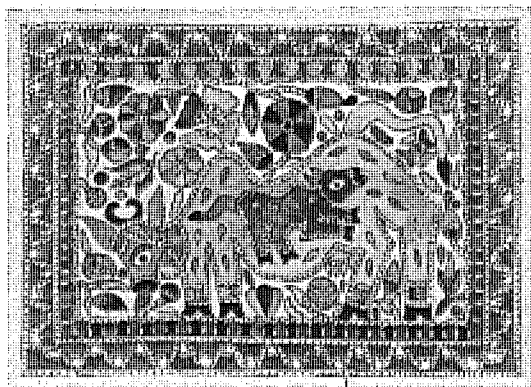
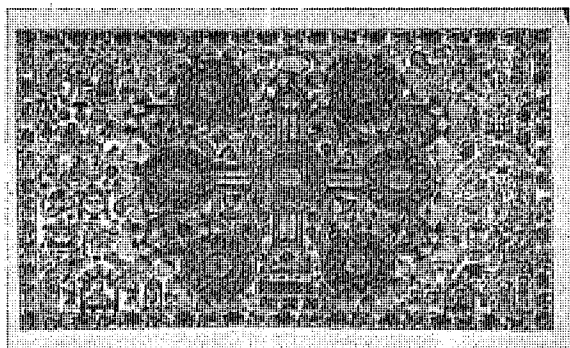
Mar 9, 2018 – July 29, 2018



## FY19 Special Exhibitions

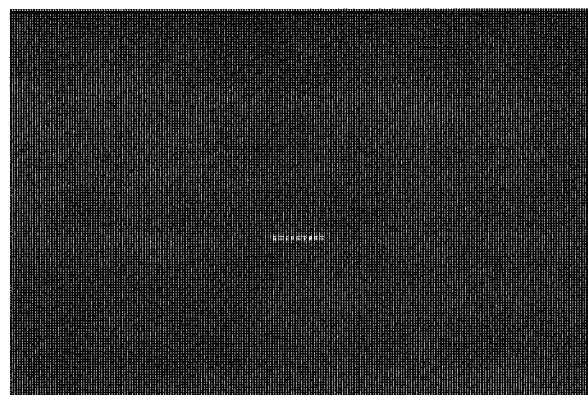
### Painting Is My Everything: Art from India's Mithila Region

September 7- December 30



### Haroon Mirza: A C I D G E S T

September 7- December 9



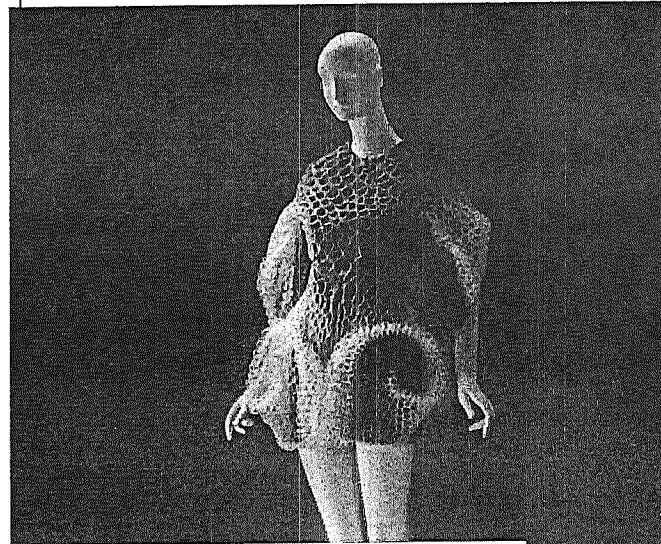


# FY19 Special Exhibitions

## *Kimono Refashioned*

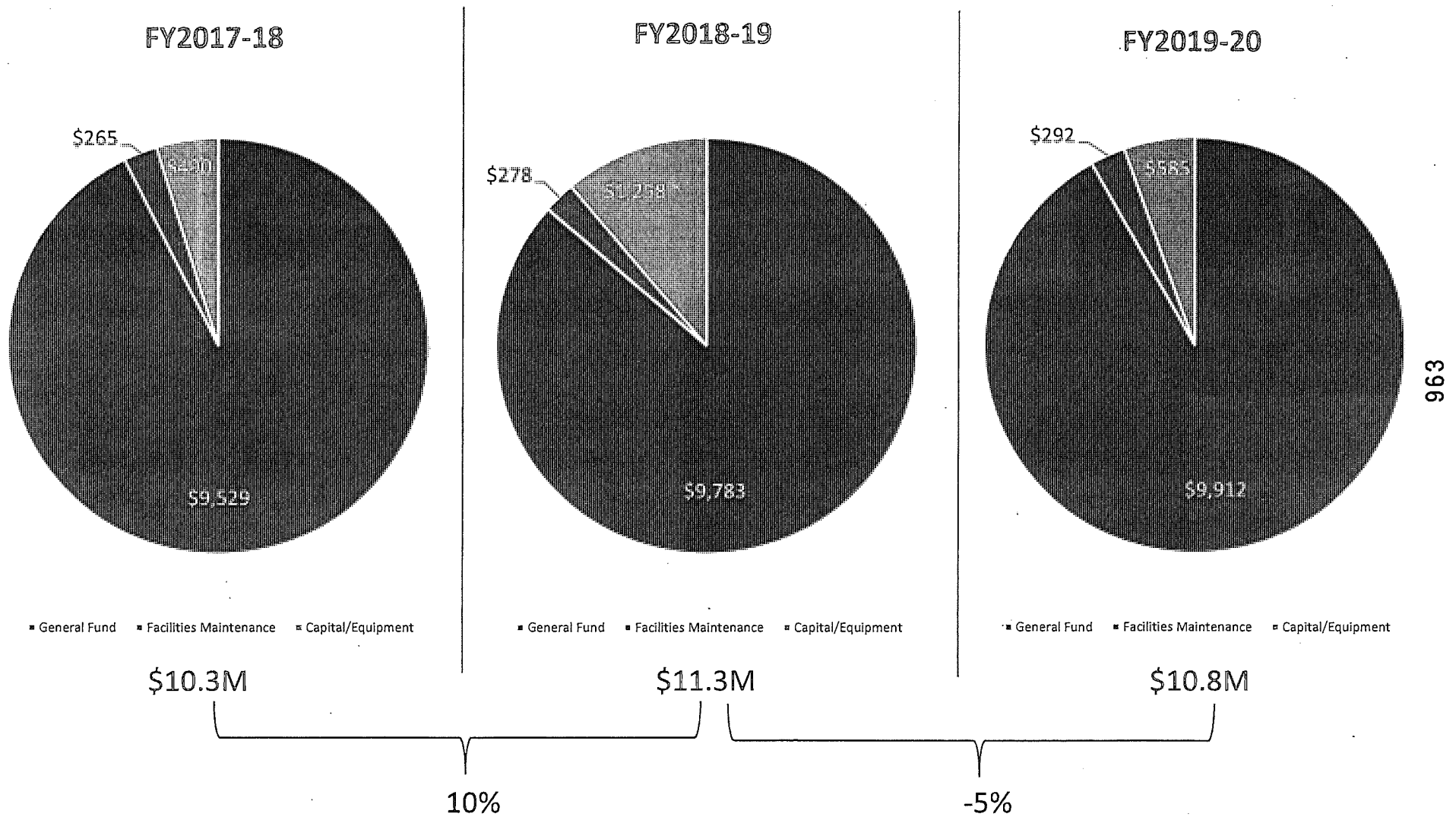
February 8 – May 5, 2019

Hambrecht and Osher Galleries



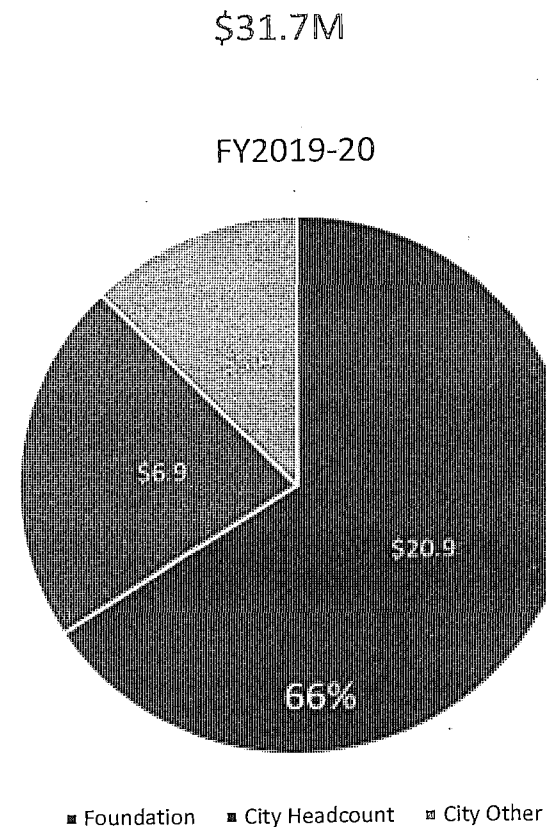
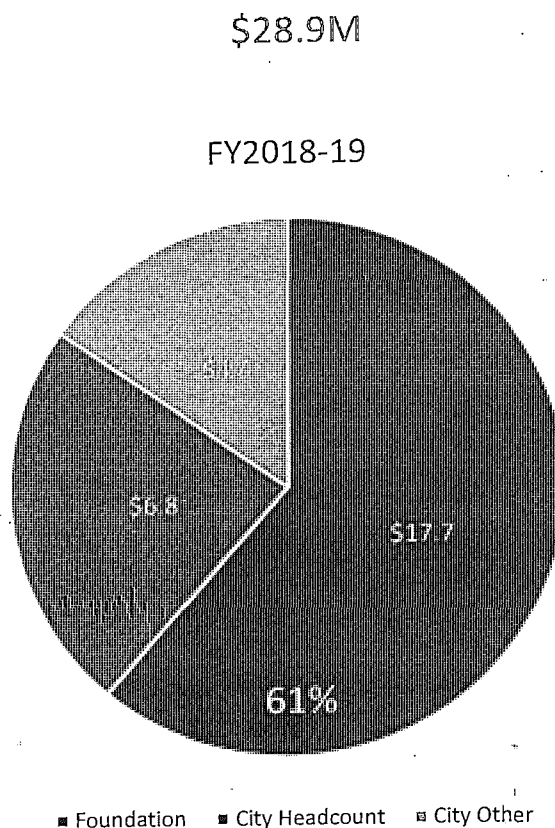
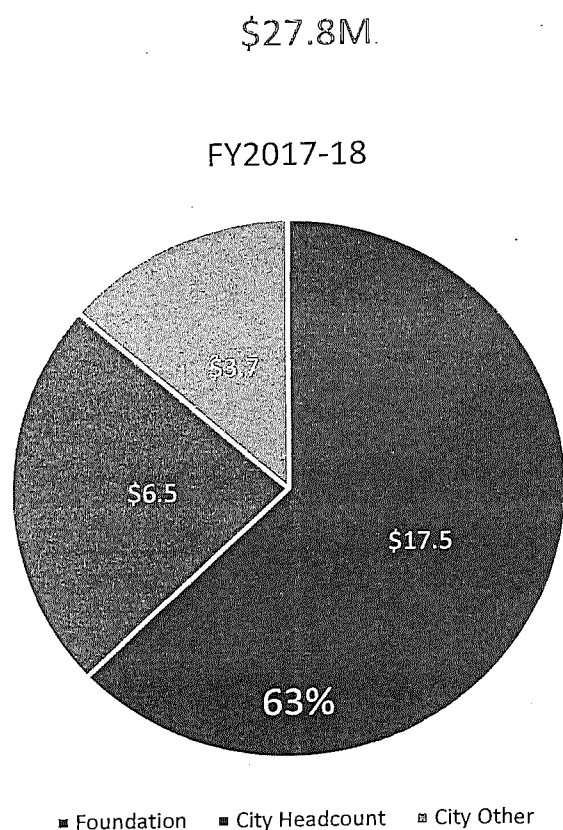


# City Revenues – General Funds





# Consolidated AAM Operating Budget



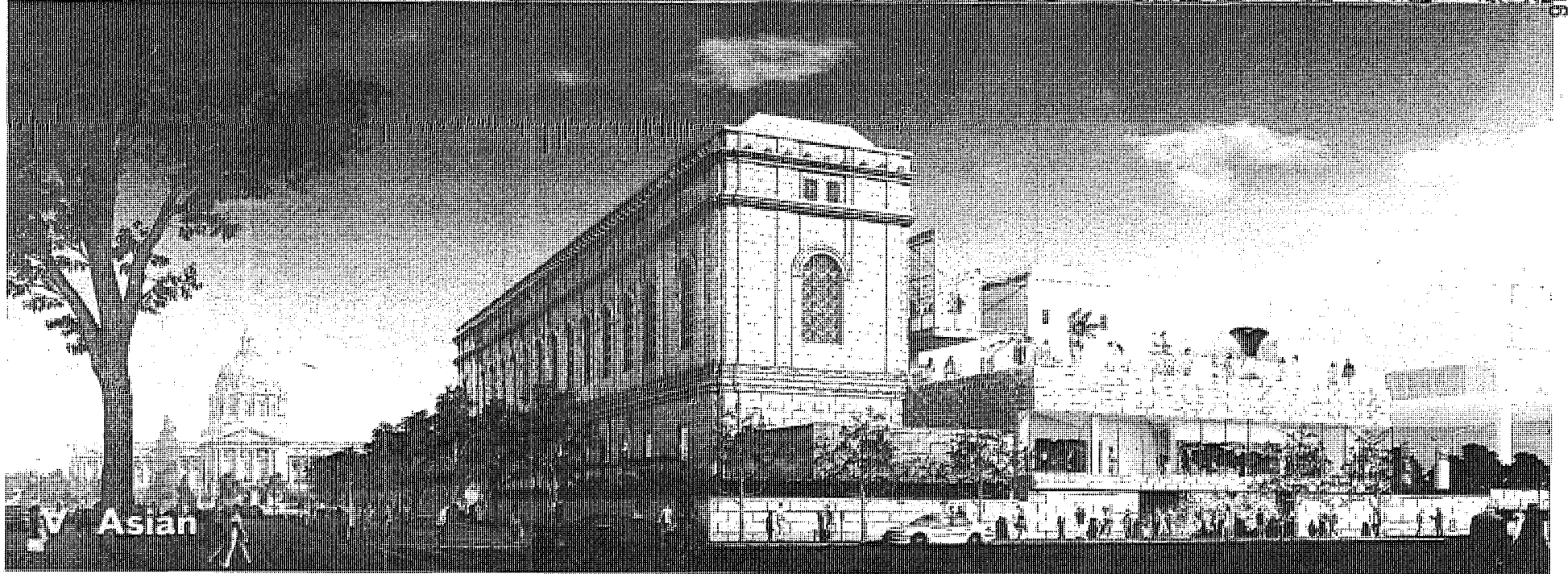
As we focus on the transformation of the museum – FY2017-18 and FY2018-19 will have lower foundation expenses related to larger traveling exhibits – with FY2019-20 returning the normal level of foundation expenses.



Our transformation has begun



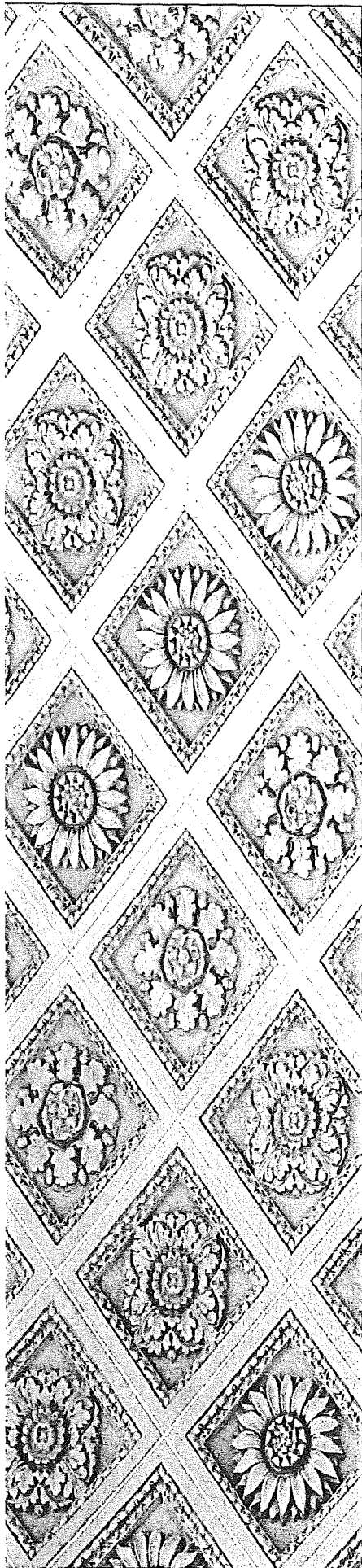
965





de Young | Legion of Honor  
FINE ARTS MUSEUMS OF SAN FRANCISCO

# FINE ARTS MUSEUMS





# STRATEGY

1. Support Education and Engagement Programs
2. Present Extraordinary Exhibitions, Build on Collections Strengths
3. Create a Welcoming and Stimulating Environment for All Audiences
4. Create a Dynamic, Efficient and Financially Secure Organization

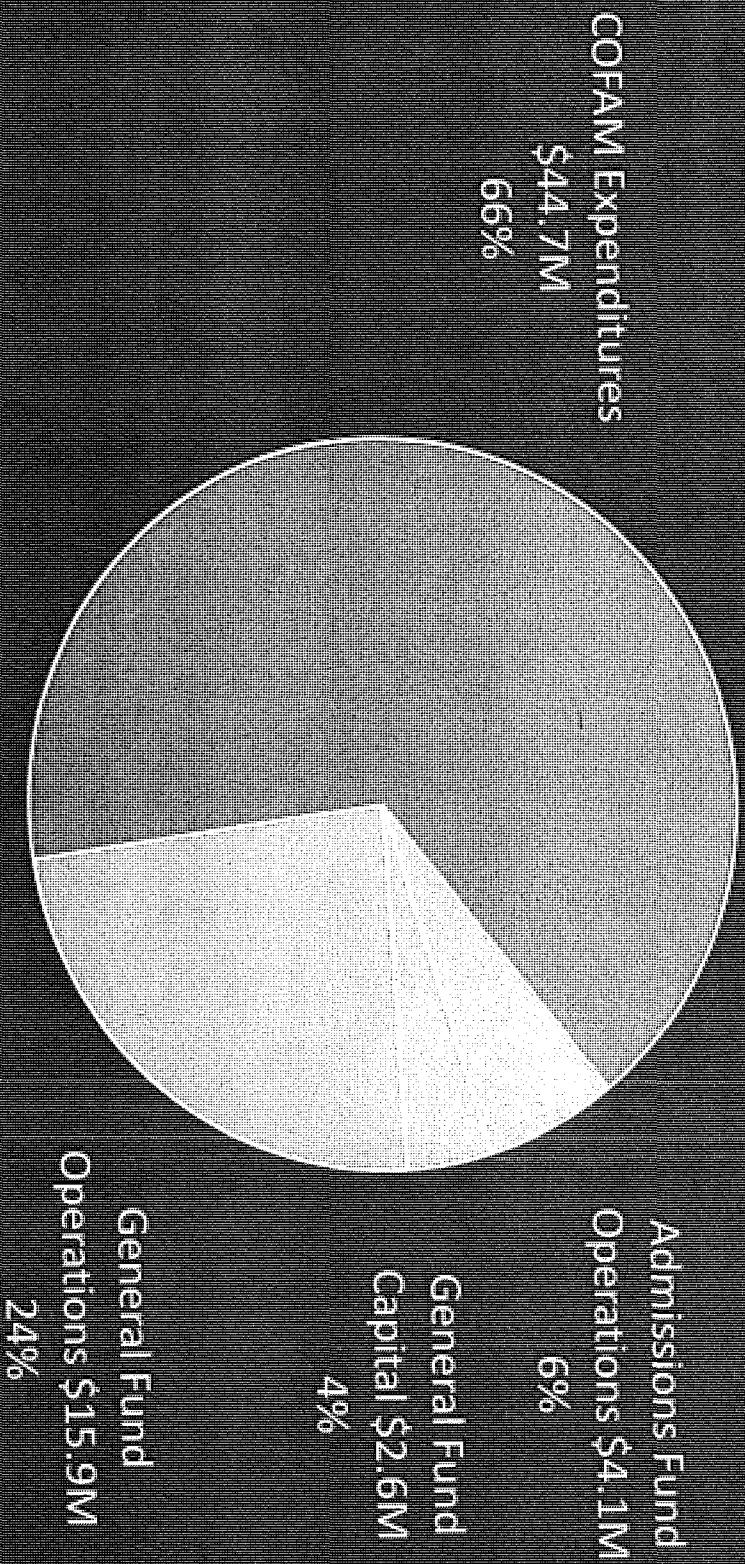
Projected Attendance for FYE June 30, 2018

**1,525,000 VISITORS**



# FY19 Budget Expenditures

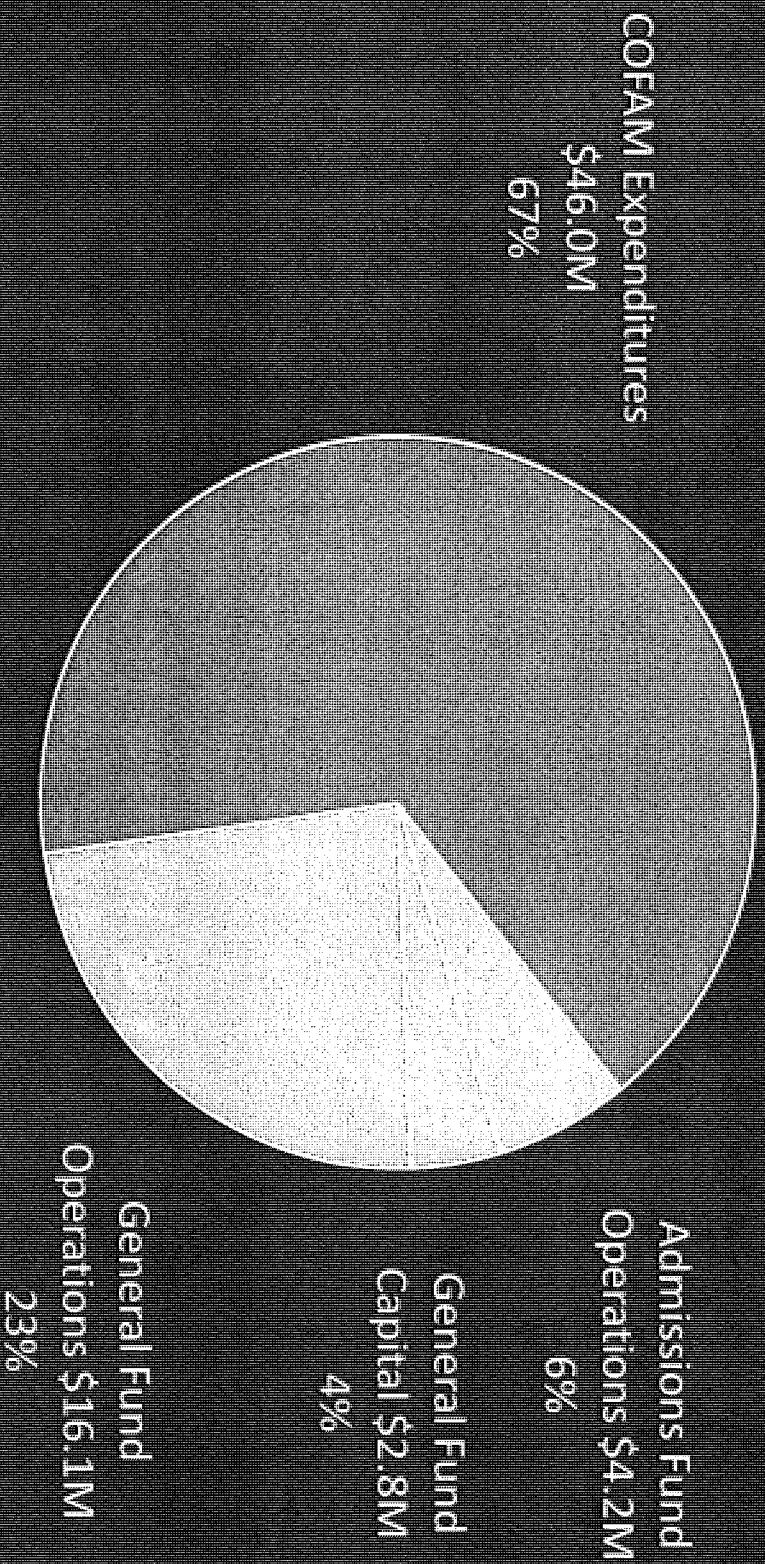
## Total General Fund \$18,448,794





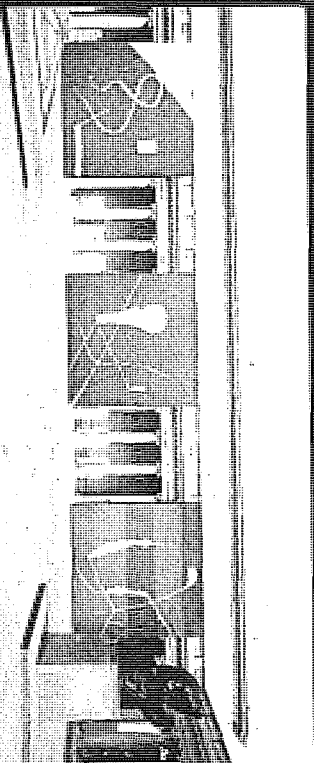
# FY20 Budget Expenditures

## Total General Fund \$18,982,861





# Legion of Honor Exhibitions



**JULIAN SCHNABEL: SYMBOLS OF ACTUAL LIFE**

(Apr 19 – Aug 5, 2018)



**TRUTH AND BEAUTY: THE PRE-RAPHAELITES AND THE OLD MASTERS**

(Jun 30 – Sep 30, 2018)



**EAST MEETS WEST: JEWELS OF THE MAHARAJAS FROM THE AL THANI COLLECTION**

(Nov 3, 2018 – Feb 24, 2019)

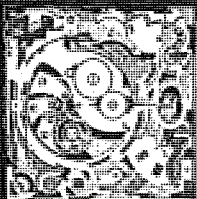


**THE EARLY CELEBRITY OF PETER PAUL RUBENS**

(Apr 6 – Sep 8, 2019)



# de Young Museum Exhibitions



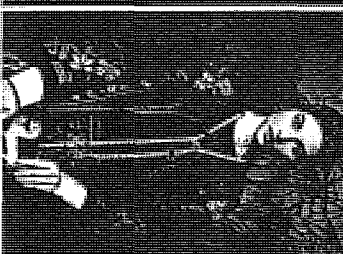
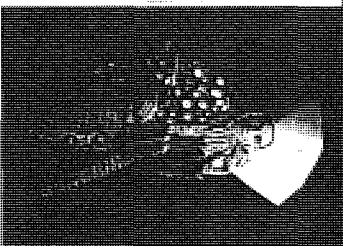
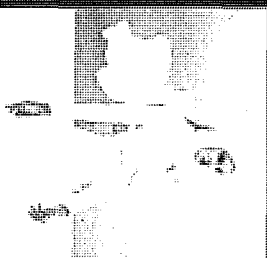
## CULT OF THE MACHINE

(Mar 24 – Aug 12, 2018)



## PAUL GAUGUIN: A SPIRITUAL JOURNEY

(Nov 17, 2018 – Apr 7, 2019)



## CONTEMPORARY MUSLIM FASHIONS

(Sep 22, 2018 – Jan 6, 2019)

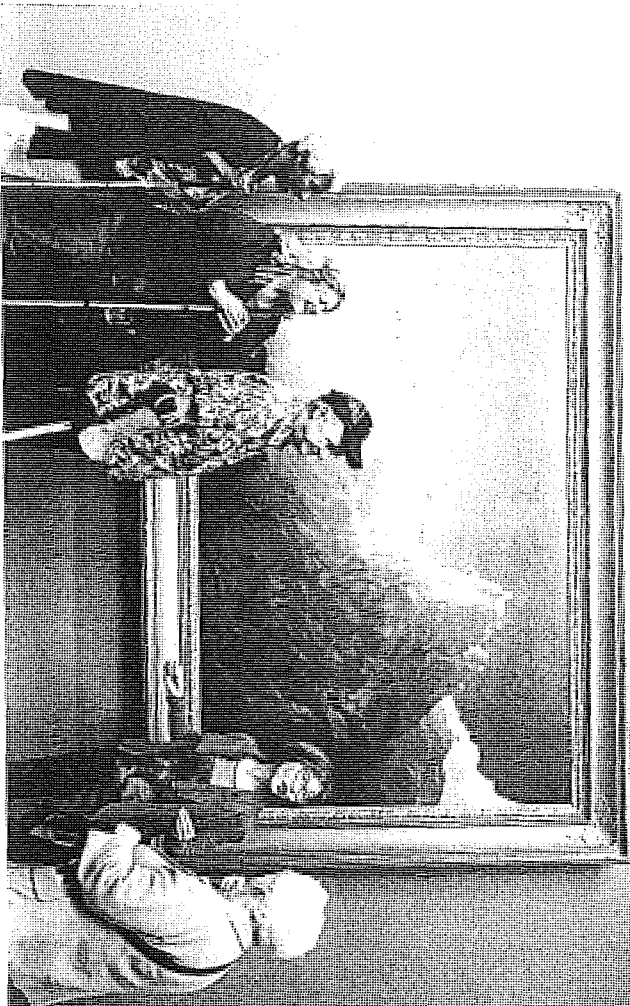


## MONET: THE LATE YEARS

(Feb 16 – May 27, 2019)

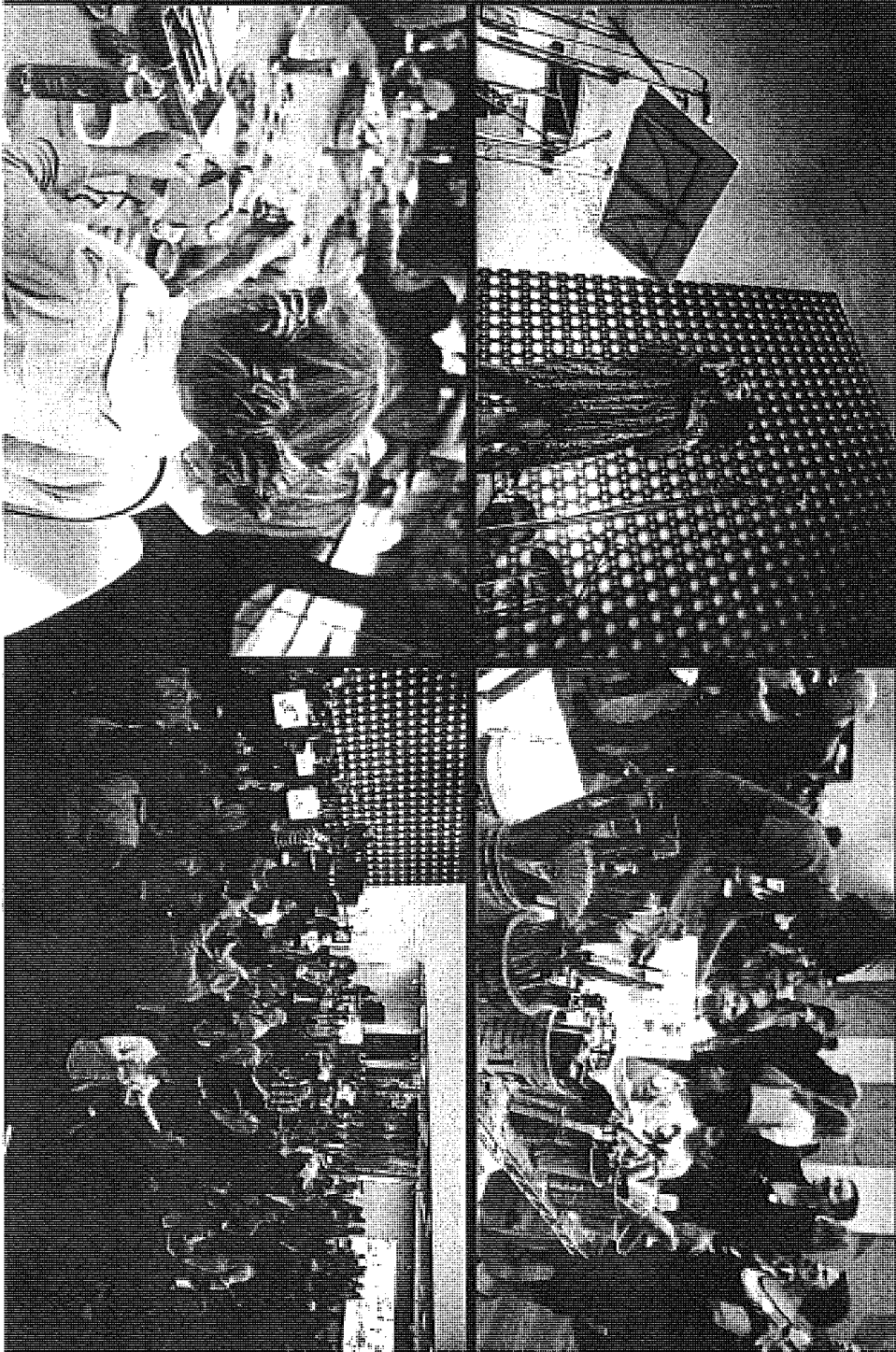


# Teen Programs Access Programs Art and Cognition

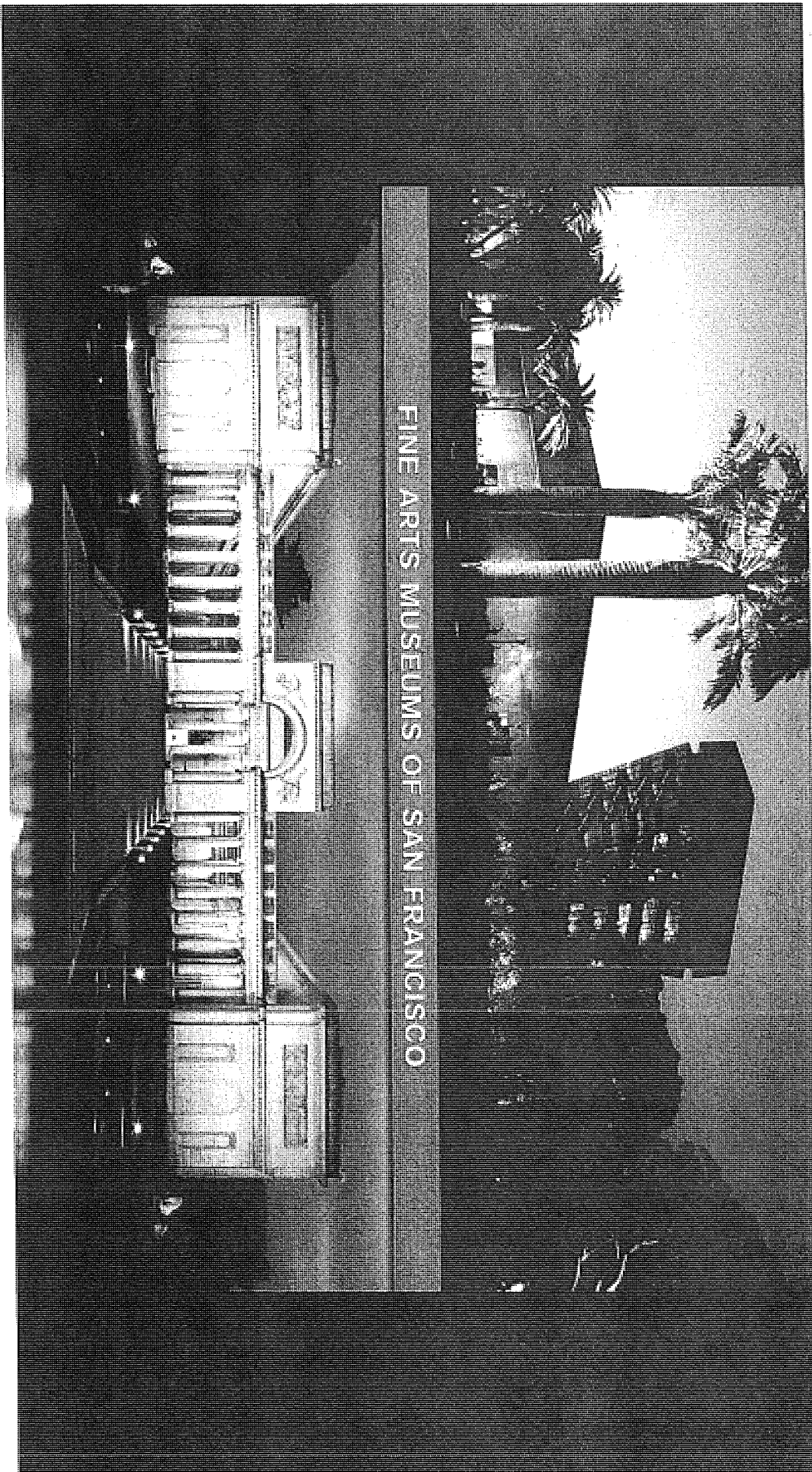




# Friday Nights are Back!













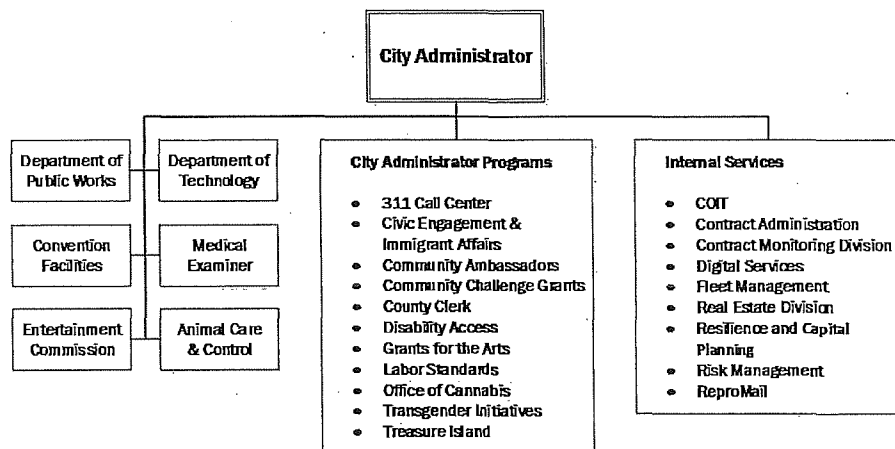
## FY18-20 Budget Overview

Budget and Finance Committee  
June 14, 2018

Naomi Kelly, City Administrator



## Organizational Structure





## Budget Overview

### GSA FY17-18 Uses (\$863M; 2,104 FTE)

ADM: \$391M    845 FTE  
DPW: \$355M    1,027 FTE  
TIS: \$117M    232 FTE

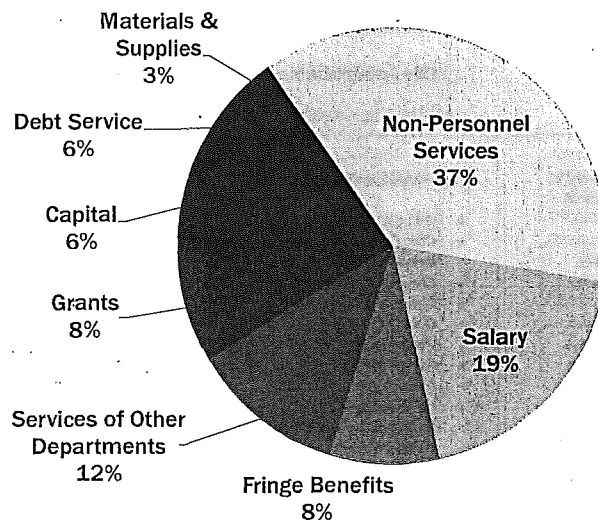
### ADM Proposed Uses

FY18-19: \$461M  
FY19-20: \$453M

### ADM FTE

| FY17-18 | FY18-19 | FY19-20 |
|---------|---------|---------|
| 845     | 872     | 884     |

## FY18-19 Department Uses by Expenditure Type





## Major initiatives

### A diverse, equitable and inclusive City

- OCEIA will lead citywide Census outreach to hard-to-count communities and increase funding for pathways to citizenship, legal aid, and other programs that **support immigrant communities** facing increased deportation pressure.
- Increased funds for the Transgender Initiatives program as it develops grants, internship programs, and policies to support our **transgender community**.
- MOD will dedicate additional resources to affordable housing and Rental Assistance Demonstration (RAD) project reviews to expedite the delivery of **accessible affordable housing**.

### Clean, safe, and livable communities

- 311 will take on more non-emergency calls, supporting DEM's goal of answering 90% of 911 calls within 10 seconds.

### Excellent City services

- Digital Services transfer of function – consolidation with one department will streamline efforts to improve City's online service delivery on projects such as city website redesign and digital permitting.
- Continue exit from the Hall of Justice
- 49 South Van Ness one-stop permitting center
- New animal shelter to begin construction and open May 2020.



# Scarborough Research

## PRIME Lingo--Crosstab Report Expanded

Market/Release: San Francisco, CA 2018 Release 1 Total (Jan 2017 - Jan 2018 )

Base: County of residence: San Francisco, CA Projected: 759,516 Respondents: 680

| City and County of San Francisco                                              |            |          |
|-------------------------------------------------------------------------------|------------|----------|
|                                                                               | Target Pop | Target % |
| Total Adults (Age 18+)                                                        | 759,516    | 100.0%   |
| Read average weekday issue of SF Chronicle, including e-Edition               | 161,046    | 21.2%    |
| Read average weekday issue of SF Examiner, including e-Edition                | 93,225     | 12.3%    |
| Read average Sunday issue of SF Chronicle, including e-Edition                | 180,870    | 23.8%    |
| Read average Sunday issue of SF Examiner, including e-Edition                 | 80,448     | 10.6%    |
| <u>Average Day Digital Audiences</u>                                          |            |          |
| SFGATE.com                                                                    | 118,044    | 15.5%    |
| SFExaminer.com                                                                | 37,621     | 5.0%     |
| <u>Integrated Audiences</u>                                                   |            |          |
| Read average issue of weekday Chronicle or visit SFGATE.com in average day    | 245,601    | 32.3%    |
| Read average issue of weekday Examiner or visit SFExaminer.com in average day | 123,978    | 16.3%    |
| Read average issue of Sunday Chronicle or visit SFGATE.com in average day     | 264,775    | 34.9%    |
| Read average issue of Sunday Examiner or visit SFExaminer.com in average day  | 111,113    | 14.6%    |

Source: Scarborough Research, R1 2018





## 2018-19 2-Year Budget Children and Families Commission

### Key Focus



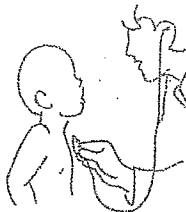
Key Impact:  
**QUALITY EARLY LEARNING**

90% of brain development occurs  
in the first five years of a child's life.



Key Impact:  
**FAMILY STRENGTHENING**

24% of our state's zero to five-year-old  
children live in poverty.



Key Impact:  
**EARLY IDENTIFICATION  
AND INTERVENTION**

1 in 4 children ages zero to five are at risk  
for developmental, behavioral or social delay.





## Strategic Goals

San Francisco's early education programs meet the highest standards of quality to ensure optimal child development and improved outcomes for all children.

Family support programs help families prepare their children for success in school and beyond.

Establish a universal system of early identification and intervention for children ages birth through five.

School Ready



## 2018-19 & 2019-20 Revenue Summary

|                                               | 2017-18           | 2018-19           | 2019-20           |
|-----------------------------------------------|-------------------|-------------------|-------------------|
| State Tobacco Tax (Prop 10) County Allocation | 5,091,012         | 5,659,886         | 5,582,191         |
| First 5 California Prop 10 Grants             | 3,205,807         | 2,160,634         | 1,800,000         |
| California Department of Education            | 2,436,212         | 1,370,000         | 1,515,311         |
| Private Grants                                | 0                 | 35,000            | 0                 |
| Use of First 5 San Francisco Reserve Fund     | 4,010,044         | 2,107,582         | 1,384,248         |
| Interest                                      | 218,075           | 116,247           | 110,065           |
| Recoveries from Other Departments             | 16,869,114        | 17,611,163        | 17,611,163        |
| <b>Total Revenues</b>                         | <b>31,830,264</b> | <b>29,060,512</b> | <b>28,002,978</b> |





## 2018-19 & 2019-20 Expenditure Summary

|                                   | 2017-18           | 2018-19           | 2019-20           |
|-----------------------------------|-------------------|-------------------|-------------------|
| Administrative/General Operations | 1,289,519         | 1,150,072         | 1,070,969         |
| Systems of Change                 | 887,298           | 279,148           | 251,207           |
| Child Development                 | 11,708,051        | 10,288,205        | 9,923,042         |
| Family Support                    | 14,878,184        | 15,195,721        | 14,923,578        |
| Child Health                      | 2,692,324         | 1,895,852         | 1,581,333         |
| Evaluation                        | 374,888           | 251,514           | 252,849           |
| <b>Total Expenditures</b>         | <b>31,830,264</b> | <b>29,060,512</b> | <b>28,002,978</b> |



## 2018-19 Total Budget by Program Area

|                                         | Admin/<br>Ops    | Systems        | Child<br>Dev      | Family<br>Sup     | Child<br>Health  | Total             |
|-----------------------------------------|------------------|----------------|-------------------|-------------------|------------------|-------------------|
| Staff Salaries & Benefits               | 644,483          | 150,498        | 1,113,877         | 450,376           | 119,312          | 2,478,546         |
| Administrative Expenses                 | 338,189          | 16,075         | 237,968           | 47,960            | 14,061           | 654,253           |
| Consulting (personal service contracts) | 155,000          | 105,000        | 105,400           | 199,200           | 140,400          | 705,000           |
| Materials, Supplies & Printing          | 12,400           | 7,575          | 31,775            | 24,625            | 2,875            | 79,250            |
| Direct Services (nonprofit contracts)   | 0                | 0              | 8,729,585         | 14,638,349        | 1,625,104        | 24,993,038        |
| Evaluation                              | 0                | 0              | 75,000            | 75,428            | 0                | 150,428           |
| <b>Total Projected Costs:</b>           | <b>1,150,072</b> | <b>279,148</b> | <b>10,293,605</b> | <b>15,435,935</b> | <b>1,901,752</b> | <b>29,060,512</b> |
| <b>% of Total Budget:</b>               | <b>4.05%</b>     | <b>0.98%</b>   | <b>36.25%</b>     | <b>54.36%</b>     | <b>6.70%</b>     |                   |





## 2018-19 Prop 10 Budget by Program Area

|                                         | Admin/<br>Ops    | Systems        | Child<br>Dev     | Family<br>Sup    | Child<br>Health  | Total             |
|-----------------------------------------|------------------|----------------|------------------|------------------|------------------|-------------------|
| Staff Salaries & Benefits               | 644,483          | 150,498        | 797,955          | 450,376          | 119,312          | 2,162,624         |
| Administrative Expenses                 | 338,189          | 16,075         | 172,419          | 47,960           | 14,061           | 588,704           |
| Consulting (personal service contracts) | 155,000          | 105,000        | 55,926           | 199,200          | 140,400          | 655,526           |
| Materials, Supplies & Printing          | 12,400           | 7,575          | 11,775           | 24,625           | 2,875            | 59,250            |
| Direct Services (nonprofit contracts)   | 0                | 0              | 2,572,799        | 3,921,080        | 1,403,363        | 7,897,242         |
| Evaluation                              | 0                | 0              | 75,000           | 11,003           | 0                | 86,003            |
| <b>Total Projected Costs:</b>           | <b>1,150,072</b> | <b>279,148</b> | <b>3,685,874</b> | <b>4,654,244</b> | <b>1,680,011</b> | <b>11,449,349</b> |
| <b>% of Prop 10 Budget:</b>             | <b>10.66%</b>    | <b>2.59%</b>   | <b>34.17%</b>    | <b>43.14%</b>    | <b>15.57%</b>    |                   |



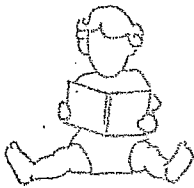
## 2018-19 Work Order Recoveries by Program Area

|                                           | Admin/<br>Ops | Systems      | Child<br>Dev     | Family<br>Sup     | Child<br>Health | Total             |
|-------------------------------------------|---------------|--------------|------------------|-------------------|-----------------|-------------------|
| Staff Salaries & Benefits                 | 0             | 0            | 315,922          | 0                 | 0               | 315,922           |
| Administrative Expenses                   | 0             | 0            | 65,549           | 0                 | 0               | 65,549            |
| Consulting (personal service contracts)   | 0             | 0            | 49,474           | 0                 | 0               | 49,474            |
| Materials, Supplies & Printing            | 0             | 0            | 20,000           | 0                 | 0               | 20,000            |
| Direct Services (nonprofit contracts)     | 0             | 0            | 6,156,786        | 10,717,269        | 221,741         | 17,095,796        |
| Evaluation                                | 0             | 0            | 0                | 64,422            | 0               | 64,422            |
| <b>Total Projected Costs:</b>             | <b>0</b>      | <b>0</b>     | <b>6,607,731</b> | <b>10,781,691</b> | <b>221,741</b>  | <b>17,611,163</b> |
| <b>% of Work Order Recoveries Budget:</b> | <b>0.00%</b>  | <b>0.00%</b> | <b>37.52%</b>    | <b>61.23%</b>     | <b>1.26%</b>    |                   |

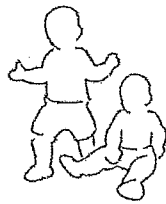




## Investments that make a difference



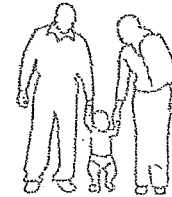
Kindergarten  
readiness and quality  
early learning



Developmental  
screening and  
early intervention



Preventative health  
services and oral  
health care



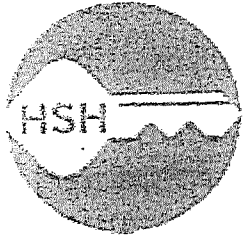
Supporting  
resilient families  
and safe homes











DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

# HSH Proposed Budget FY 2018-19 & 2019-20

986

Board of Supervisors  
Budget and Finance Committee  
June 15, 2018



# HSH's Strategic Goals

## HSH's 2-Year Goals

1. Reduce the Point-in-Time Count by at least 10% and unsheltered count by at least 15%
2. End unsheltered family homelessness by the end of 2018
3. End large, long-term encampments by December 2018
4. Fully implement Coordinated Entry and prioritize high-needs individuals for housing
5. Make progress toward Adult, Family and Youth goals

987

## HSH's 5-Year Strategic Goals

| Adults                                           | Families                                 | Youth                                          | Street Homelessness                               |
|--------------------------------------------------|------------------------------------------|------------------------------------------------|---------------------------------------------------|
| Reduce chronic homelessness 50% by December 2022 | End family homelessness by December 2021 | Reduce youth homelessness 50% by December 2022 | End large, long-term encampments by December 2019 |



# New Initiatives: Housing

| Investment                                         | FY 18-19<br>Spending | Units/Beds | 2-Year Goal                                                                                        |
|----------------------------------------------------|----------------------|------------|----------------------------------------------------------------------------------------------------|
| TAY Rapid Rehousing                                | \$1.0 M              | 25 Slots   | <ul style="list-style-type: none"> <li>• Reduce PIT Count</li> <li>• Progress on Youth</li> </ul>  |
| Minna Lee Master Lease (PSH)                       | \$2.0 M              | 50 Units   | <ul style="list-style-type: none"> <li>• Reduce PIT Count</li> <li>• Progress on Adults</li> </ul> |
| Permanent Supportive Housing (PSH) in MOH Pipeline | \$2.0 M              | 147 Units  | <ul style="list-style-type: none"> <li>• Reduce PIT Count</li> <li>• Progress on Adults</li> </ul> |
| PSH Service Enhancements                           | \$1.5 M              | N/A        | <ul style="list-style-type: none"> <li>• Progress on Adults</li> </ul>                             |
| PSH Capital Repairs                                | \$3.0 M              | N/A        | <ul style="list-style-type: none"> <li>• Progress on Adults</li> </ul>                             |
| PSH Lease Increases                                | \$0.8 M              | N/A        | <ul style="list-style-type: none"> <li>• Progress on Adults</li> </ul>                             |



# New Investments: Temporary Shelter

| Investment                     | FY 18-19<br>Spending | Units/Beds | 2-Year Goals                                                                                                                                               |
|--------------------------------|----------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 Navigation Centers           | \$14.1 M             | 338 beds   | <ul style="list-style-type: none"> <li>• End Encampments</li> <li>• Reduce unsheltered PIT Count</li> </ul>                                                |
| Transitional Housing for Women | \$1.1 M              | 17 rooms   | <ul style="list-style-type: none"> <li>• End unsheltered family homelessness</li> </ul>                                                                    |
| Replacing & Expanding Shelter  | \$0.5 M              | TBD        | <ul style="list-style-type: none"> <li>• End Encampments</li> <li>• End unsheltered family homelessness</li> <li>• Reduce unsheltered PIT Count</li> </ul> |



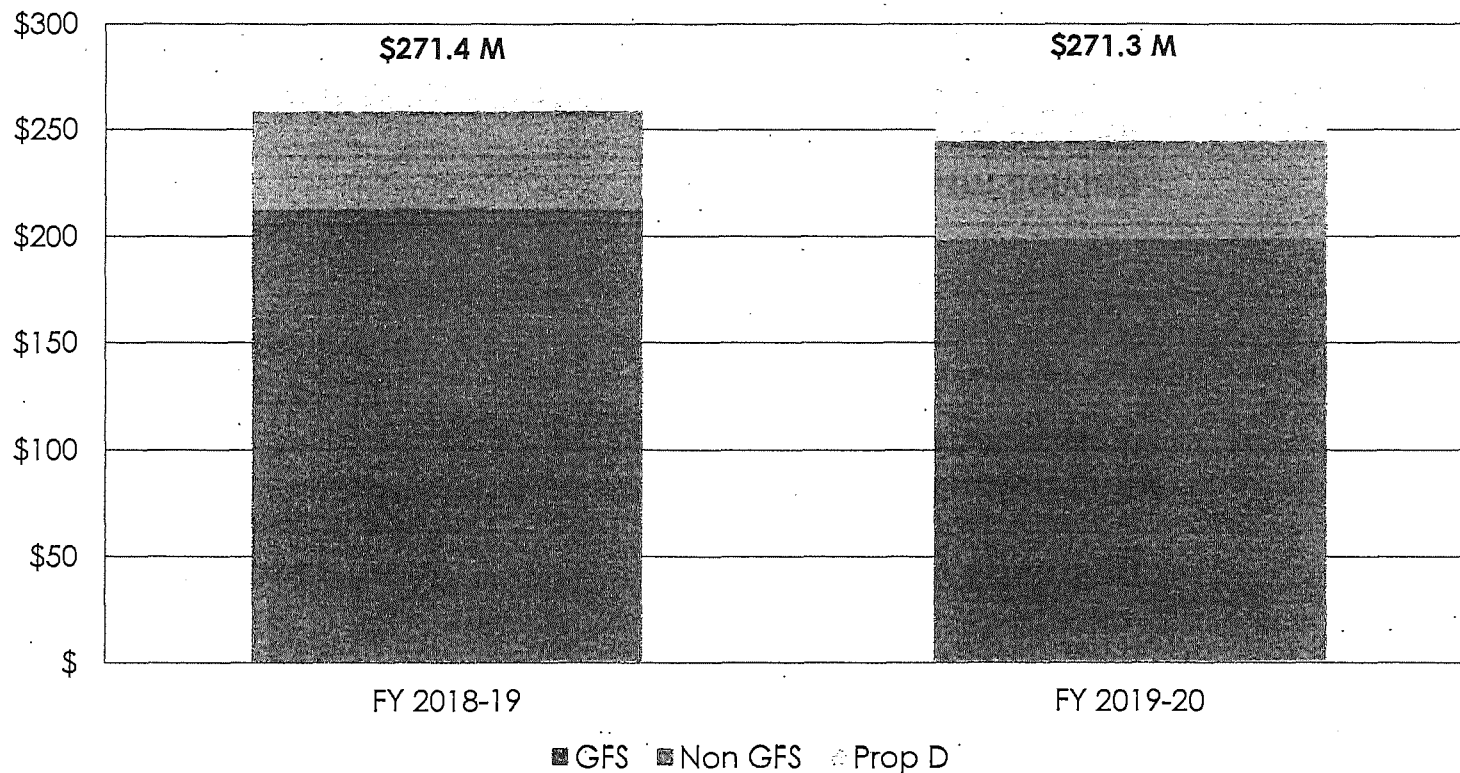
# Other New Investments

| Investment                 | FY 18-19 Spending | 2-Year Goals                                                                                                     |
|----------------------------|-------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Coordinated Entry</b>   |                   |                                                                                                                  |
| Family Access Point        | \$0.6 M           | <ul style="list-style-type: none"> <li>Coordinated Entry Implementation</li> <li>Progress on Families</li> </ul> |
| Youth Access Point         | \$0.3 M           | <ul style="list-style-type: none"> <li>Coordinated Entry Implementation</li> <li>Progress on TAY</li> </ul>      |
| <b>Problem Solving</b>     |                   |                                                                                                                  |
| Doubling of Homeward Bound | \$1.2 M           | <ul style="list-style-type: none"> <li>Reduce PIT Count</li> </ul>                                               |



# HSH FY 2018-20 Budget Overview

**HSH Proposed Budget  
(\$ in millions)**



- Increase of 8% from FY 2017-18 (with Prop D)
- \$12.6M increase in General Fund support in FY19
- Includes \$40 M of expenditures on reserve over 2 years (Prop D)



# Prop D: Currently Unfunded Priorities

With the failure of Proposition D, HSH does not have funding for the following priorities or FY20 investments

| Program                    | Units/ Slots | FY18-19 Allocation | FY19-20 Allocation | 2-Year Goals                                                                                                   | 992 |
|----------------------------|--------------|--------------------|--------------------|----------------------------------------------------------------------------------------------------------------|-----|
| Rapid Rehousing for Adults | 100 Slots    | \$3.5 M            | \$3.5 M            | <ul style="list-style-type: none"> <li>• Reduce PIT</li> <li>• Progress on Adults</li> </ul>                   |     |
| Flex Housing Subsidy Pool  | 125 Slots    | \$4.0 M            | \$4.0 M            | <ul style="list-style-type: none"> <li>• Reduce PIT</li> <li>• Progress on Adults, Family &amp; TAY</li> </ul> |     |
| TAY Navigation Center      | TBD          | \$3.5 M            | \$3.5 M            | <ul style="list-style-type: none"> <li>• End Encampments</li> </ul>                                            |     |
| Rapid Rehousing for TAY    | 66 slots     |                    | \$2.1 M            | <ul style="list-style-type: none"> <li>• Progress on TAY</li> <li>• Reduce PIT</li> </ul>                      |     |
| FY19 New Investments       |              |                    | \$14.1 M           | <ul style="list-style-type: none"> <li>• Reduce PIT</li> </ul>                                                 |     |



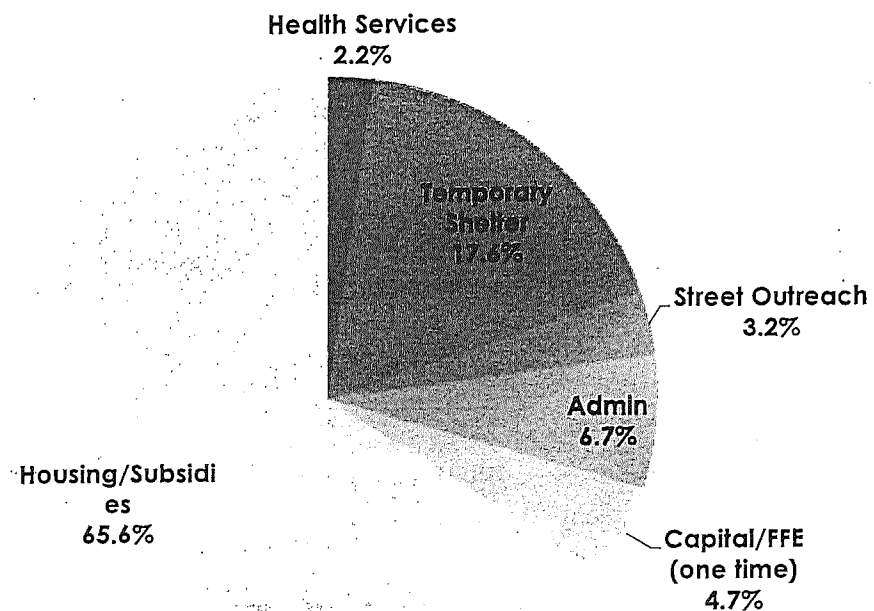
# Alignment with the Board's Budget Priorities

- **Homelessness Prevention and Problem Solving**
  - Expansion of Homeward Bound
- **TAY Navigation Center**
  - TBD based on Mayor's Rebalancing Plan
- **Speedy Exits from Homelessness**
  - New funding for family access point
  - 197 new permanent supportive housing units in FY19
- **Expanding Shelter and Addressing Street Homelessness**
  - New funding for Navigation Centers, transitional housing and shelter expansion
  - 1 new position to staff Healthy Streets Operations Center
- **TAY Services**
  - New funding for TAY Rapid Rehousing and youth access point

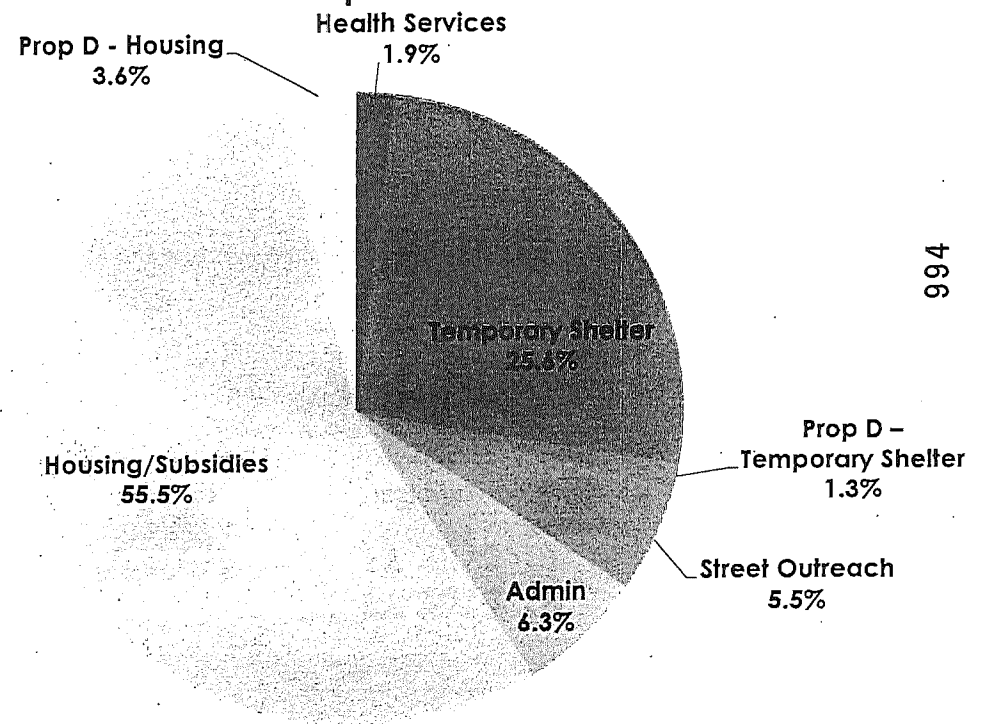


# HSH Budget by Use

**FY 17-18 HSH Budget  
\$250 M**



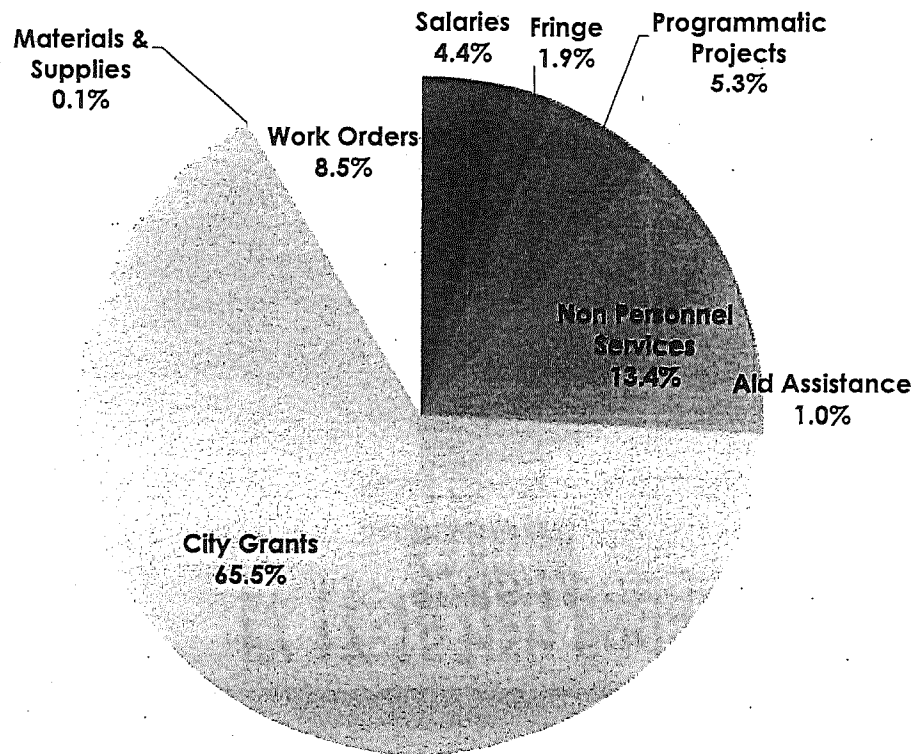
**FY 18-19 HSH Budget  
\$271M**



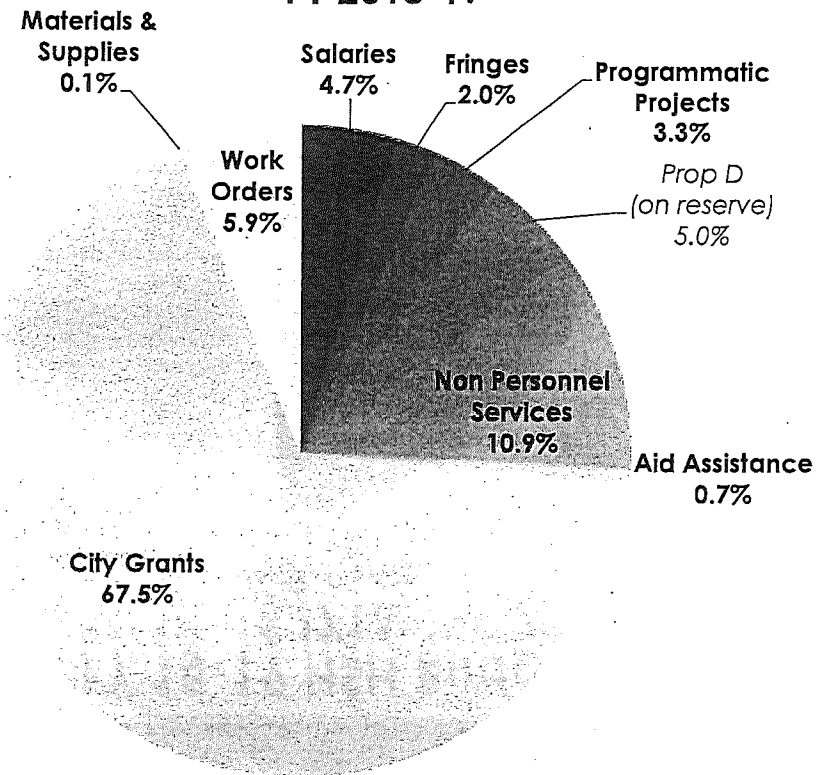


# HSH Budget by Expenditure Type

FY 2017-18



FY 2018-19





# HSH FY 2018-20 Budget Overview

| (\$ in Millions)    | Original<br>FY 17-18 | Proposed<br>FY 18-19 | Change From<br>FY 17-18 | Proposed<br>FY 19-20 | Change From<br>FY 18-19 |
|---------------------|----------------------|----------------------|-------------------------|----------------------|-------------------------|
| HSH<br>Expenditures | \$250.4              | \$271.4              | \$21.0                  | \$271.2              | (\$0.2)                 |
| Revenue             | \$84.8               | \$93.2               | \$8.4                   | \$107.2              | \$14.0                  |
| Prop D              |                      | 13.4                 | \$13.4                  | 27.2                 | \$13.8                  |
| GF Support          | \$165.6              | \$178.0              | \$12.4                  | \$164.0              | (\$14.0)                |

## FY 18-20 FTE Review:

- 8 Net New Positions (6.2 FTE)

| FTE                    | Original<br>FY 17-18 | Proposed<br>FY 18-19 | Change From FY<br>17-18 | Proposed<br>FY 19-20 | Change From FY<br>18-19 |
|------------------------|----------------------|----------------------|-------------------------|----------------------|-------------------------|
| Total Operating<br>FTE | 114.7                | 124.4                | 9.8                     | 125.7                | 1.3                     |



# HSH Legislation

## Homelessness & Supportive Housing (HSH) Fund Resolution

- The HSH budget includes proposed expenditures from the HSH Fund:
  - \$15 M in FY18-19
  - \$15 M in FY19-20
- The Housing First Program is funded by the HSH Fund. The beneficiaries of the proposed spending under this plan are CAAP clients experiencing homelessness or formerly homeless

## Mayor's Fund for the Homeless / Navigation Partnership Ordinance

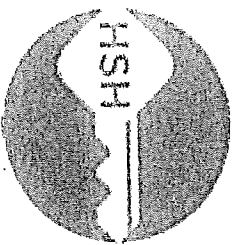
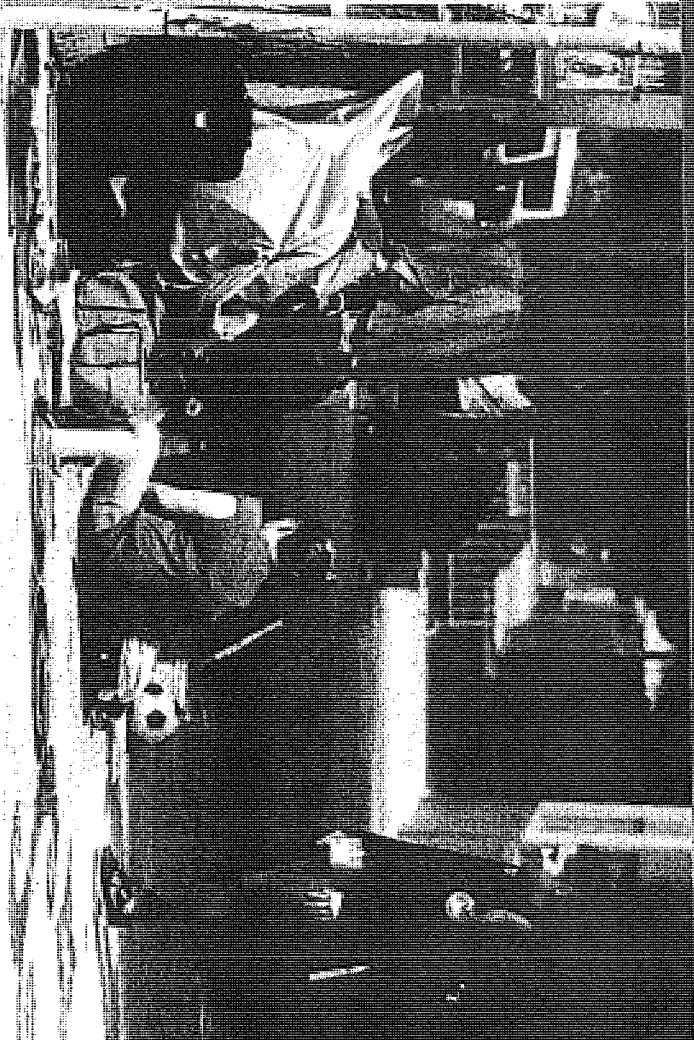
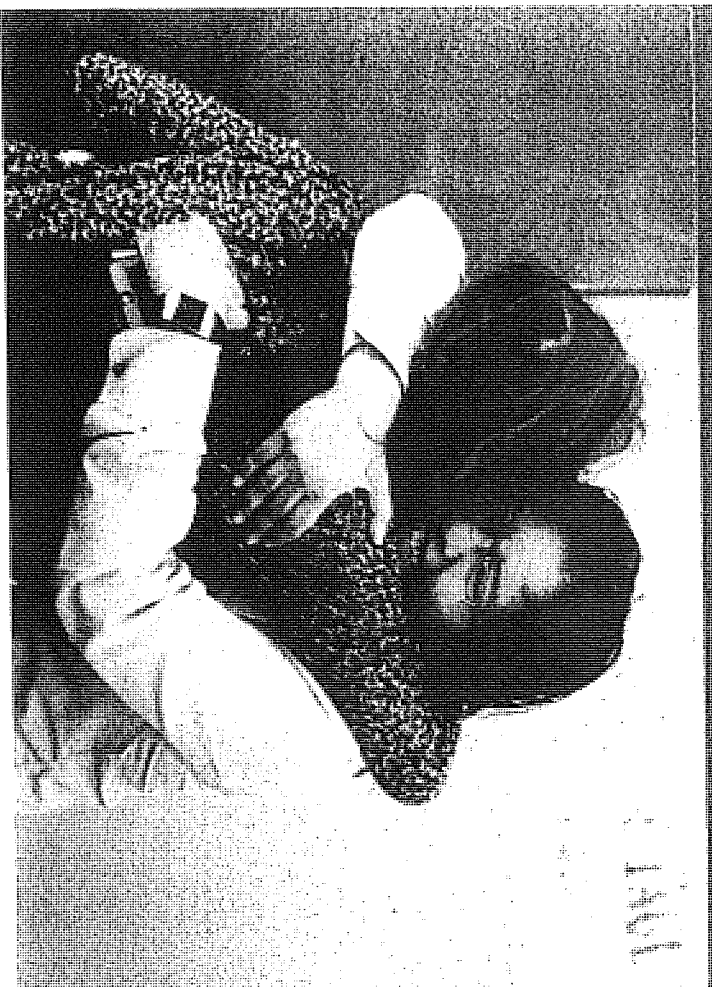
- Enable the MFH to receive private donations, bequests, gifts and grants
- Transfer administration of the Navigation Partnership Fund from the Mayor's Office to the Department of Homelessness & Supportive Housing



Compassion

Common Sense

Courage



DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING



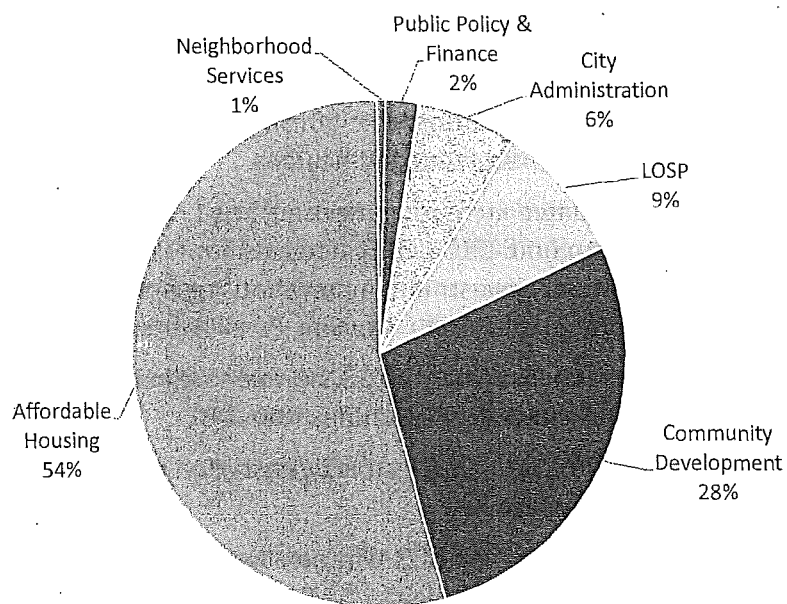




# Mayor's Office Proposed Budget

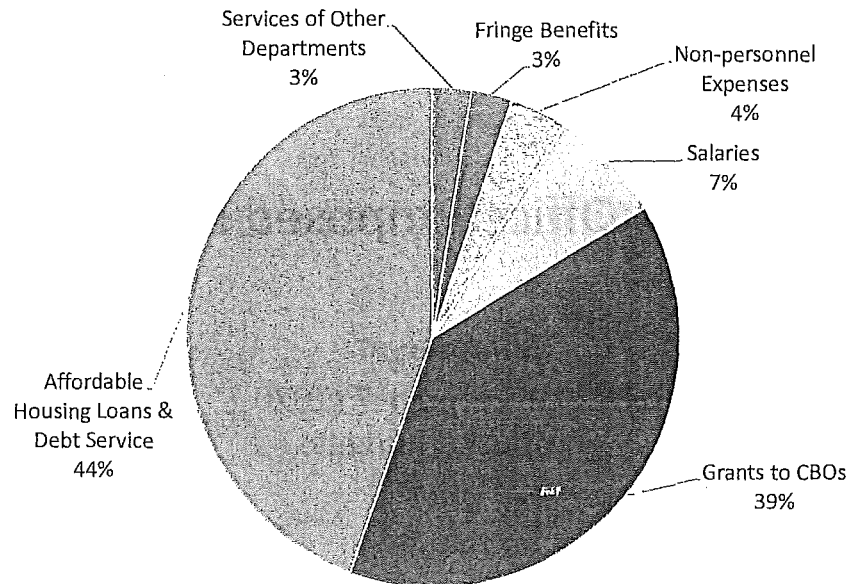
Summary of  
FY2018 through FY2020  
Proposed Budgets  
June 14, 2018

**FY18-19 Department General Fund Uses by Service Area**





### FY18-19 Department General Fund Expenditures by Type



### Key 2018-19 Budget Changes - Affordable Housing & LOSP

To support our focus on affordable housing preservation and production, the proposed budget includes:

- Charter-mandated increase in Housing Trust Fund (HTF) of \$2.8M used to fund CBO CODB increases for HTF-funded grants, additional investment in new housing development, and continuation of DAHLIA Housing Portal work.
- Reduction in housing loans of \$3.1M due to elimination of one-time SRO conversion revenues from DBI
- Reduction of \$5.3M in LOSP subsidy costs due to availability of project-based vouchers
- One-time appropriation of Downtown Neighborhoods Preservation Fund (Oceanwide/50 First Street)



## Key 2018-19 Budget Changes - Community Development

To support our emphasis on shared prosperity, the proposed budget includes:

- \$2.5M annualization of FY17-18 immigrant services supplemental
- Continued CODB increases for our nonprofit partners
- \$1.3M new funding for grants to nonprofits, focusing on culturally-appropriate services for communities of color and improved reporting of contract outcomes
- Placeholder of \$1.5M for Cultural Districts pending outcome of November 2018 ballot initiative

## Majority of Changes in MYR Related to Housing and Community Development (GFS and Self-Supported)

|                              | FY18-19 Proposed | FY19-20 Proposed | Year Over Year<br>Change |
|------------------------------|------------------|------------------|--------------------------|
| Housing & Community Developm | 146,595,920      | 110,937,986      | (35,657,934)             |
| Office Of The Mayor          | 9,754,782        | 9,311,220        | (443,562)                |
| Grand Total                  | 156,350,702      | 120,249,206      | (36,101,496)             |

*Reductions in FY 19-20 due to: Elimination of \$40M one-time appropriation related to Downtown Neighborhoods Preservation Fund (Oceanwide Center/50 First Street) offset by increase in HTF; elimination of funding to support Mayoral transition*



## Mayor's Administration

- Mayor's Office, excluding MOHCD, budget changes are largely due to increased salaries and fringe costs of existing staff, and onetime expenditures for the transition of administrations.
- Mayor's Administration will also continue ensuring staff have appropriate equipment to do their jobs, including chairs, ergonomic equipment, and computers.

Questions?



File #180500  
Received in Council  
6/15/18  
-jw.

# Legacy Business Program



Budget and Finance Committee  
June 15, 2018

Regina Dick-Endrizzi  
San Francisco Office of Small Business



## **Ordinance 70-16 (BOS File NO: 160152)**

### **Budget and Finance Committee Reserve \$306,250**

**April  
2016**

- Budget and Finance Committee placed the \$306,250 appropriation on reserve. Ordinance 70-16

**16/17  
Budget**

- Legacy Business Program fully funded with \$1.25 AAO funds that included the \$1 Million for the Historic Preservation Fund.

**17/18  
Budget**

- Program took a budget cut of \$750,000 in AAO funds.  
Offset with:     \$306,250 in reserve (\$281,500/ \$25,000)  
                         \$585,420 in carry forward 16/17 funds  
                         \$270,400 in AAO Funds (\$250,000/ \$20,400)





SAN FRANCISCO  
OFFICE OF SMALL BUSINESS

## Legacy Business Program

### 17/18 Legacy Business Preservation Fund

| LB Historic Preservation Fund                                           |                  | Reserve          |
|-------------------------------------------------------------------------|------------------|------------------|
| 17/18 Allocation (AAO and 16/17 Carry Forward)                          | \$835,420        |                  |
| Reserve held                                                            |                  | \$281,250        |
|                                                                         |                  |                  |
| Business Assistance Grants funds allocated before reserve release       | \$625,321        |                  |
| Vendor Fees                                                             | \$1,500          |                  |
| Obligated 17/18 Rent Stabilization Grants (new and renewing)            | \$208,599        | \$217,146        |
| 2-3 New Rent Stabilization Grants submitted after 6/8/18 (3 X \$22,500) |                  | \$64,104         |
| <b>TOTAL</b>                                                            | <b>\$835,420</b> | <b>\$281,250</b> |



# OFFICE OF THE DISTRICT ATTORNEY



**District Attorney George Gascón**  
**Budget and Finance Committee**  
**2018-19 & 2019-20**



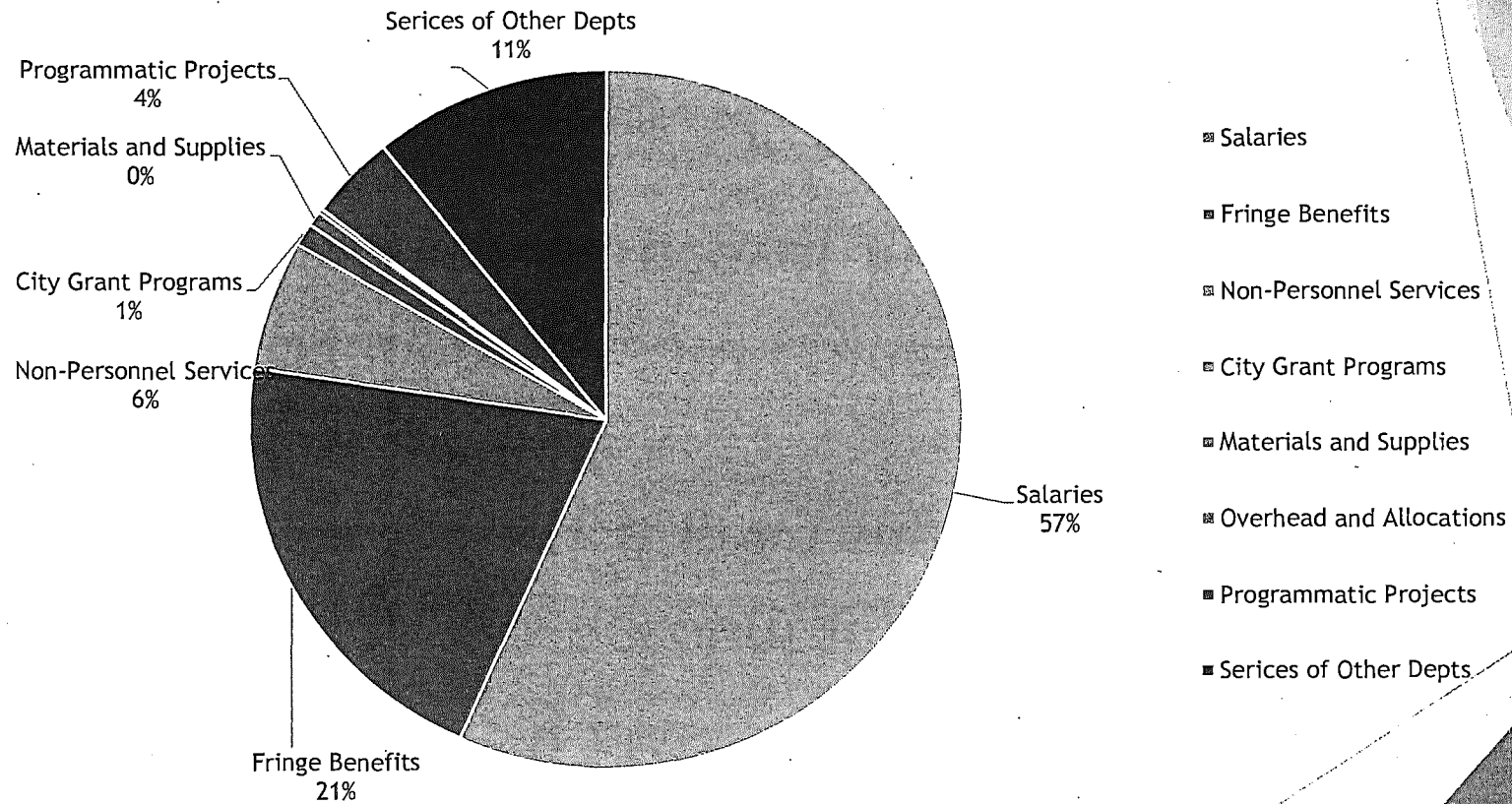
## STRATEGIC GOALS

- ▶ Hold offenders accountable
- ▶ Administer justice in a timely, fair and efficient manner
- ▶ Effectively prosecute crimes
- ▶ Assist victims to recover in the aftermath of crime





# EXPENDITURE OVERVIEW - Type



- Salaries
- Fringe Benefits
- Non-Personnel Services
- City Grant Programs
- Materials and Supplies
- Overhead and Allocations
- Programmatic Projects
- Serices of Other Depts



## BUDGET CHANGES

### Budget Year

|               | 2017-18<br>Original<br>Budget | 2018-19<br>Proposed<br>Budget | Change From<br>2017-18 | Percent<br>Change |
|---------------|-------------------------------|-------------------------------|------------------------|-------------------|
| Total Budget: | \$63,141,009                  | \$68,863,546                  | \$5,722,537            | 9.1%              |

### Budget Year + 1

|               | 2018-19<br>Proposed<br>Budget | 2019-20<br>Proposed<br>Budget | Change From<br>2018-19 | Percent<br>Change |
|---------------|-------------------------------|-------------------------------|------------------------|-------------------|
| Total Budget: | \$68,863,546                  | \$67,777,797                  | (\$1,085,749)          | (1.6%)            |



## POSITION CHANGES

### Budget Year

|            | 2017-18<br>Original<br>Budget | 2018-19<br>Proposed<br>Budget | Change From<br>2017-18 | Percent<br>Change |
|------------|-------------------------------|-------------------------------|------------------------|-------------------|
| Total FTE: | 278.14                        | 278.44                        | .30                    | 0.1%              |

### Budget Year + 1

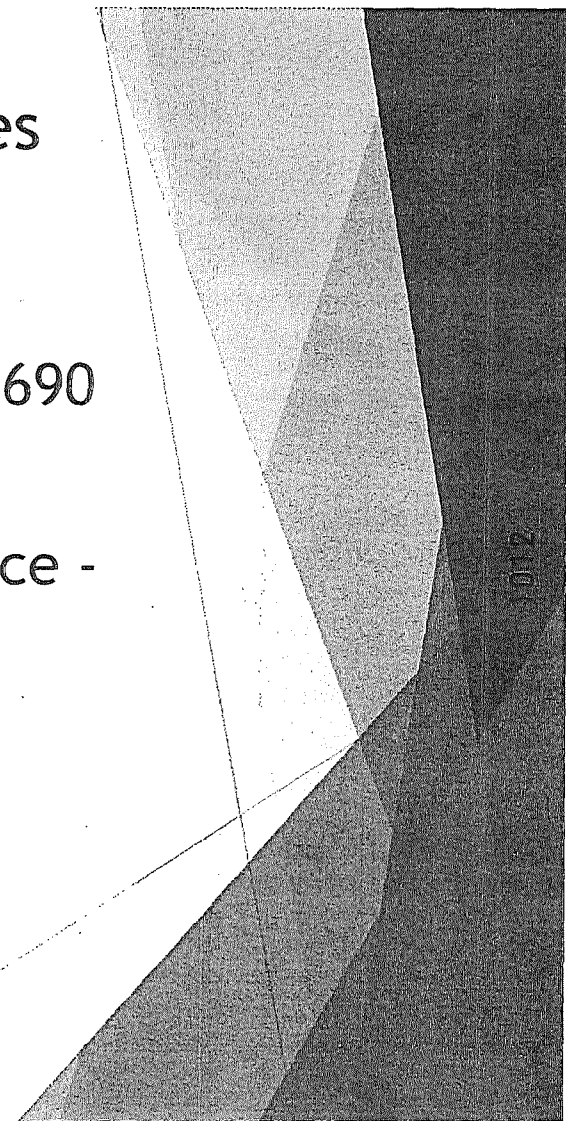
|            | 2018-19<br>Proposed<br>Budget | 2019-20<br>Proposed<br>Budget | Change From<br>2018-19 | Percent<br>Change |
|------------|-------------------------------|-------------------------------|------------------------|-------------------|
| Total FTE: | 278.44                        | 274.41                        | (4.03)                 | (1.4%)            |

The reduction of 4 FTE in BY+1 is due to limited duration positions for Weekend Rebooking terminating.



## EXPENDITURE OVERVIEW - Funded Initiatives

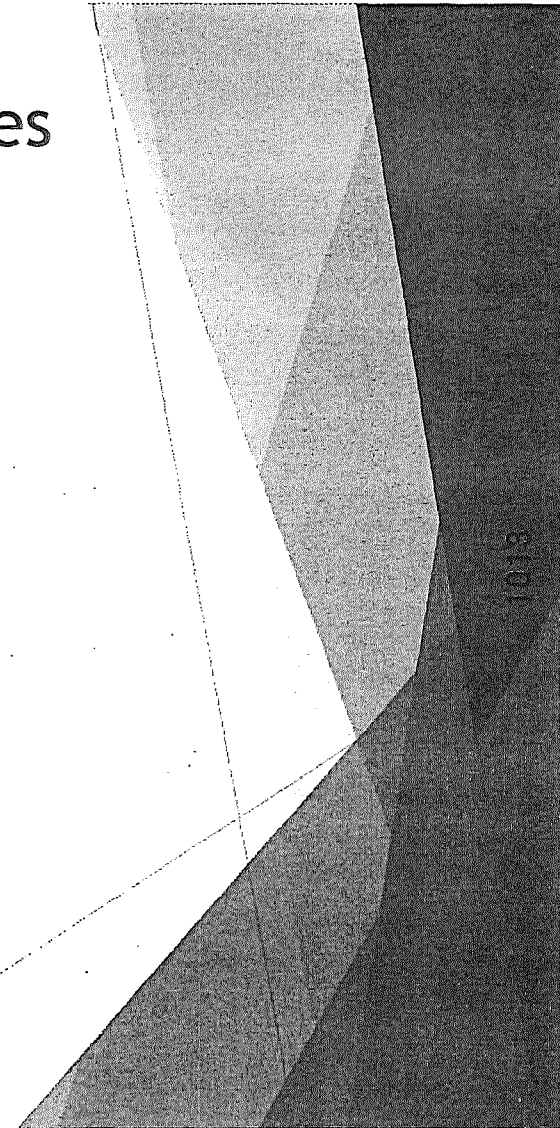
- ▶ HOJ Relocation to 350 Rhode Island - \$4,899,173
- ▶ Property Rent Increase 732 Brannan Street - \$373,690
- ▶ Litigation Expenses - \$100,000
- ▶ COIT Funded Case Management System Maintenance - \$291,900





## EXPENDITURE OVERVIEW - Unfunded Initiatives

- ▶ Human Trafficking - \$1,581,054
- ▶ Auto Burglary Task Force - \$1,160,109
- ▶ Administrative Support - \$552,688
- ▶ Independent Investigations Bureau - \$277,310





## TRAILING LEGISLATION

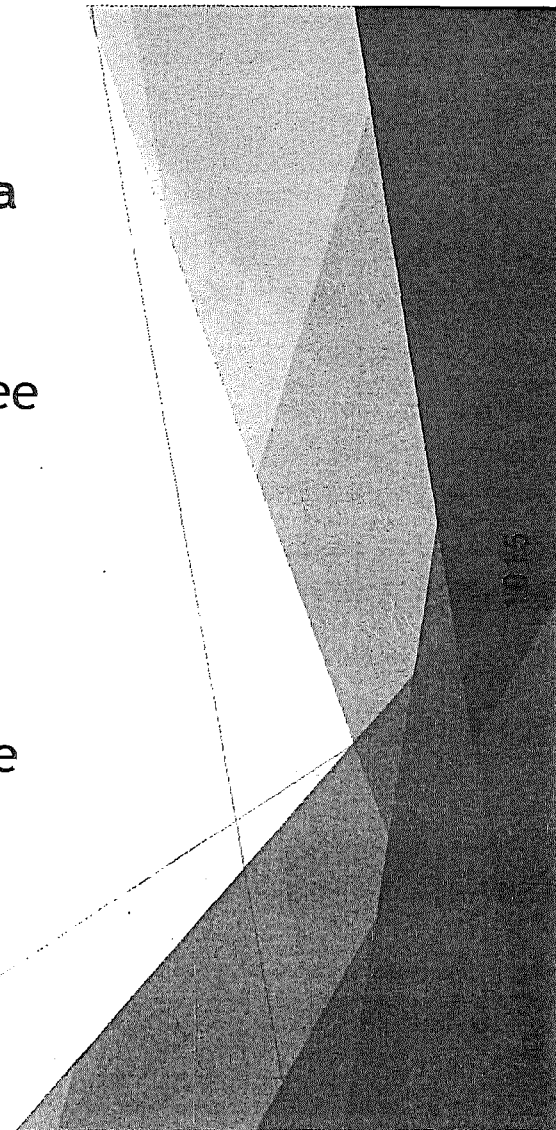
- ▶ **File no. 180585 - Administrative Code - Cash Revolving Fund**
  - ▶ Increases the Department's Cash Revolving Fund by \$2,000 for a revolving fund amount of \$2,200.
  - ▶ Required by Controller's Office in order to Administer the Department's Special Fund.
  - ▶ District Attorney Special Fund is authorized by Admin. Code Section 2A.70 for emergency litigation and victim/witness emergency assistance.
  - ▶ The employee advance mechanism, used in the former financial system, FAMIS, is no longer available in the new Financial System. The Special Fund has to be administered as a revolving fund, which necessitated the increase in the revolving fund.



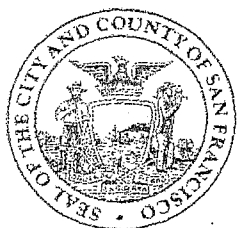


## TRAILING LEGISLATION

- ▶ File no. 180591 - Accept and Expend Grant - California Victim Compensation Board - Compensation for Crime Victims - \$2,164,014
  - ▶ Resolution required by State Board of Control for three year contract.
  - ▶ \$721,338 per year.
  - ▶ Funds the Department's Victim Compensation Unit comprised of 6 grant funded claims staff.
  - ▶ Provides funding assistance to victims of violent crime who have been injured or threatened with injury







# San Francisco Sheriff's Department FY 18-19 and FY 19-20 Budget



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Budget & Finance Committee  
June 15, 2018





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## San Francisco Sheriff's Department Overview

### **CUSTODY OPERATIONS: 580 FTEs including 542 sworn staff**

- Operates four county jail facilities, Zuckerberg San Francisco General Hospital Security Ward, Inmate Classification Unit, Central Records & Warrants Unit and Storekeeping
- Responsible for ensuring the constitutional rights of incarcerated individuals, safety for each, establishing an environment that facilitates programming, treatment, educational and vocational opportunities
  - Coordinates over 70 in-custody programs

### **FIELD OPERATIONS: 372 FTEs including 256 sworn staff**

- Provides work ordered law enforcement services at multiple city locations including the Hall of Justice and Civil Courts; Hall of Justice and Civil Court Buildings; DPH facilities including ZSFG, Laguna Honda Hospital and selected Clinics; Medical Examiner; and others
- Provides mutual aid to law enforcement agencies as requested or required (i.e. Santa Rosa Fire, You Tube Shooting, etc.)
- Serves local law enforcement by operating Warrant Services Unit to arrest those with warrants in our system
- Transports inmates to courts, clinics and other agencies as required
- Serves and executes civil court judgments as prescribed by law





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## San Francisco Sheriff's Department Overview

### **COMMUNITY PROGRAMS: 27 FTEs including 21 sworn staff**

- Coordinates educational, vocational, substance abuse and batterers' intervention classes, as well as a variety of specialized services to facilitate offenders' pro-social re-entry into the community to reduce recidivism and to increase public safety
- Supports alternatives to pretrial release through the Pretrial Diversion Project that employs a validated risk assessment tool to recommend appropriate levels of out of custody supervision to judges of the Superior Court; provides electronic monitoring supervision as directed by the Court
- Providing eligible individuals with post sentencing alternatives such as electronic monitoring, residential treatment and the Sheriff's Work Alternative Program (SWAP); provides community supervision and post release programs such as wrap-around services from our partners like the No Violence Alliance (NoVA) program
- Survivor Restoration Program that focuses on victims of domestic violence and other violent crime

1018





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## San Francisco Sheriff's Department Overview

### **PLANNING & PROJECTS: 37 FTEs including 12 sworn staff**

- Includes Professional Standards implementation and compliance
- Strategic Plan Management development and implementation
- Fleet Management
- Facilities Maintenance and Repair
- Capital Project Planning
- Information Technology and Support

### **ADMINISTRATION, TRAINING & SUPPORT: 47 FTEs including 18 sworn staff**

- Office of the Sheriff
- Internal Investigations
- Criminal Investigations
- Media Relations
- Legal Counsel
- Financial Services
- Human Resources
  - Recruitment
  - Testing
  - Backgrounds
  - Hiring
  - Training





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## Strategic Goals

### STAFFING & HIRING:

- Anticipate and fill sworn vacancies as they occur to reduce overtime
- Hire from the community
- Continue department succession planning

### TRAINING:

- Coordinate training for new hires through multiple regional academies
- Continue training and education for all staff
  - Mandated Professional Training for Sworn Staff: Hospital; BSCC and POST
  - Effective on-the-job training: Field Operations; Jail Operations; Court Operations; Emergency Services Unit
  - Implicit Bias & Inclusivity Training
  - Crisis Intervention Training
  - Gender Awareness
  - Specialized training for specific assignments i.e. investigations, training; civil process etc.
  - Continuing Education for Supervisors and Managers





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## Strategic Goals

### STATION TRANSFERS TO SUPPORT JUSTICE PARTNER

- Provide support to the SFPD by resuming transfers of arrestees from district stations to the intake facility and accepting custody of those arrestees who are not medically cleared for jail
  - The Mayor's Budget does not include this pilot program - \$1.8M in overtime

### DATA COLLECTION & INFORMATION SHARING:

- Improving our IT services within the department, through appropriate resources while also working with the City's DT and our JUSTIS partners to continue to collect, share and coordinate information for effective decision making
- Controllers audit completed for the department IT Unit at the request of the department; recommended the acquisition of a Chief Information Officer (CIO) and development of a IT strategic Plan to include civilianization of positions.
  - The Mayor's Budget does not include this request - \$100,000 for six months

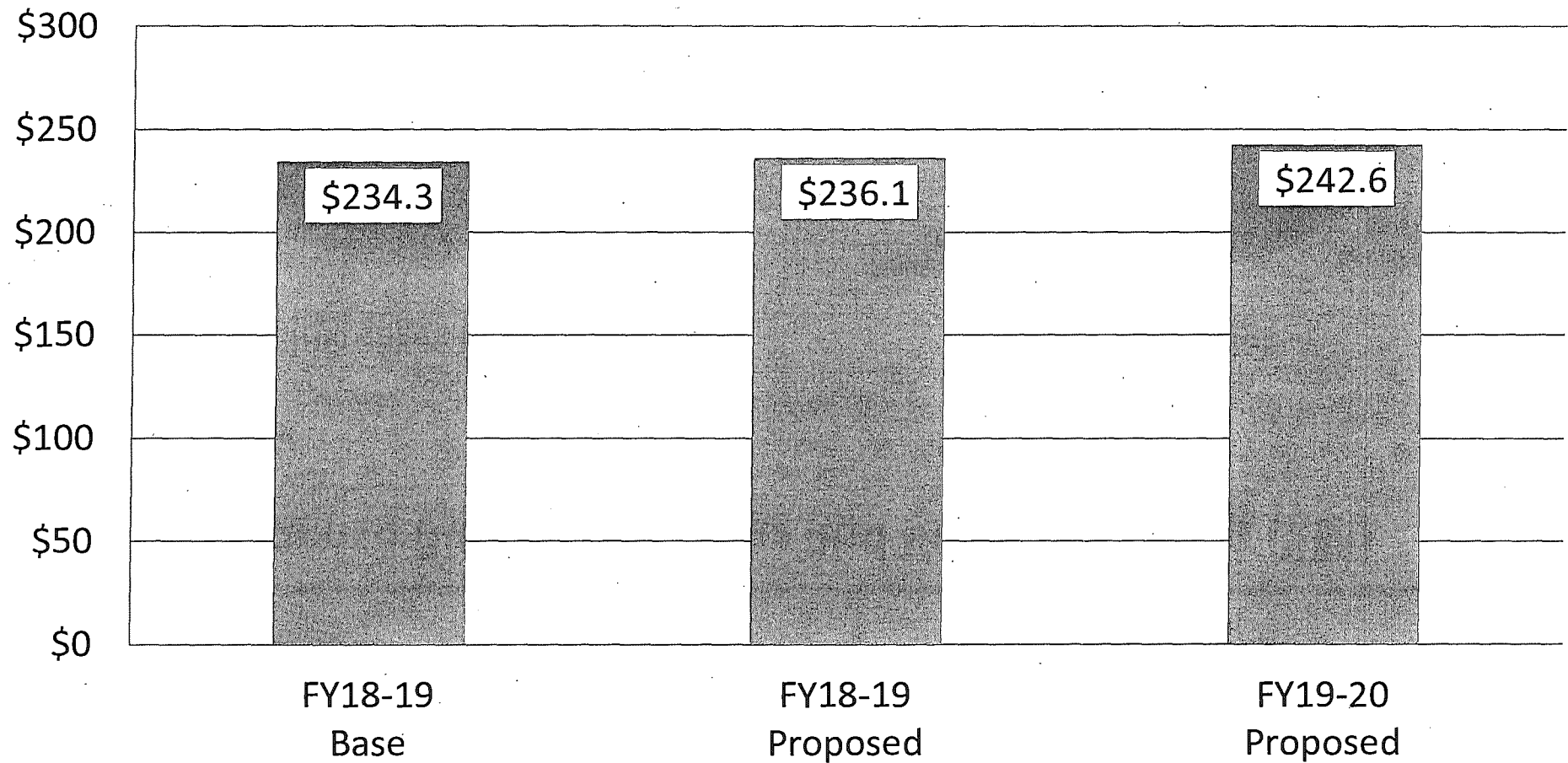




San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Expense Budget Summary\* (\$M)



\*Includes: Salary, Fringe, Overhead, Professional Services, Community Based Organizations, Materials & Supplies, Facility Maintenance, Services of Other Departments



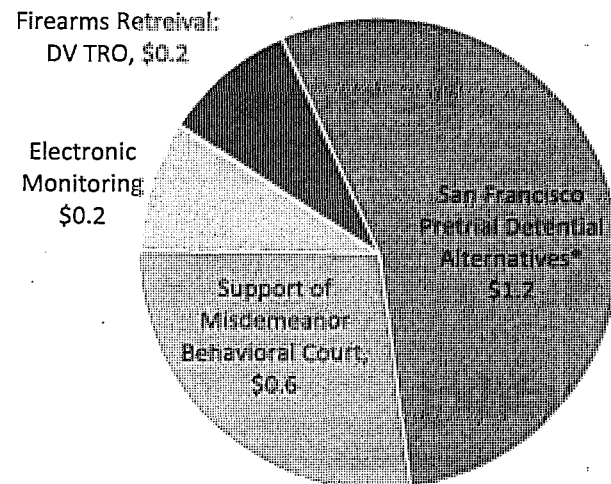


San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Expense Budget Increases and Vehicle Funding (\$M)

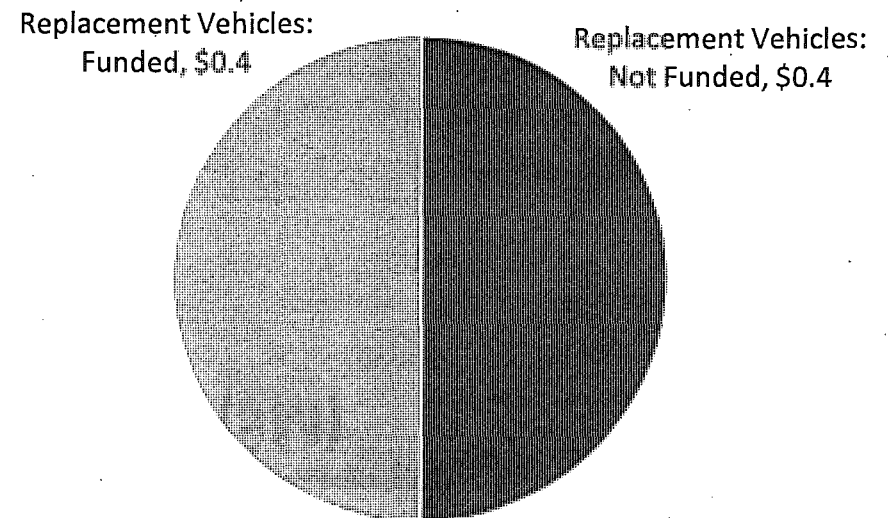
### Budget Increases From Base



\*Pretrial requested funding of \$1.7m to support 60% caseload increase resulting from Humphrey court decision

\$1.2m in proposed budget does not provide for evening/weekend supervision nor ability to process all cases in timely manner

### Vehicles



Vehicle funding supports replacement of 9 out of 18 requested replacements

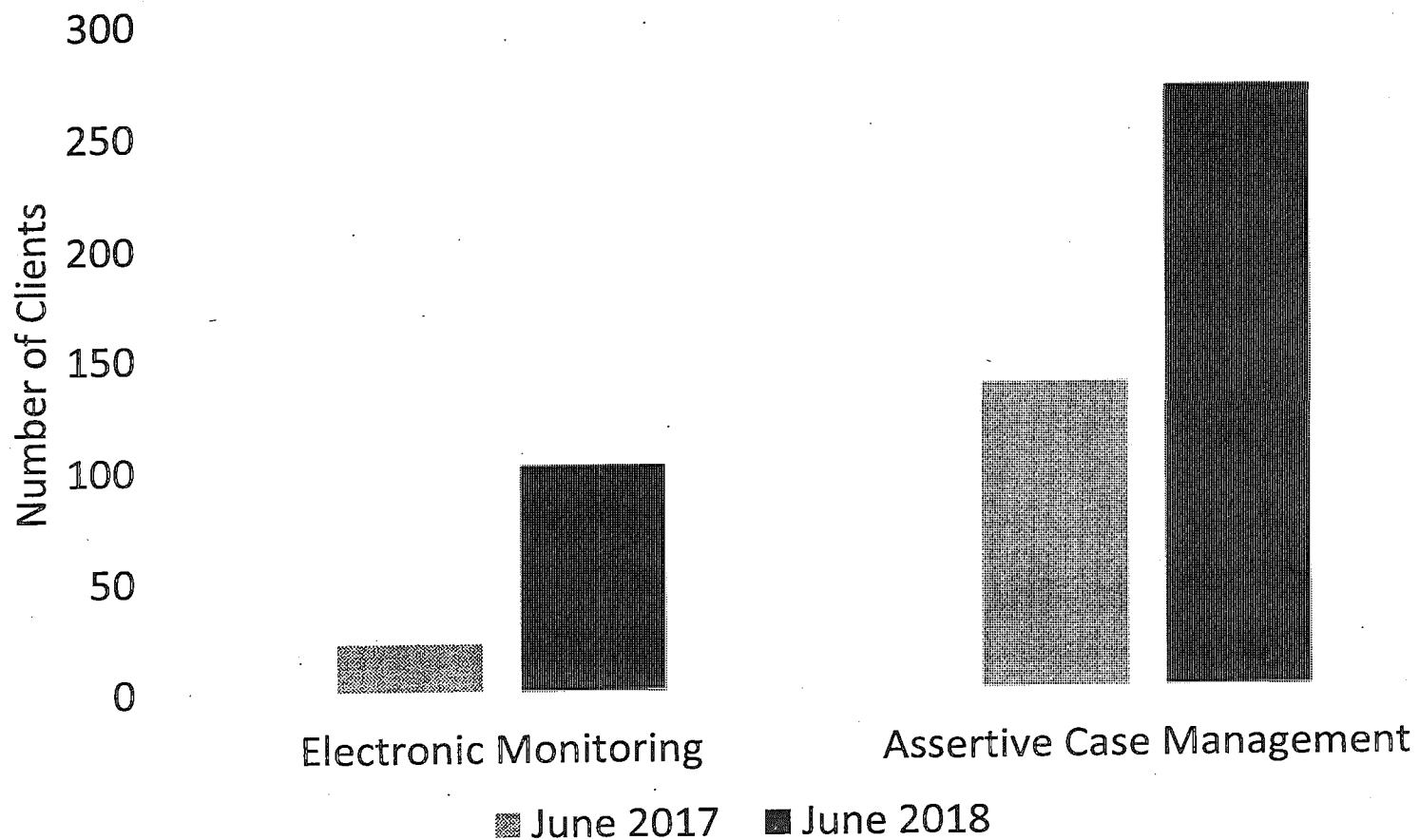




San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Growth of Pretrial Caseload



1024

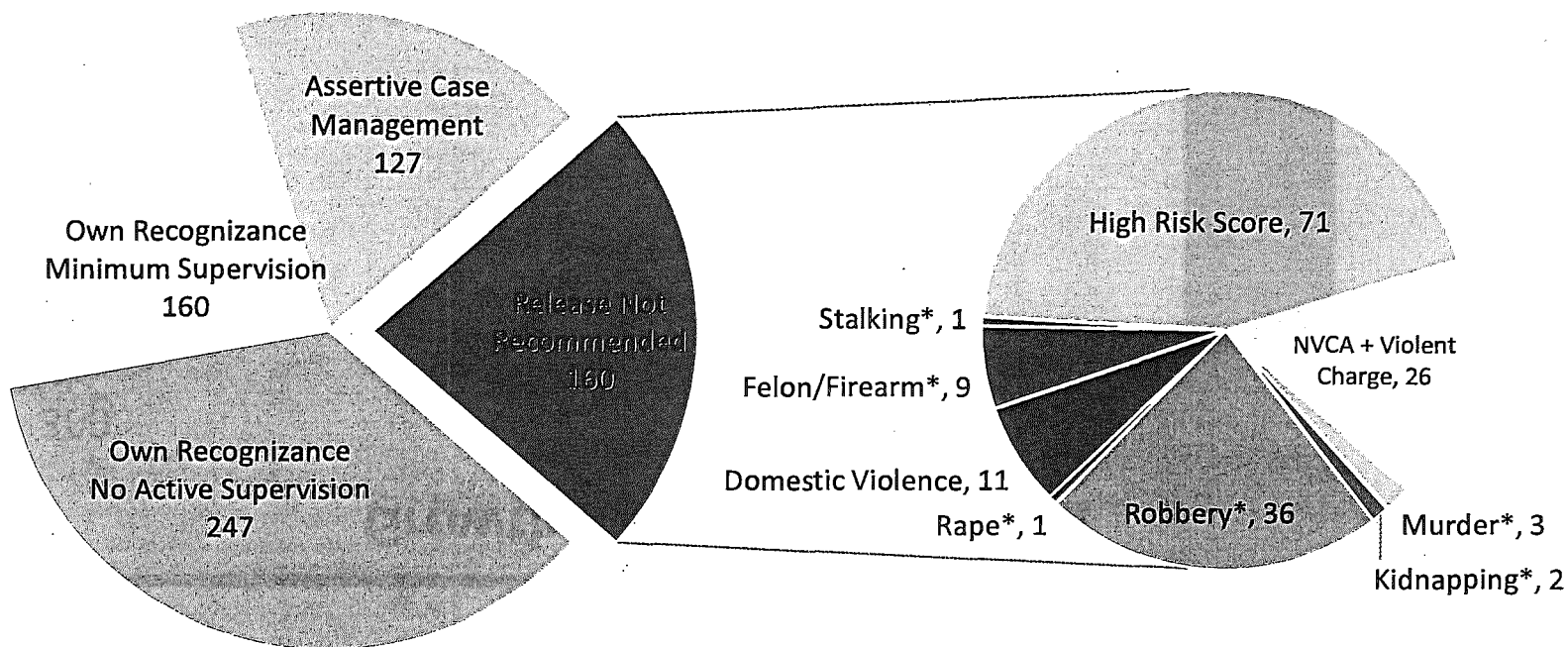




San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Releases by Public Safety Assessment Recommendation First Quarter 2018



*\*Charges listed are original booked charges and may be attempted, conspiracy, or solicitation*

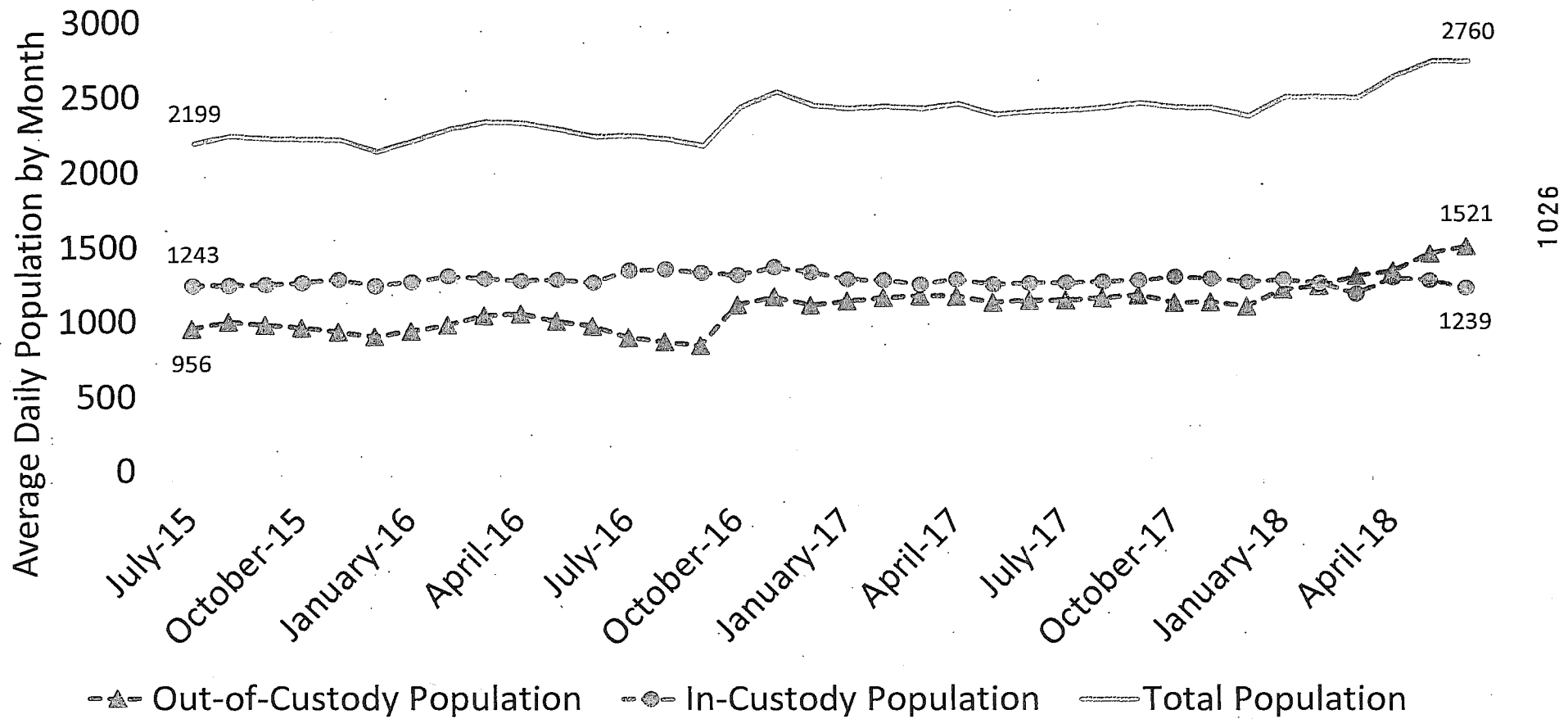




# San Francisco Sheriff's Department FY18-19 and FY19-20



## In-Custody and Out-of-Custody Populations





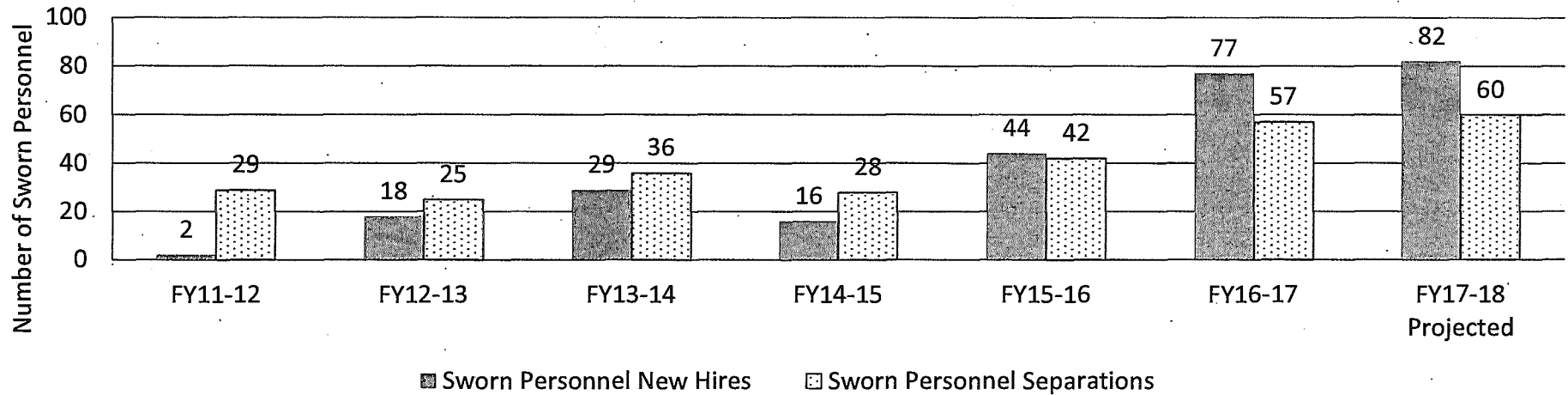


San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Staffing Progress: Keeping Pace with Separations

Sworn Hiring vs. Sworn Attrition



| Hiring Plan Through FY19-20           |           |           |           |           |
|---------------------------------------|-----------|-----------|-----------|-----------|
|                                       | FY16-17   | FY17-18   | FY18-19   | FY19-20   |
| New Hires                             | 77        | 82        | 75        | 50        |
| Attrition (Including Academy Failure) | <u>57</u> | <u>60</u> | <u>55</u> | <u>50</u> |
| Year Ending - Total Sworn FTE         | 835       | 857       | 877       | 877       |





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## Strategic Goals

### PROGRAM SERVICES / INTERCEPTS:

- Continued assessment and coordination of programs to ensure a continuum of support from jail through and after release
  - Focus on programs that are both culturally competent and gender competent
  - Transitional Age Youth (TAY) Trauma Therapist– through a grant; Discovering Your True Self for TAY through SFSD
- Five Keys Charter School Goals
  - In custody high school and community college classes
  - Intermittent coding classes
  - Vocational classes certificate classes
- Continued Expansion and Efficiencies of safe Alternatives-to-Jail
  - Pre-arraignment & post arraignment release risk assessments and recommendations by the SF Pretrial Diversion Project – Not funded to full ask of \$1.7M
  - Expansion of Residential Treatment Options
  - Electronic Monitoring for sentenced and high risk pretrial defendants





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## Strategic Goals

### ○ CONTINUING INITIATIVES: (Highlights)

- Professional Public-Safety Policy Management – Acquisition of a policy and procedure review/update/subscription service through Lexipol
- Controller's Office Audit - Information and Technology Services – Acquisition of CIO and technical experts
- 400 new Body Worn Cameras (through COIT) and improved fixed cameras at CJ#4 – for increased transparency in operations
- Sewage control at County Jail #4- installation of Muffin Monsters for safety and hygiene while defendants remain at this location
- TGI Policy follow-up and compliance reviews
- Body Scanners to replace routine strip searches and to increase Facility Safety
- Robust recruitment, testing, background, hiring and training
- Support through advocating necessary funding of the SF Pretrial Release Program to diminish the need for and use of bail, while providing appropriate supervision levels for out of custody pretrial defendants
- Replacement of the Jail Management System software (FY 17-18 COIT budget) with a more robust, flexible platform





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## Strategic Goals

### NEW INITIATIVES: (Highlights)

- Domestic Violence Firearms Collection through overtime funding- OT Equivalent for one FTE
- Cancellation of fees to individuals for electronic monitoring and for depositing cash onto prisoner accounts through general fund
- Five Keys Transitional Age Youth Re-entry Program specialists through Roadmaps to Peace
- TAY women case management specialist – will begin in July
- Website upgrade and re-organization through COIT approvals
- New culinary baking course at County Jail #2 – education-wing kitchen
- New food contract with Aramark inclusion of the Good Food Purchasing Program
- Capital Improvements – Renovation of the County Jail #2 kitchen to replace Hall of Justice kitchen
- Discharge Planning specialist to support the re-entry planning of those leaving the jail
- “Safe Passage Safe Harbor” release program – provides hygiene kits if needed, transportation, emergency housing, and linkage to services
- Collaboration for trade union vocational training with the OEWD





San Francisco Sheriff's Department  
FY18-19 and FY19-20



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## Other Initiatives

### HALL OF JUSTICE EXIT PLANS/ CAPITAL PLANS

- **COP legislation for \$145 M**
  - Renovation of CJ#6 in San Bruno to house up to 329 inmates, six pods, discrete housing in five, one pod for vocational training, to replace housing at the Hall of Justice, CJ#4
  - Holding and transportation hub in basement of 425 7<sup>th</sup> Street to replace holding areas located in the Hall of Justice
  - Legislation will be introduced at Board of Supervisors on Tuesday, June 19, 2018.
- **Collateral Plans**
  - Renovation of the County Jail #2 kitchen to replace Hall of Justice kitchen
  - Design and renovation of the east wing of the first floor vacant medical examiner are in the Hall of Justice to support other units to be relocated from the 4<sup>th</sup> floor of the Hall of Justice
    - » Central Records and Warrants Bureau
    - » Prisoner Legal Services
    - » Estimated at \$14M – Funding to be determined.
  - Design and renovate the following areas at CJ#2, 425 7<sup>th</sup> Street
    - » Replace open housing beds with double cells in Pods A and D
    - » Suicide barriers between mezzanine levels and ground floor of five pods
    - » Private visiting rooms in five pods
- Other Capital Item – Budgeted for approximately 8 replacement vehicles – requested 19 based on HACTO guidelines



## Hall of Justice Exit



## Eight-Man Tank

San Francisco County Jail #4 Seventh Floor Hall of Justice



## Hall of Justice Exit

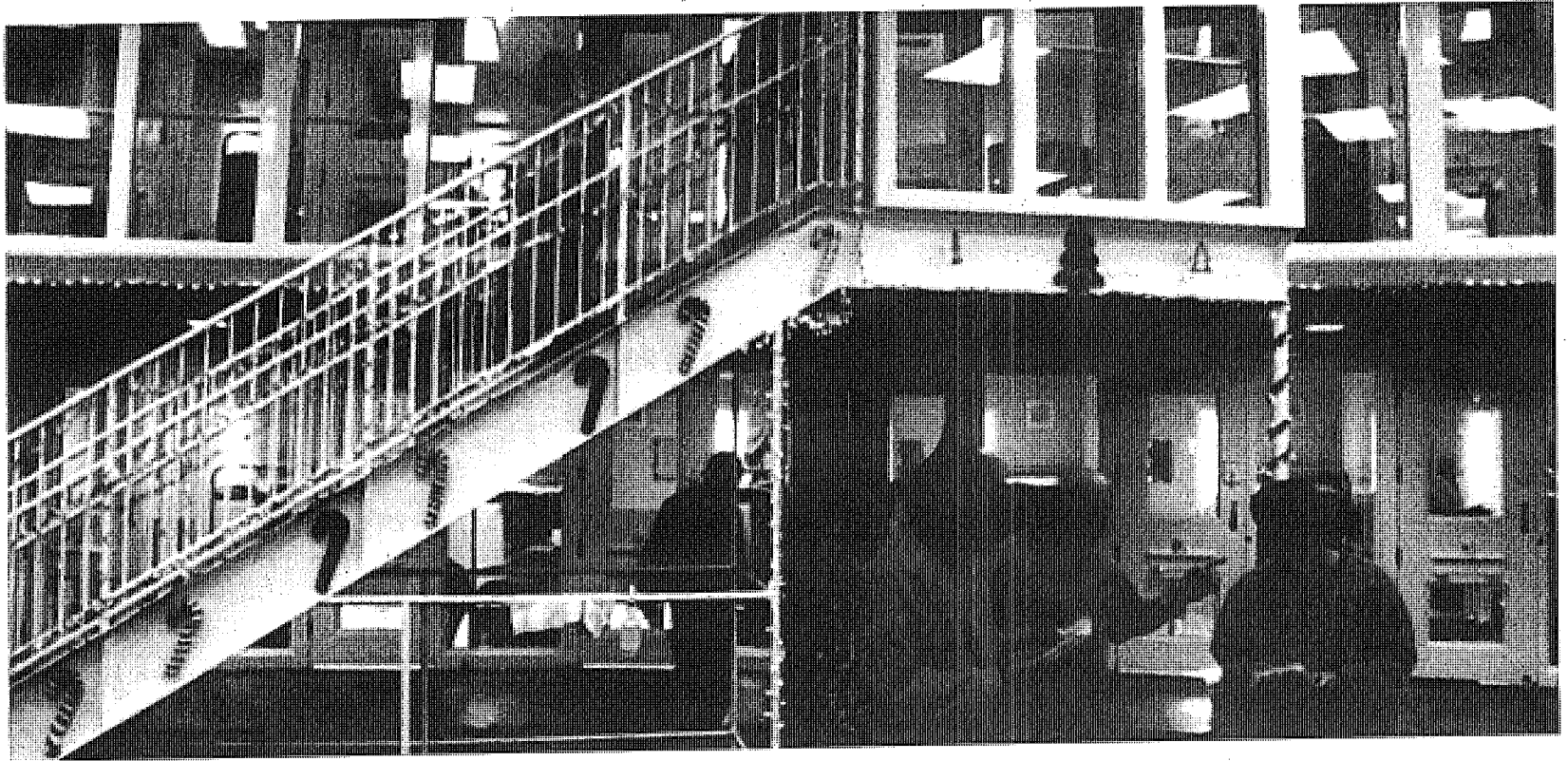


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## 12-Man Cell Day Side

San Francisco County Jail #4 – Seventh Floor Hall of Justice





## **Housing Pod**

San Francisco County Jail #5, San Bruno



# The Corridor

Friday, June 20, 2018, 8 P.M.

KQED-Channel 9

**A Bold Experiment Reducing Recidivism in San Francisco's Jails**





# ADULT PROBATION DEPARTMENT Budget Fiscal Years 2018-19 & 2019-20

Karen Fletcher  
Chief Adult Probation Officer  
June 15, 2018

*"Protecting the Community, Serving Justice, and Changing Lives"*





# MISSION AND VISION

## MISSION

**"Protecting the Community, Serving Justice and Changing Lives"**

## VISION

*The San Francisco Adult Probation Department achieves excellence in community corrections, public safety and public service through the integration of Evidence Based Practices and a victim centered approach to our supervision strategies. We collaborate with law enforcement, the Courts, Department of Public Health, victim organizations and community based organizations to provide a unique blend of enforcement, justice and treatment. We are leaders in our profession, exemplifying the highest standards. We extend a continuum of integrated services to address our probationers' criminogenic needs and empower them to become productive law-abiding citizens.*

**VALUES:** P.R.O.T.E.C.T. Our Community

**Protect:** We value protection of the residents of the City and County of San Francisco.

**Respect:** We value respect and personal wellness for ourselves, each other and all members of the community.

**Opportunities:** We value providing opportunities for offender rehabilitation, improved public safety, victim restoration, and maximizing officer and employee potential.

**Teamwork:** We value teamwork and cooperation through partnerships with all justice and community stakeholders.

**Ethics:** We value impartiality, accountability, diversity, professionalism and a strong work ethic.

**Commitment:** We value our commitment to Public Safety and Public Service.

**Trust:** We value the trust placed in us by the public we serve and perform our duties with integrity and possess the skill sets unique to our profession through systematic integration of Evidence Based Principles.



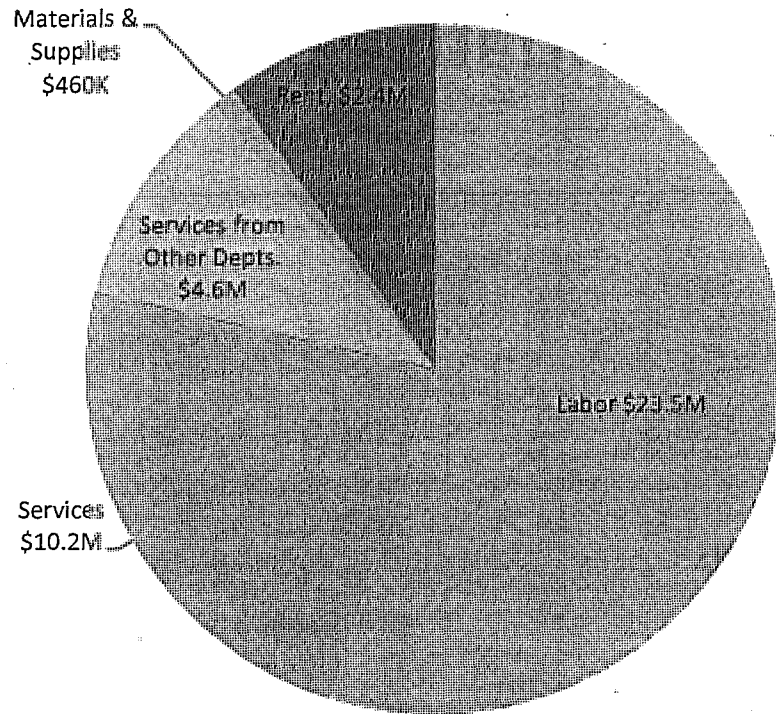
# Strategic Goals and New Initiatives

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- Proposition 63
- Victim Restitution
- Interrupt, Predict and Organize (IPO) Program
- Elimination of Probation Fees
- APD Relocation to 945 Bryant

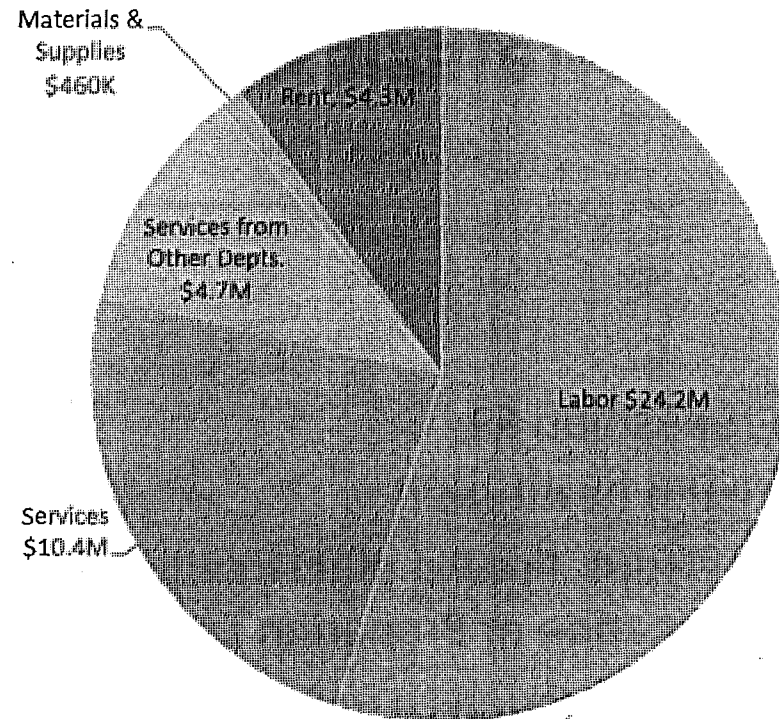


## 2018-19 Proposed Budget



- Labor
- Services
- Services from other Departments
- Materials & Supplies
- Rent

## 2019-20 Proposed Budget



- Labor
- Services
- Services from other Departments
- Materials & Supplies
- Rent



# FTE CHANGES IN FY 2018-19 and FY 2019-20

## Proposition 63

*This legislation defines new legal mandates for Probation. The Courts are required to refer all defendants upon conviction of any felony and/or specified misdemeanors to be immediately assigned to a probation officer to investigate whether the Automated Firearms System or other credible information reveal the defendant's ownership, possession, or custody of a firearm. Probation is also mandated to receive the Prohibited Persons Relinquishment Form from the defendant or designee, provide documentation to update the Automated Firearms System, if necessary, and prior to disposition or sentencing, report to the Court whether the defendant has complied with the relinquishment requirements and timely submission of the required documentation.*

**4.00 8530 Deputy Probation Officers**

**1.00 8534 Supervising Probation Officer**

## Victim Restitution

*Dedicated to serving the Courts by researching and supporting victim restitution on Court probation cases that the Courts refer to APD's Victim Restitution Unit. These positions will be responsible for contacting victims, establishing financial losses for victims, and preparing reports with recommendations specific to victim restitution.*

**2.00 8529 Probation Assistants**









# **Budget Presentation FY 2018-19 & FY 2019-20**

**Budget and Finance Committee  
City and County of San Francisco  
June 15, 2018**

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**Juvenile Probation Department  
City and County of San Francisco**



# Mission and Strategic Goals

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## Mission

- Assess and develop plans for youth referred to Juvenile Justice Systems, and provide evidence-based supervision strategies for all individuals under Department's jurisdiction.
- Administer programmatic approach for the assessment, education, treatment, and rehabilitation of youth charged with criminal offenses.

## Strategic Goals

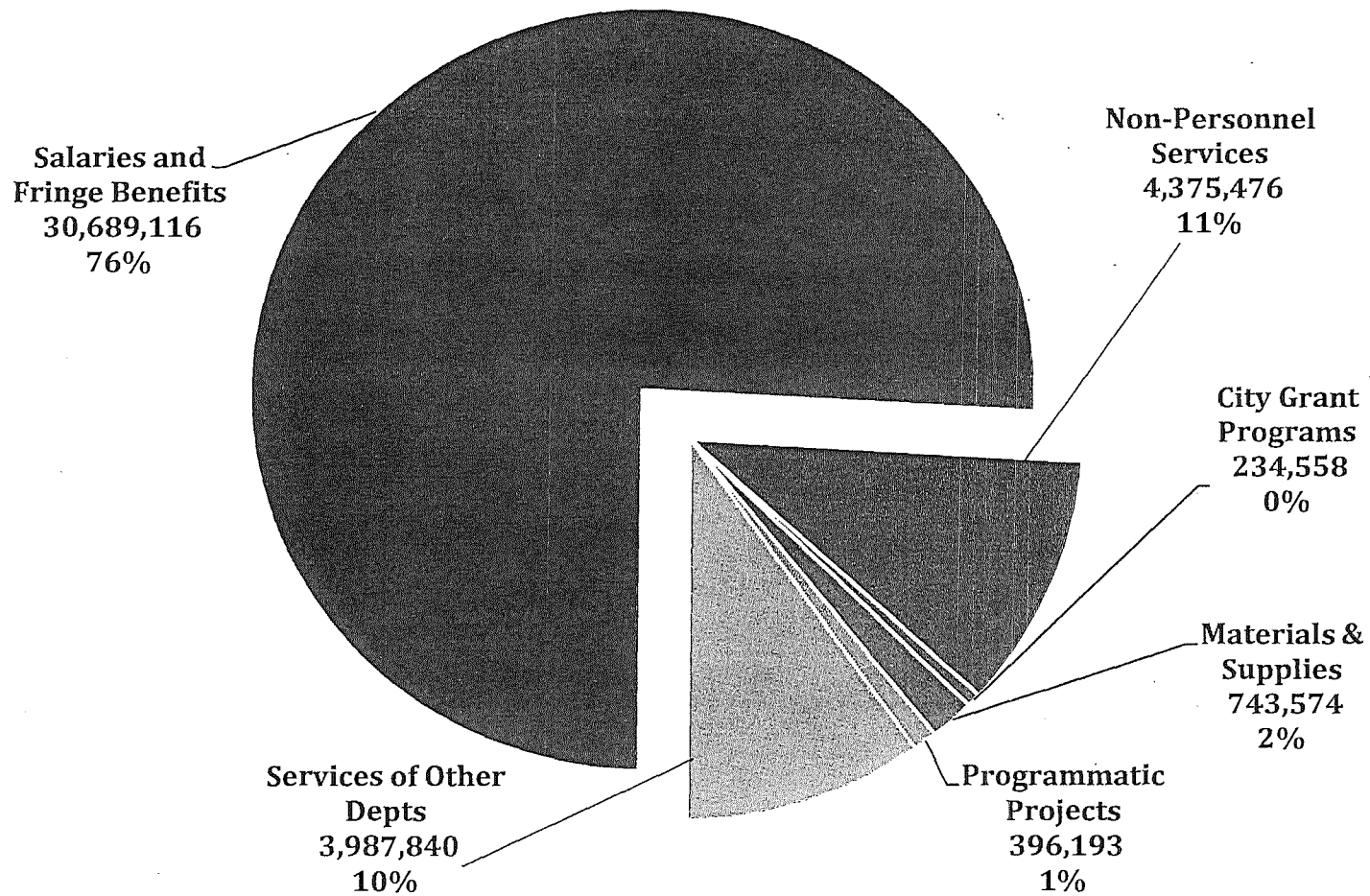
- Reduce number of repeat offenders
- Improve results for residents placed at Log Cabin Ranch
- Utilize probation services and community resources to assist youth to successfully navigate and complete probation
- Provide a safe and secure environment for staff and detainees
- Improve the quality of customer service to youth and their families



# Budget Overview

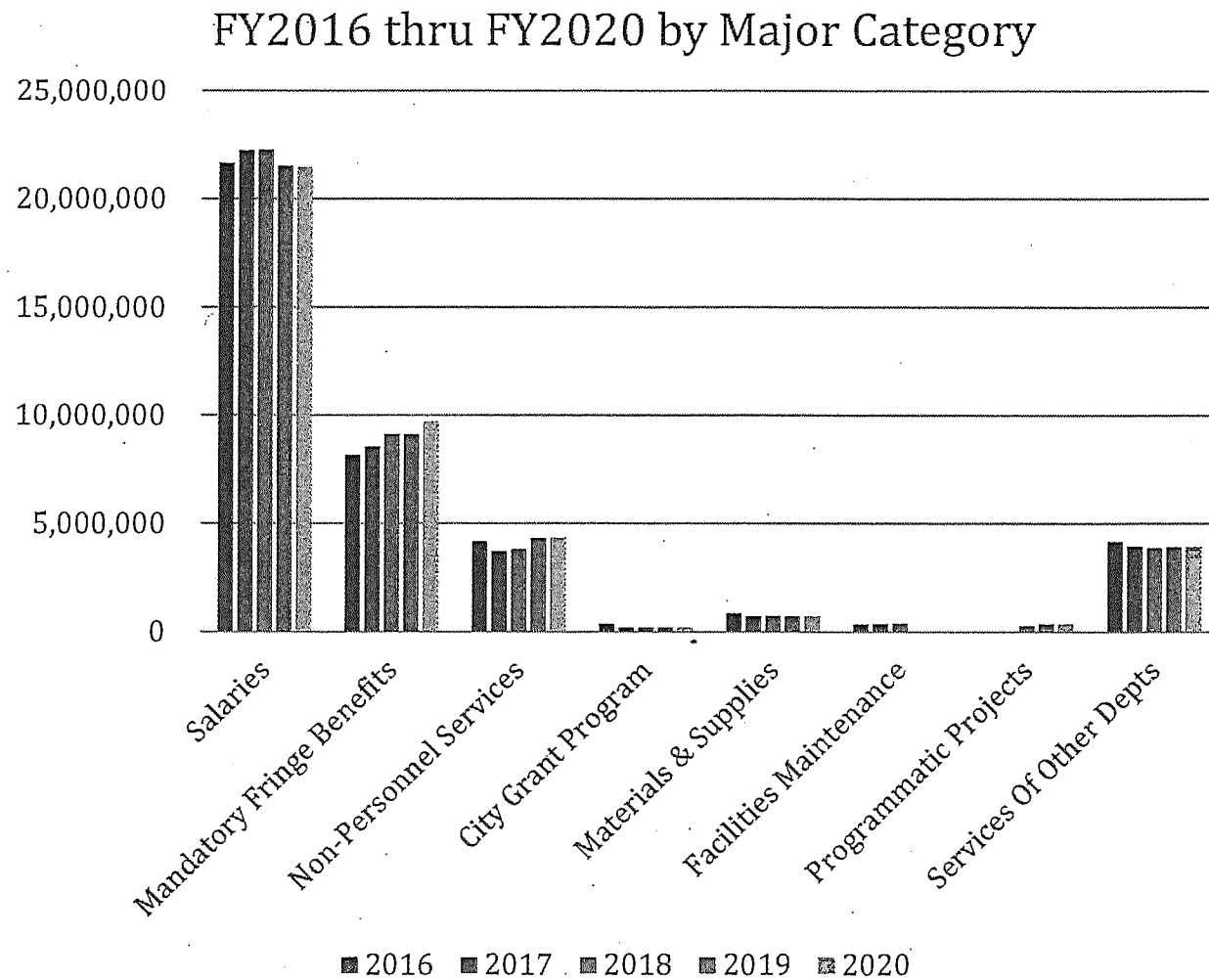
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**Proposed FY 2018-19 Budget = \$40,426,757**





# Budget Comparison





# New Programs and Initiatives

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## Augustus Case Management System Launch - June 4, 2018

- New web-based case management system launch
- Replaces 1974 Juvenile Justice Information System
- Improves service delivery through data integration across JPD divisions
- Enhances data access and transparency
- Provides secure linkage to community partners



# New Programs and Initiatives

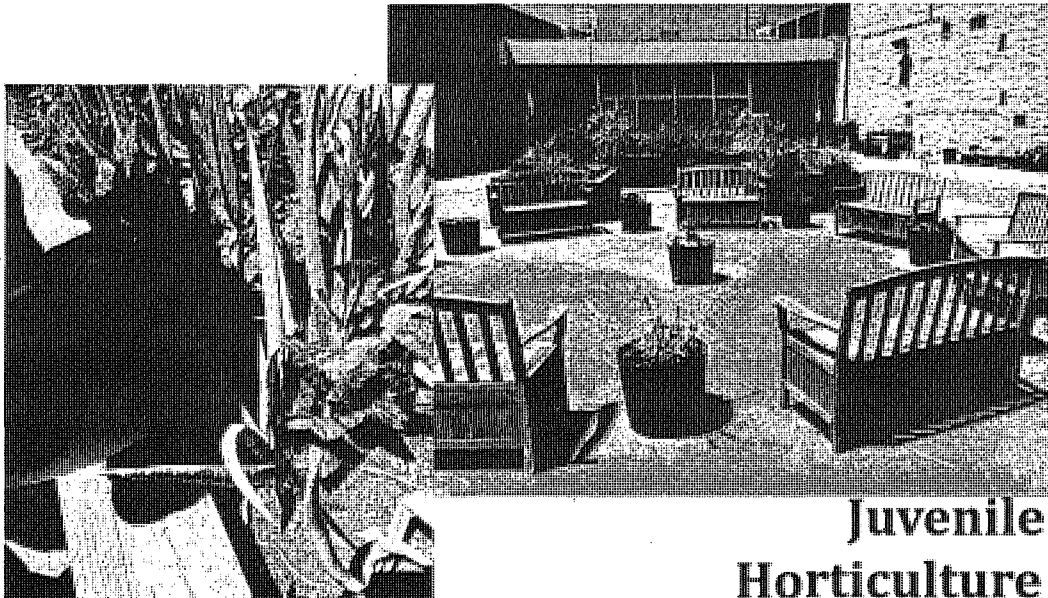
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## Juvenile Reentry Programs

Provides \$327,000 in ongoing Juvenile Reentry revenue and expenditure appropriation to implement programs and technology advancement to enhance and lift all youth within the juvenile justice system, including:

### Resource Center, Juvenile Hall

Weekend academies for education enhancement, trade and vocational seminars, vocational certifications, and paid internships for detailed youth in preparation for transition to employment or continuing education post release.



**Juvenile Hall  
Horticulture Program**



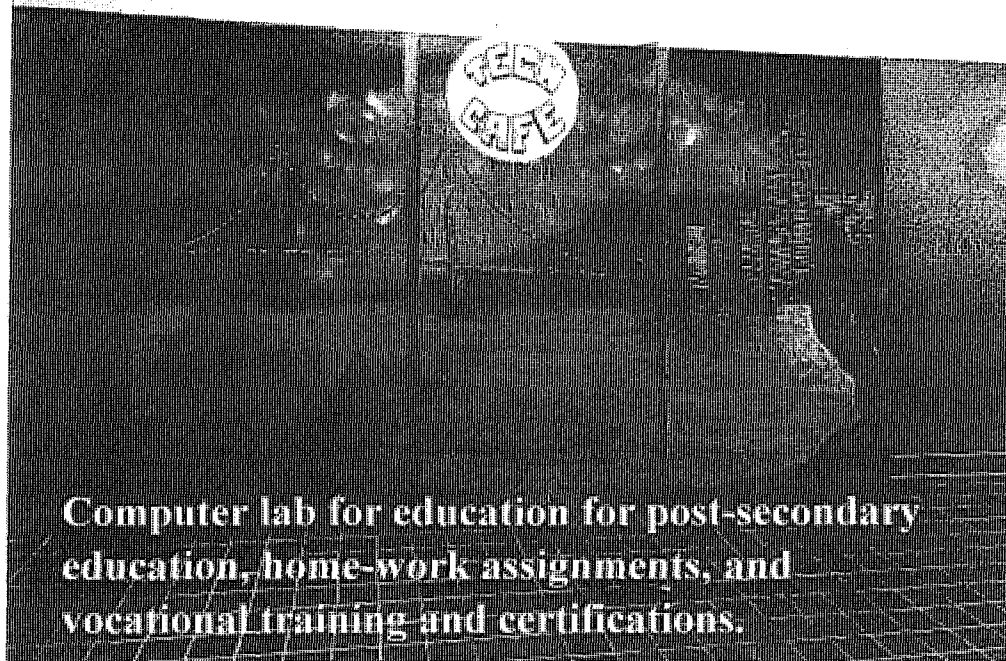
# New Programs and Initiatives

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## Juvenile Reentry Programs

Provides \$327,000 in ongoing Juvenile Reentry revenue and expenditure appropriation to implement programs and technology advancement to enhance and lift all youth within the juvenile justice system, including:

### **Tech Café, Long Cabin Ranch**



## Resource Family Program Enhancements

Use of technology through “online face time” to increase and enhance family reunification and child/family team meetings and case planning, and parental engagement and involvement across Probation Services



# New Programs and Initiatives

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## Project Pull Promise

Project Pull Promise, the Juvenile Hall specific version of the popular Citywide Project Pull program, provides youth with opportunities for:

- Employment training within city departments during summer months;
- Participation in team-building activities and community service projects; and
- Onsite vocational training and work skills within the secure facility and serve as linkage to community-based training and vocational opportunities upon release.



# **On The Horizon - Families First Prevention Services Act**

## **02/09/18 - PL 115-123 signed into law**

- Includes revisions to historic Foster Care, Adoptions, and Child Welfare programs funded through Title IV-B and Title IV-E of the Social Security Act
- Creates new optional prevention funding and places payment limits on child care institutions

## **10/01/19 - Effective date**

- Provides up to a two-year implementation delay
- State of California and the 58 Counties - - Probation Departments and Social Services Agencies in discussions regarding the path forward
- JPD embarking on challenging endeavor to plan, develop and implement new Families First programmatic, operational, and infrastructure solutions

## **09/30/19 - Sunset of Title IV-E Waiver**

- Provided flexible funding to provide services for youth without traditional income based or program eligibility requirements
- JPD developing smooth service transition for the youth within the juvenile justice system.



# **Thank You**

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**Juvenile Probation Department  
City and County of San Francisco**



CITY & COUNTY OF SAN FRANCISCO  
HUMAN SERVICES AGENCY

*promotes well-being and self-sufficiency  
among individuals, families and communities*

## Human Services Agency FY18-19 and FY19-20 Budget



**Budget and Finance Committee –  
June 15, 2018**

CITY & COUNTY OF SAN FRANCISCO





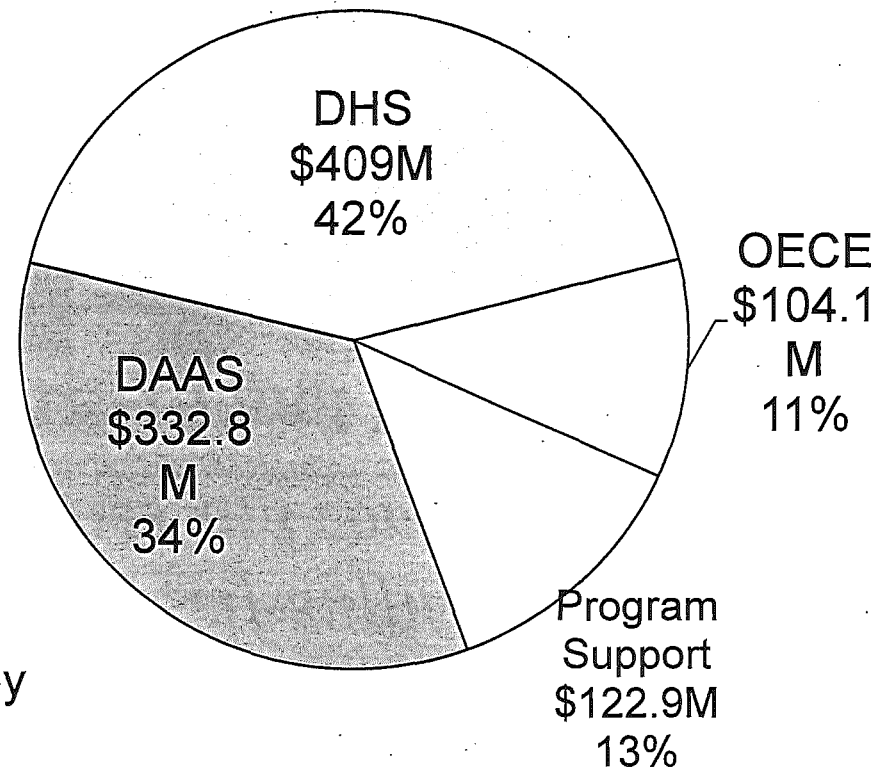
# HSA Overview

The Human Services Agency promotes well-being and economic security among individuals, families, and communities in San Francisco.

Our Agency delivers a safety net of services and public benefits including: cash assistance, food and nutritional support, health insurance, employment training, and child care. Specialized supportive care and protective services are available to children and seniors.

We help **more than 250,000** San Franciscans every year by connecting them with the services and resources they need.

## HSA FY18-19 Proposed Budget \$968.8M

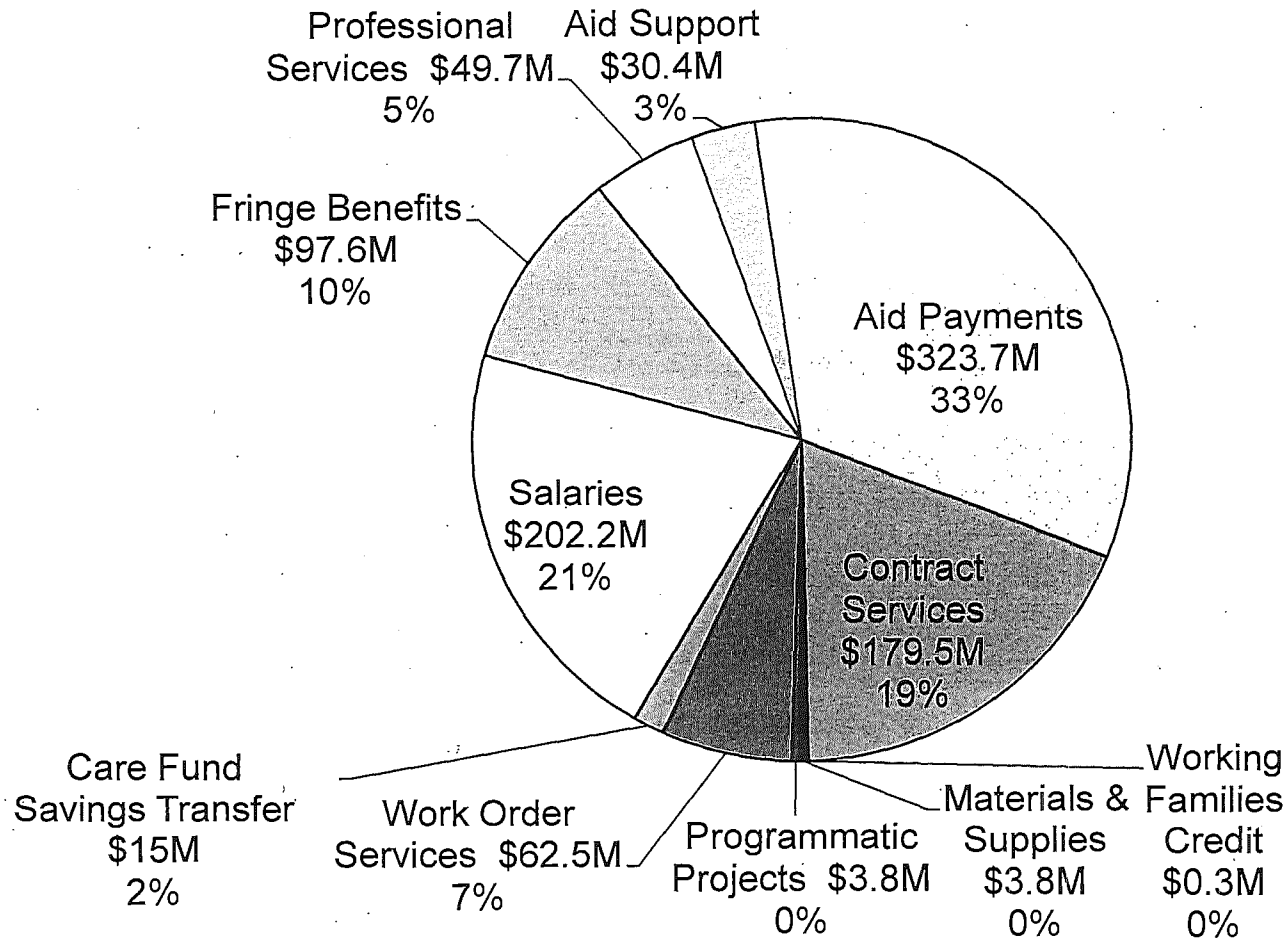


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# HSA Budget by Spending Category

## HSA FY18-19 Proposed Budget by Category \$968.4M





## Major Budget Change: IHSS Maintenance of Effort

- Significant, unavoidable cost increases in the IHSS MOE over the next 5 years due to State Legislative changes made in June 2017
  - Costs accounted for in the Joint Report's anticipated citywide projections

| <b>IHSS MOE Changes<br/>(in millions)</b>                                                | <b>FY18-19<br/>Increases over<br/>FY17-18<br/>Budget</b> | <b>FY19-20<br/>Increases over<br/>FY18-19</b> | <b>FY19-20<br/>Cumulative<br/>Increases over<br/>FY17-18<br/>Budget</b> |
|------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------|-------------------------------------------------------------------------|
| SF Share of Statewide MOE<br>Increases (increased inflation,<br>decreased State support) | 16.4                                                     | 18.5                                          | 34.9                                                                    |
| Local minimum wage<br>ordinance and contract mode<br>rate increases                      | 13.4                                                     | 7.5                                           | 20.9                                                                    |
| <b>Total Change</b>                                                                      | <b>29.8</b>                                              | <b>26.0</b>                                   | <b>55.8</b>                                                             |

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# Department of Human Services Highlights and New Initiatives

## **Family and Children's Services (FCS)**

- Continuum of Care Reform (CCR) (AB 403)
  - Transitioning away from group home model
  - Increasing recruitment of resource families and streamlining licensing process
  - Closing the Child Protection Center and developing network of emergency placements, including for high-needs youth

## **Emergency Preparedness and Hazardous Housing Conditions**

- Emergency rental assistance to individuals who are displaced due to fire or an administrative order to vacate housing deemed unsafe
- HSA designated as lead agency to assist individuals ordered to vacate sub-standard or unsafe housing
- Additional \$1.3 million in both FY 18-19 and FY19-20 to address projected need



# Department of Human Services Highlights and New Initiatives

## Economic Support and Self-Sufficiency

- *CalFresh*: End of Able-Bodied Adults Without Dependents (ABAWDs) waiver
  - HSA will provide employment services to additional 3,200 ABAWDs subject to new requirements to ensure benefit retention
  - Services supported with new revenues and shifts of funds from other programs; staffed through re-purposing existing positions
- *CAAP*: State-funded Housing & Disability Advocacy Program adds \$2.5 million over FY 18-19 and FY 19-20 to house homeless clients applying for SSI
  - Adding 1 new manager to support implementation of this program and improved coordination of benefits enrollment with DSHS
- *CalWORKs*: New State-funded Home Visiting Initiative that will connect young first-time mothers on CalWORKs to evidence-based home visiting services, starting in January 2019



# Board Cross-Departmental Priorities

## Workforce Development for TAY and Homeless/Formally Homeless

- Transitional-aged youth (TAY), homeless and formerly homeless adults can access the range of employment services in WDD, if they are eligible CalWORKs, CAAP or CalFresh clients. Services can include links to education, training, subsidized or unsubsidized jobs.
- Certain programs specifically target TAY, former and emancipated foster youth, and homeless or formerly homeless individuals.
  - For TAY: \$2.7 M, including \$1.5 M for the Interrupt, Predict, & Organize (IPO) program in partnership with Adult Probation Department; \$1 M for Youth Employment Services (YES) Program and \$0.2 M for ongoing partnership with HOPE SF
  - For homeless clients in shelter and formerly homeless clients in supportive housing: \$1.3 M focused on sector-specific job training programs

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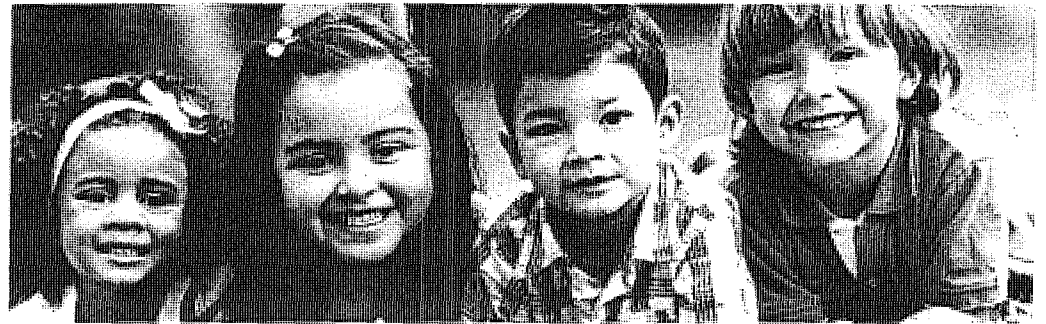
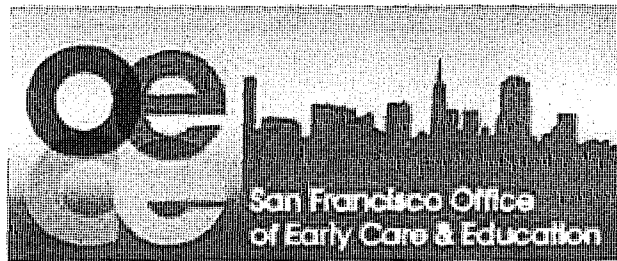
# Board Cross-Departmental Priorities

## Pipeline to City Jobs

- **Jobs Now:** HSA's Jobs Now program places clients into a variety of subsidized and unsubsidized jobs. All of our Jobs Now components can be pathways to employment at the City & County of San Francisco.
- **PST:** HSA's Public Service Trainees (PST) program employs clients at HSA or other City Departments for 6-month periods, with an option to extend for an additional 6 months. PST positions serve as a work experience and job readiness training to prepare clients for both private and public sector opportunities.
  - Worked with DHR to ensure these placements meet min. qualifications for City jobs
- **Career Pathways:** The Career Pathways Certificate Program in HSA is a formal pathway for PSTs to qualify for City jobs.
  - Clients who complete a PST with a positive performance rating, complete required classroom training, and demonstrate needed skills receive a certificate that satisfies the minimum qualifications for certain entry-level City classifications.
- **Apprenticeship programs:** PSTs placed at Rec & Park Dept. and Dept. of Public Works may enter apprenticeship programs that allow them to compete for various City job opportunities

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## Office of Early Care and Education

### Goals:

- Enable all families with children 0 – 5 years old to access affordable, high quality early care and education
- Address the professional development and compensation needs of the workforce in diverse early care and education settings
- Increase the percentage of children who are kindergarten ready

### Current focus: *Implementing the **Citywide Plan for ECE:***

- ☐ Funding quality & stable access for highest need populations with **Early Learning Scholarship** program and for 4-year olds with **Preschool for All** program
- ☐ Maximizing leverage of state & federal funds



# OECE FY 2018-19 Budget Priorities

- Refining implementation & reach of the ***Early Learning Scholarship*** and ***Preschool for All***, serving 7,900 children ages 0 to 5
- Proposed a Cost of Doing Business reimbursement rate increase of 2.5% to ensure programs –many small businesses– can continue services to families
- Redesigning the citywide child care “waitlist” to better match families to programs and financial assistance
- Advancing strategies to recruit and retain early care and education professionals
- Creating more spaces for early care and education programs

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CITY & COUNTY OF SAN FRANCISCO  
HUMAN SERVICES AGENCY



# Department of Aging & Adult Services

## Highlights and Enhancements

### Department Programs

- *Public Conservator*: Collaborating across departments to support community-based conservatorship options
- *In-Home Supportive Services*: Rolled out of Homebridge tiered wage structure (+\$2-3/hr) which continues in FY18-19

### Community-Based Services

- Dignity Fund updates:
  - Finished the 2018 Dignity Fund Community Needs Assessment
  - Additional \$3 M in growth in Dignity Fund in FY18-19
- Funded strategic planning for disability cultural center
- Launched the Support at Home homecare pilot



# Dignity Fund

Allocation of \$3 M in growth FY18-19

| Initiative                                                   | Amount      |
|--------------------------------------------------------------|-------------|
| Enhancing Community Services (Intergenerational Programming) | \$300,000   |
| Expanding Nutrition Support for Adults with Disabilities     | \$300,000   |
| Conducting Outreach and Awareness                            | \$300,000   |
| Mitigating Social Isolation                                  | \$200,000   |
| Supporting the Caregiver Network                             | \$500,000   |
| Assessing Case Management Needs                              | \$150,000   |
| Cost of Doing Business (2.5%)                                | \$1,252,500 |
| Total                                                        | \$3,002,500 |



SF Department of Aging and Adult Services

Dignity Fund - FY 18/19 Prop. I Growth - \$3 Million Allocation Plan

1 of 2

| <u>INITIATIVE</u>                                        | <u>TOTAL<br/>BUDGET</u> | <u>SERVICE</u>                      | <u>SERVICE<br/>BUDGET</u>                                   | <u>DESCRIPTION</u>                                                                                                                                                                                 | <u>BASIS</u>                                                                                                                                                                                                  |
|----------------------------------------------------------|-------------------------|-------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enhancing Community Services                             | \$300,000               | Intergenerational programming       | \$300,000                                                   | Programming for intergenerational activities, focused on older people engaging with younger people. Anticipated to support at least 4 sites but potentially more depending on bidder proposals.    | -DFCNA recommendations:<br>--Service Delivery : Rec 1<br>--Collaboration: Rec 3                                                                                                                               |
| Expanding Nutrition Support for Adults with Disabilities | \$300,000               | Home-delivered meals                | \$300,000                                                   | Expand home-delivered meal service for adults with disabilities to address parity concerns and address increased demand. Anticipated to support 100-125 clients with approximately 45,000 meals.   | -DFCNA recommendation under <i>Inclusiveness and Responsivity</i> (Rec 1)<br>-DAAS waitlist trends for home-delivered meals<br>-Supported by Food Security Task Force advocacy                                |
| Outreach and Awareness                                   | \$300,000               | Public information campaigns        | \$200,000<br>(May be supplemented by OTO funding as needed) | Conduct public campaigns to:<br>(1) Increase community awareness of services and how to access; and<br>(2) Reframe public view of aging to reduce ableism and ageism and promote an inclusive city | -Responding to multiple DFCNA recommendations, including:<br>--Accessibility: Recs 1, 2, 3, and 5<br>--Service Delivery : Rec 4<br>--Inclusiveness & Responsivity : Recs 1, 2, and 7                          |
|                                                          |                         | Peer liaisons / ambassadors         | \$100,000                                                   | Hire service ambassadors / liaisons to the service network to promote awareness of available services. Anticipated to support 4-6 positions.                                                       |                                                                                                                                                                                                               |
| Mitigating Social Isolation                              | \$200,000               | Phone/tech intervention and support | \$100,000                                                   | Increase availability of phone/web support for persons who are isolated, experiencing depression, and/or expressing suicidal ideation.                                                             | -As highlighted in the 2016 DAAS Needs Assessment, social isolation is a recognized public health issue<br>-DFCNA recommendations:<br>--Accessibility: Rec 3<br>--Inclusiveness & Responsivity : Recs 2 and 6 |
|                                                          |                         | Volunteer / peer visitor program    | \$100,000                                                   | Home visits and help navigating services for socially isolated people.                                                                                                                             |                                                                                                                                                                                                               |



## SF Department of Aging and Adult Services

2 of 2

Dignity Fund - FY 18/19 Prop. I Growth - \$3 Million Allocation Plan

| <u>INITIATIVE</u>                     | <u>TOTAL<br/>BUDGET</u> | <u>SERVICE</u>                            | <u>SERVICE<br/>BUDGET</u> | <u>DESCRIPTION</u>                                                                                                                                                                                                                                                                                                                 | <u>BASIS</u>                                                                                     |
|---------------------------------------|-------------------------|-------------------------------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Support for<br>Caregiver<br>Network   | \$500,000               | Caregiver respite                         | \$275,000                 | Expand respite support with a focus on informal (unpaid) family and friend caregivers with limited English proficiency. This effort will include targeted outreach and strategic partnerships to reach these populations. Anticipated to support 400-500 caregivers with a voucher for in-home respite or adult day participation. | -DFCNA recommendation under <i>Service Delivery</i> (Rec 2)                                      |
|                                       |                         | Workforce Support                         | \$225,000                 | Training for caregiver staff at various levels.                                                                                                                                                                                                                                                                                    |                                                                                                  |
| Assessing Case<br>Management<br>Needs | \$150,000               | Evaluation of Case<br>Management<br>Needs | \$75,000                  | To conduct an evaluation of needs for Case Management for older people with cognitive impairments, behavioral health, and other mental health needs, including proposal strategies to meet identified needs.                                                                                                                       | -DFCNA recommendations:<br>-- <i>Collaboration</i> : Rec 1<br>-- <i>Service Delivery</i> : Rec 4 |
|                                       |                         | Training to CBO<br>staff                  | \$75,000                  | Provide tools, resources, and training to Case Managers and Aging and Disability Resource Center staff in working with persons with complex needs.                                                                                                                                                                                 |                                                                                                  |
| CODB                                  | \$1,252,500             | FY 18/19 CODB                             | \$1,252,500               | TBD – Placeholder for CODB; based on 2.5% (\$50.1 million)                                                                                                                                                                                                                                                                         | n/a                                                                                              |
| <b>TOTAL</b>                          | <b>\$3,002,500</b>      |                                           |                           |                                                                                                                                                                                                                                                                                                                                    |                                                                                                  |

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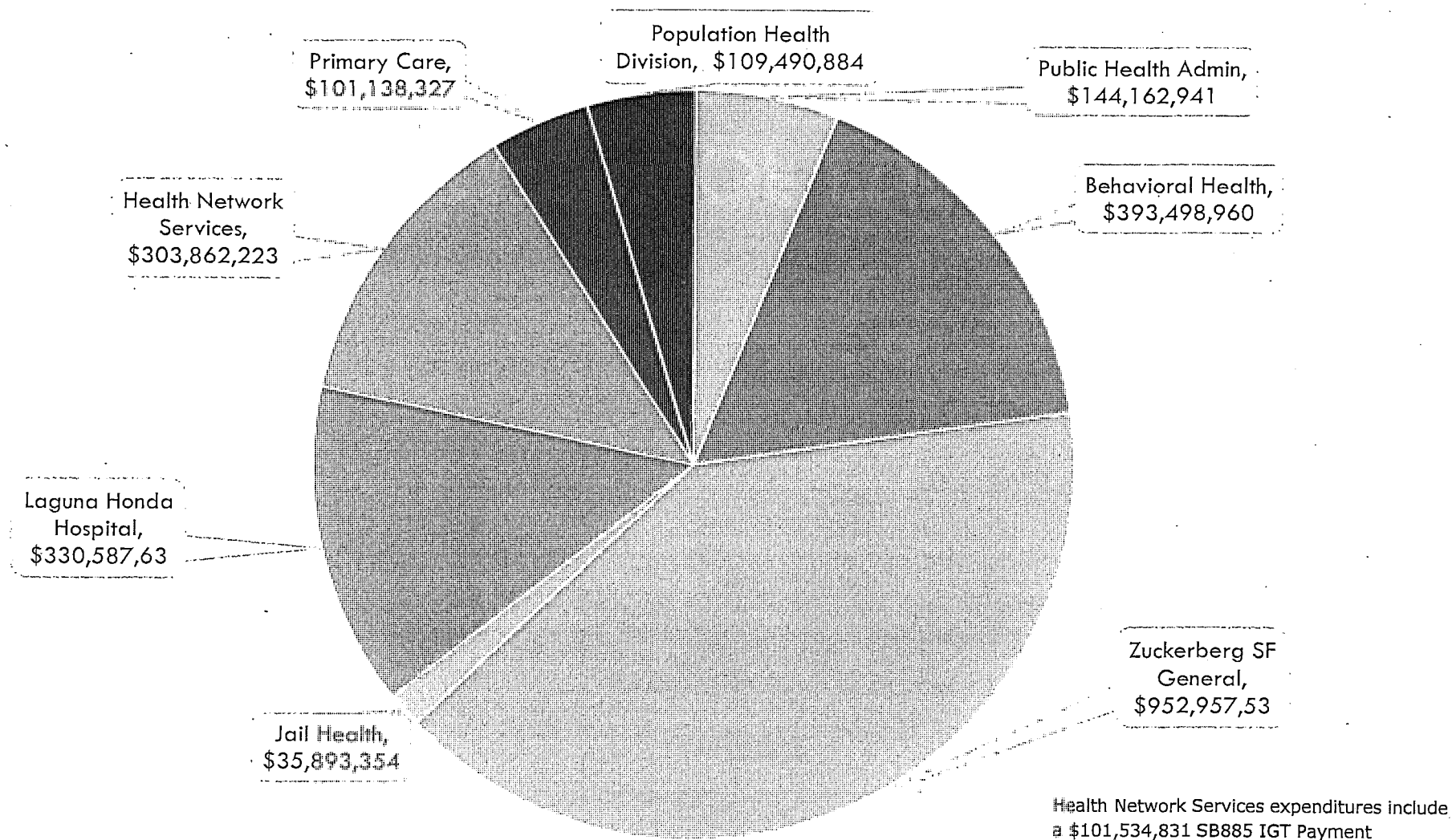
DEPARTMENT OF PUBLIC HEALTH  
FY 2018-2020 BUDGET

June 15, 2018 – Board of Supervisors



# DPH 2018-20 Proposed Budget is \$2.4 Billion

2

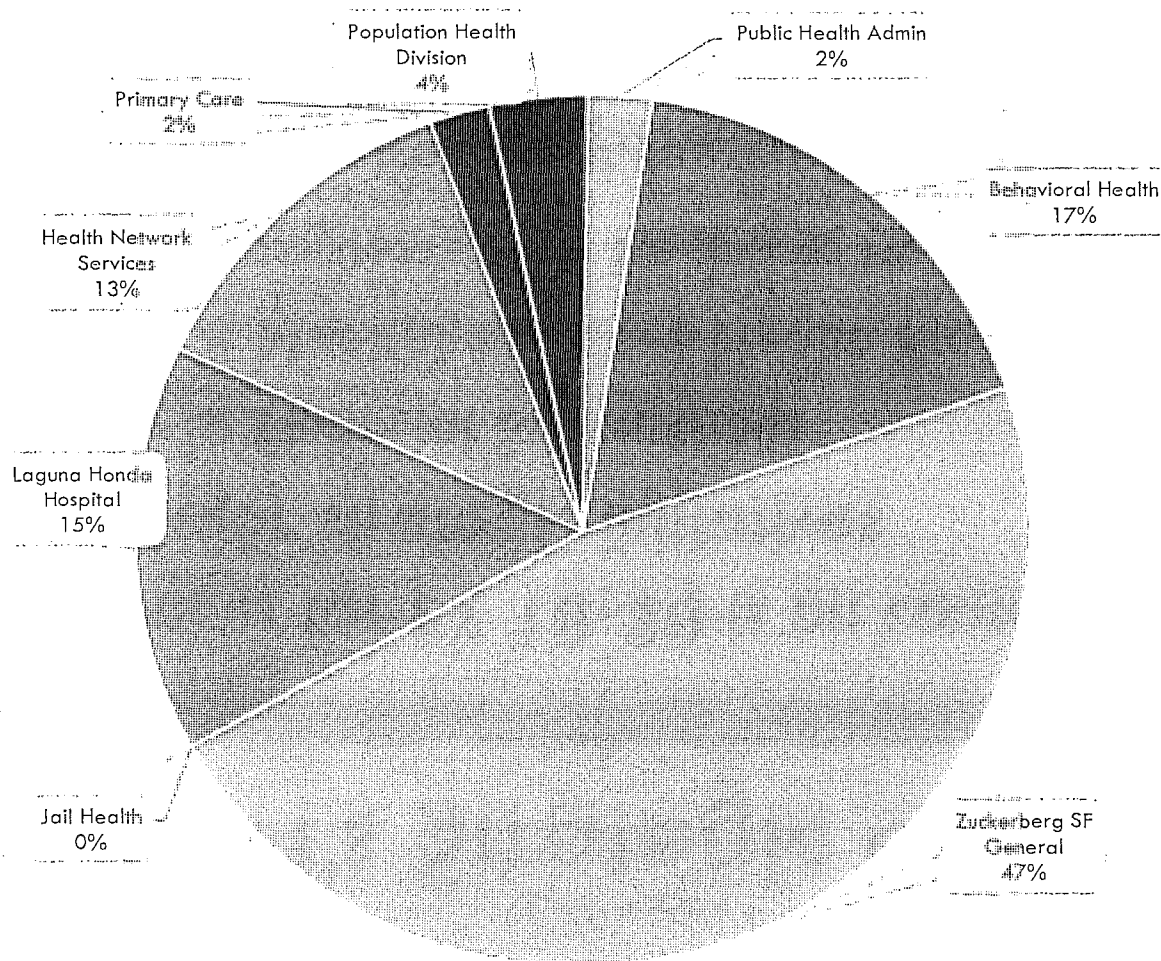




# Revenues & Financial Stewardship

3

18-19 DPH Revenues by Division



- DPH leverages \$1.6 billion, 69% of its budget, from revenues for FY 18-19
- Largest revenue sources are Medi-Cal and Medicare
- Met General Fund reduction targets through increased revenues – no service reductions
- Federal policy changes can impact future revenues



# DPH's Strategic Goals

4

Focus for FY 18-20 is on continued implementation of major strategic initiatives

- ▣ Financial Stewardship
- ▣ Maintaining Core Health Programs and Equity
- ▣ Implementing Electronic Health Records
- ▣ Services for Vulnerable Populations



# Maintaining Core Health Programs and Equity

5

- Backfills \$4.1 M State and Federal Reductions in Population Health
- Supports Patient Flow for Hospitals
  - Census and Staffing at ZSFG and LHH - \$7.8 M
  - Support of physician and clinical services through the UCSF Affiliation Agreement with ZSFG - \$14 M
- Eliminating health disparities with funding from Sugar Sweetened Beverage Tax - \$6 M
- Expanding Services at HOPESF Wellness Centers – \$400 K
- Southeast Health Center Renovation and Expansion – \$30 M



# Implementing New Electronic Health Record System

6

- New integrated EHR that replaces major legacy clinical and billing system
- Estimated Project Budget of \$383 M over the next ten years
- Responsible for \$650 M of revenues annually
- Phase 1 Go Live Date of August 3<sup>rd</sup>, 2019
- Comprehensive staff engagement, outreach and over the next 18 months



# Services for Vulnerable Population – Update on Substance Use Disorder Expansion and Quality Improvement

7

\$9.2 M into Drug Medi-Cal Organized Delivery System Pilot to:

- ☐ Improve quality of care and treatment success
- ☐ Increase Medi-Cal financed services
- ☐ Expand treatment types and medication availability
- ☐ 26 Programs are now Drug Medi-Cal Certified
- ☐ Phase 1: Narcotic Treatment Programs and Outpatient services approved and implemented - July 2017
- ☐ Phase 2: Outpatient Treatment, Perinatal Residential, Adult Residential and Withdrawal Management - Approved May 2018 and currently implemented
- ☐ Phase 3 and 4: Adolescent Outpatient Treatment and additional outpatient and residential capacity Pending approval and implementation during FY18-20



# Behavioral Health Services for Vulnerable Population

8

- ❑ Expanding Access to Medication for Addiction Treatment - \$3 M
- ❑ Behavioral Health Outreach Team - \$600 K
- ❑ Addiction Medicine at ZSFG - \$300 K
- ❑ Syringe Clean Up and Disposal - \$750 K
- ❑ Improving Services for Sexual Assault Survivors - \$600 K
- ❑ Expanding Assisted Outpatient Treatment (Laura's Law) - \$400 K and reassign two staff to support



# New Operating Positions Included in Mayor's Budget

9

DPH Total Operating FTE = 6,875

- Expanding Access to Medication for Addiction Treatment – 10 FTE
- Program Administration of sugar sweetened beverages funding – 3 FTE
- Expand services at the Rape Treatment Center to 24/7 – 1.8 FTE
- Review and track the City's response to sexual assault – 2.0 FTE



# Proposed Legislation

10

- ❑ Recurring State Grants Requiring BOS Resolution
- ❑ California Mental Health Services Authority –  
Presumptive Transfer
- ❑ Patient Rates for FY 2017-2018, 2018-2019 and  
2018-2020



Thank You

11

Questions?







# Office of the Treasurer & Tax Collector

Budget Presentation

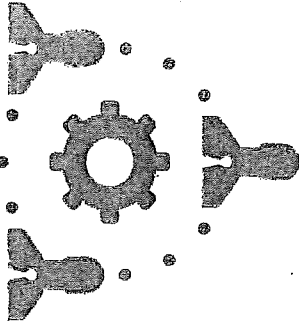
June 15, 2018





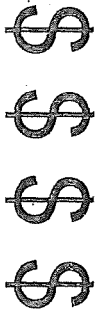
# Strategic Goals

INCREASE EFFICIENCY

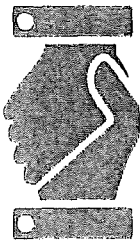


Created by Jafed Cevallos  
from Noun Project

INCREASE REVENUE



IMPROVE CUSTOMER SERVICE



Created by Alisa Smith  
from Noun Project







## FY 2017-18 Highlights



1080

- Streamlined permit billing for Cannabis businesses
- Launched online food permit application in partnership with DPH
- Increased collection of delinquent business taxes
- Restructured bank accounts to increase earned interest
- Launched Municipal Bank Feasibility Taskforce
- Worked with Mayor, BOS, and several departments re: fees and fines that disproportionately impact low-income people of color
- Began collections for Sugary Drinks Tax







## Budget submitted is \$740K less than FY 17-18

|                        | <b>FY16-17</b> | <b>FY17-18</b> | <b>FY18-19</b>  |
|------------------------|----------------|----------------|-----------------|
| Tax Revenue Collected* | \$3B           | \$3.4B         | <b>\$3.5B</b>   |
| TTX Budget             | \$42.21M       | \$41.17M       | <b>\$40.43M</b> |
| General Fund Support   | \$25.70M       | \$24.06M       | <b>\$23.97M</b> |
| Budgeted FTE           | 194            | 207            | <b>210</b>      |

1081

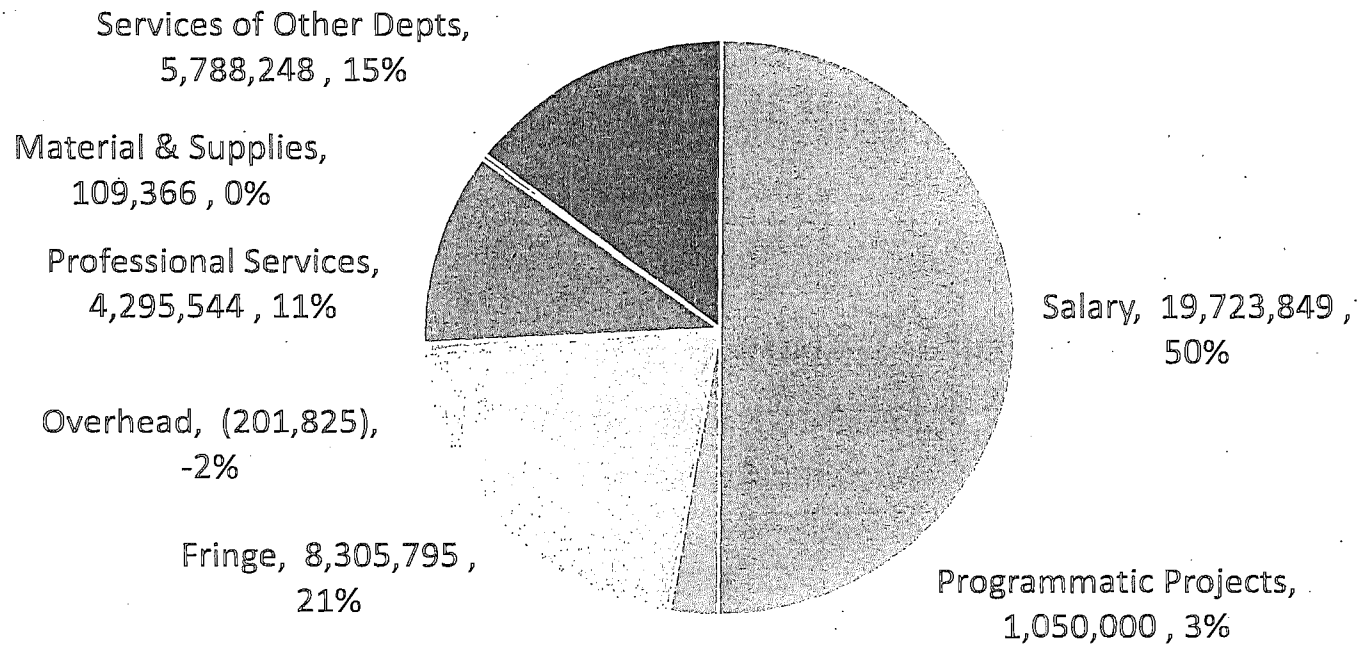


\*Includes: property taxes, gross receipts and payroll expense, business registration, TOT, UUT, Parking, Sugary Drinks, etc. Does not include transfer tax and sales tax.





# Expenditures for FY18-19 - \$39.M



1082







## FY 2018 – 19 Priorities

- Implementation of Living Wage for Teacher's Salary parcel tax, Commercial Real Estate Tax, and additional proposals on the ballot in November '18
- Property Tax Replacement Project
- In-sourcing lock-box services from outside vendors to city (TTX) staff
- Overhaul of credit card processing and cash collections for CCSF
- Continued investment in business process redesign to improve taxpayer and staff experiences, including BI based business tax audits







# Questions.....

Respectfully Submitted by  
Office of the Treasurer & Tax Collector









# Office of Economic and Workforce Development

Budget Update | June 2018



## **Mission and Goals**

**Mission:** OEWD advances shared prosperity for San Franciscans by growing sustainable jobs, supporting businesses of all sizes, creating great places to live and work, and helping achieve economic self-sufficiency for all

### **Goals:**

1. Foster a resilient, diverse, and robust economy
2. Connect residents to good jobs and strong career pathways
3. Support vibrant neighborhoods and strengthen small businesses
4. Create space for jobs, affordable housing, recreation, and public use



## Department Overview



**Workforce  
Development**



**Business  
Development**



**Invest In  
Neighborhoods**



**Joint  
Development**

1088



**Office of Small  
Business**



**Film SF  
(Film Office)**



**Finance, Admin  
& Shared  
Services**

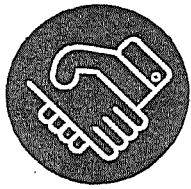


# Budget Overview

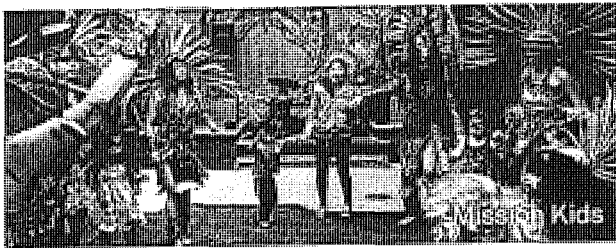
(MYR Phase)

|                                    | FY 2017-2018      | FY 2018-2019      | Variance         |
|------------------------------------|-------------------|-------------------|------------------|
| Salaries                           | 11,781,924        | 12,154,839        | 372,915          |
| Mandatory Fringe Benefits          | 4,811,497         | 4,970,390         | 158,893          |
| Overhead / Non-Personnel Services  | 2,788,157         | 2,518,743         | (269,414)        |
| City Grant Programs                | 23,437,004        | 23,859,885        | 422,881          |
| Carry-Forward/Programmatic Budgets | 16,579,202        | 9,247,983         | (7,331,219)      |
| Materials & Supplies               | 83,332            | 68,332            | (15,000)         |
| Services of Other Departments      | 2,850,843         | 11,488,112        | 8,637,269        |
| Transfers                          | 10,000            | 10,000            | -                |
| <b>TOTAL</b>                       | <b>62,341,959</b> | <b>64,318,284</b> | <b>1,976,325</b> |

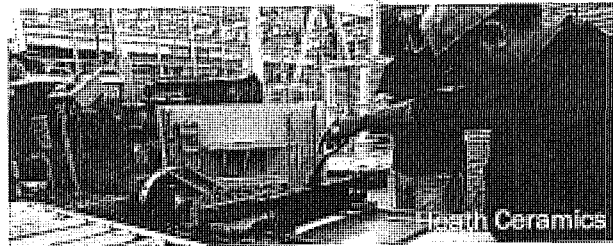




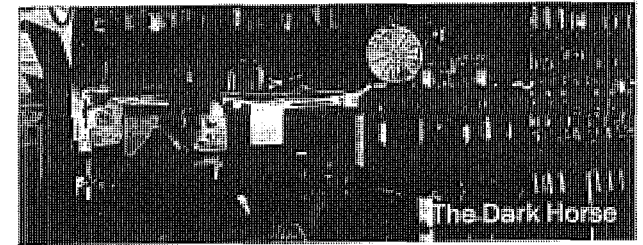
# Foster a resilient, diverse and robust economy



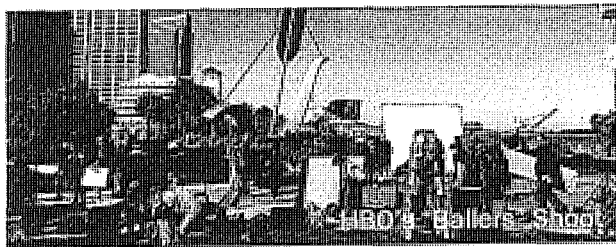
Nonprofit  
Sustainability &  
Capacity



Production,  
Distribution and  
Repair (PDR)



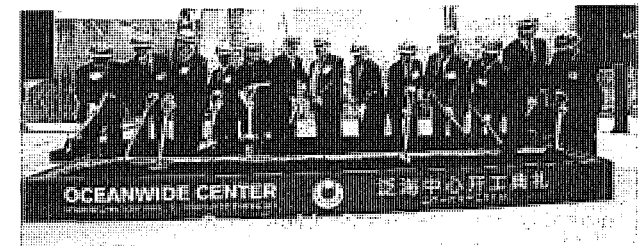
Nightlife and  
Entertainment



Film Production



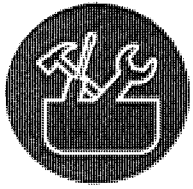
Economic  
Resiliency Plan



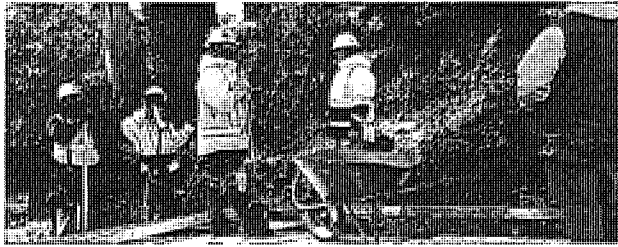
International  
Partnerships

1090

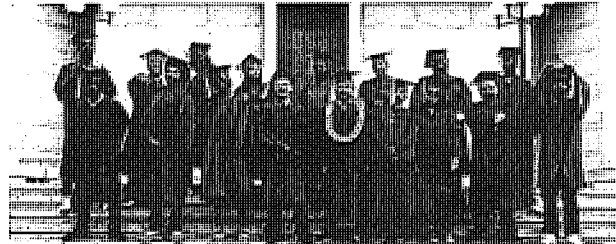




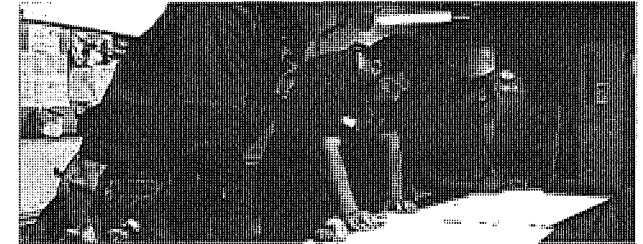
# Connect residents to good jobs and strong career pathways



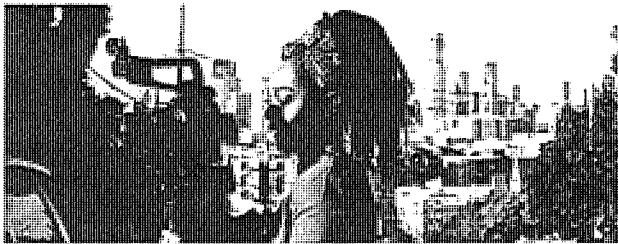
CityBuild  
Gleneagles



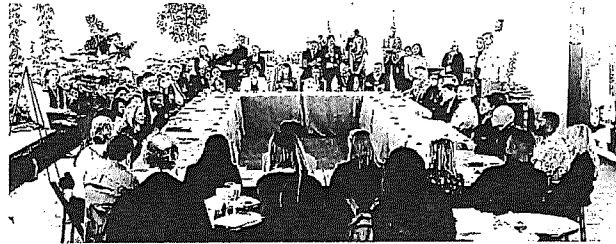
Young Adult  
Access Point



Advanced  
Manufacturing



Sector  
Academies



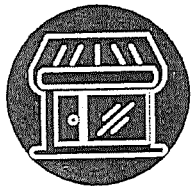
Workforce  
Alignment



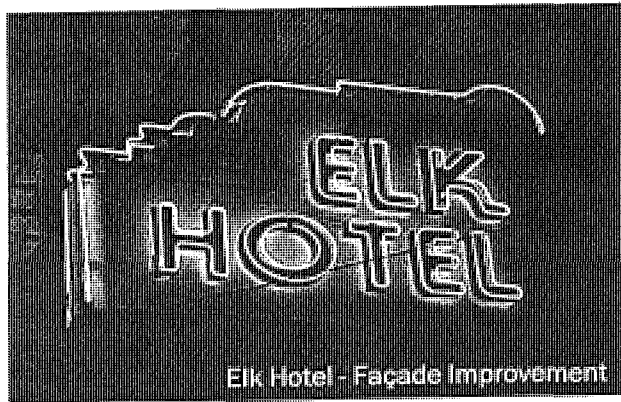
Intensive Barrier  
Removal Services

1091





# Support vibrant neighborhoods and strengthen small businesses



## Small Business Retention & Strengthening

Real Estate Assistance, Loans, ADA, SFShines Façade & Tenant Improvements, Disaster Recovery, Healthy Retail SF



## Neighborhood Investments

Cultural Districts, Open for Business, Civic Center Commons, Public Space Programming, Economic Development Grants

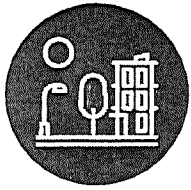


## Small Business Assistance

Legacy Business, San Francisco Business Portal, Open in SF: Small Business Acceleration Program

1092





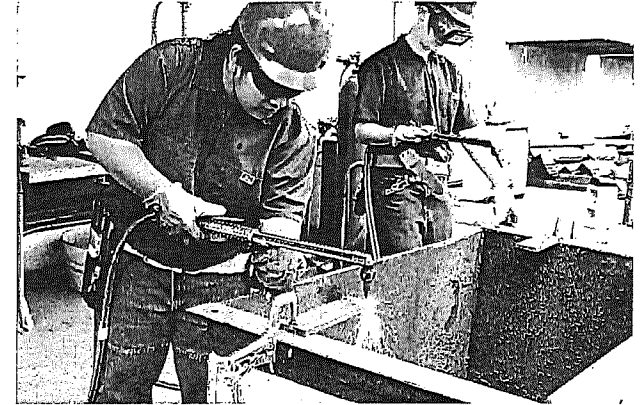
# Create space for jobs, housing, recreation and public use



Manage Large Development Projects Focusing on Affordable Housing



Address Equity in Affordable Housing Access and Employment Opportunities

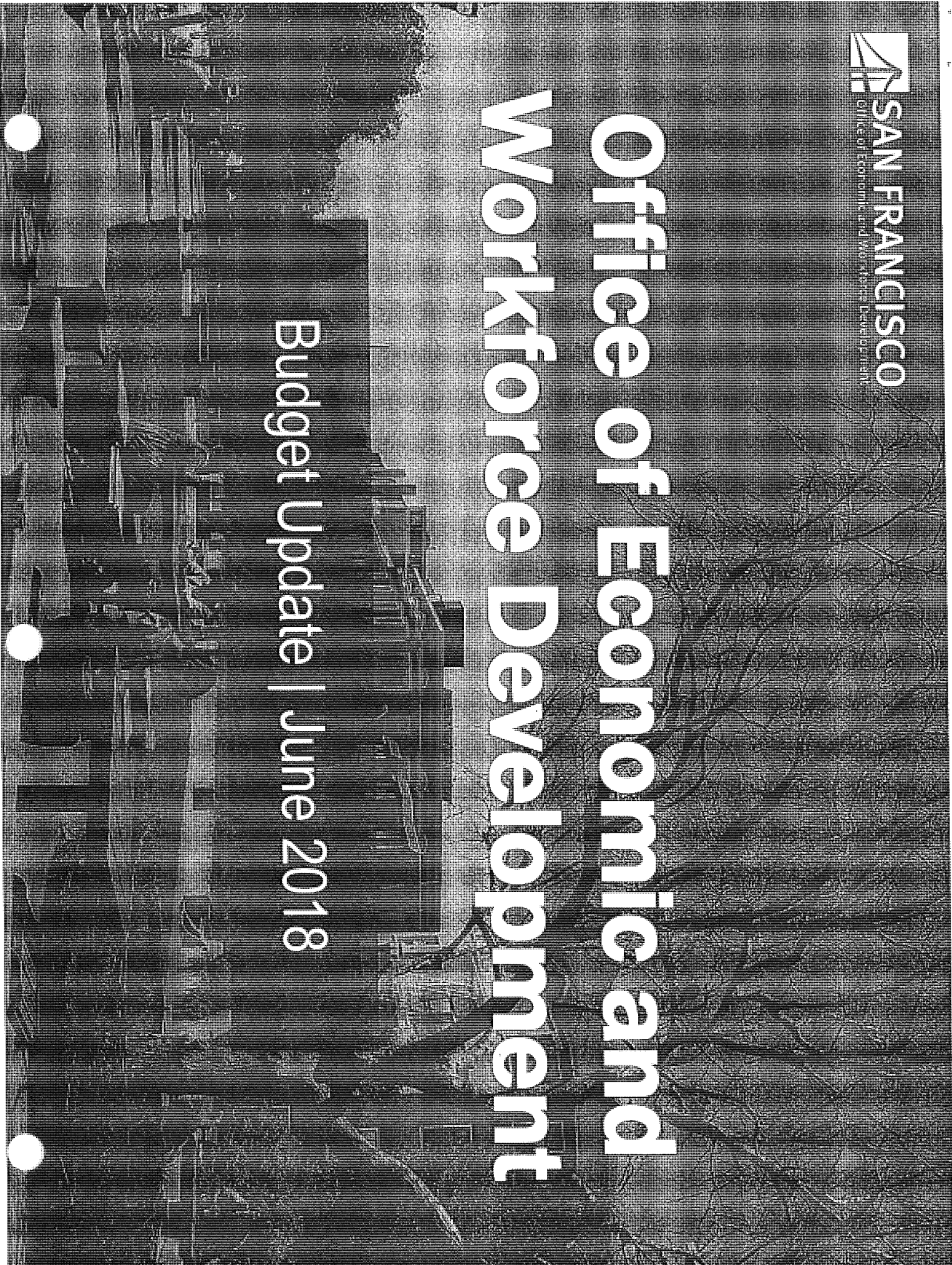


Ensure Housing and Public Benefits are Built and Delivered on Time

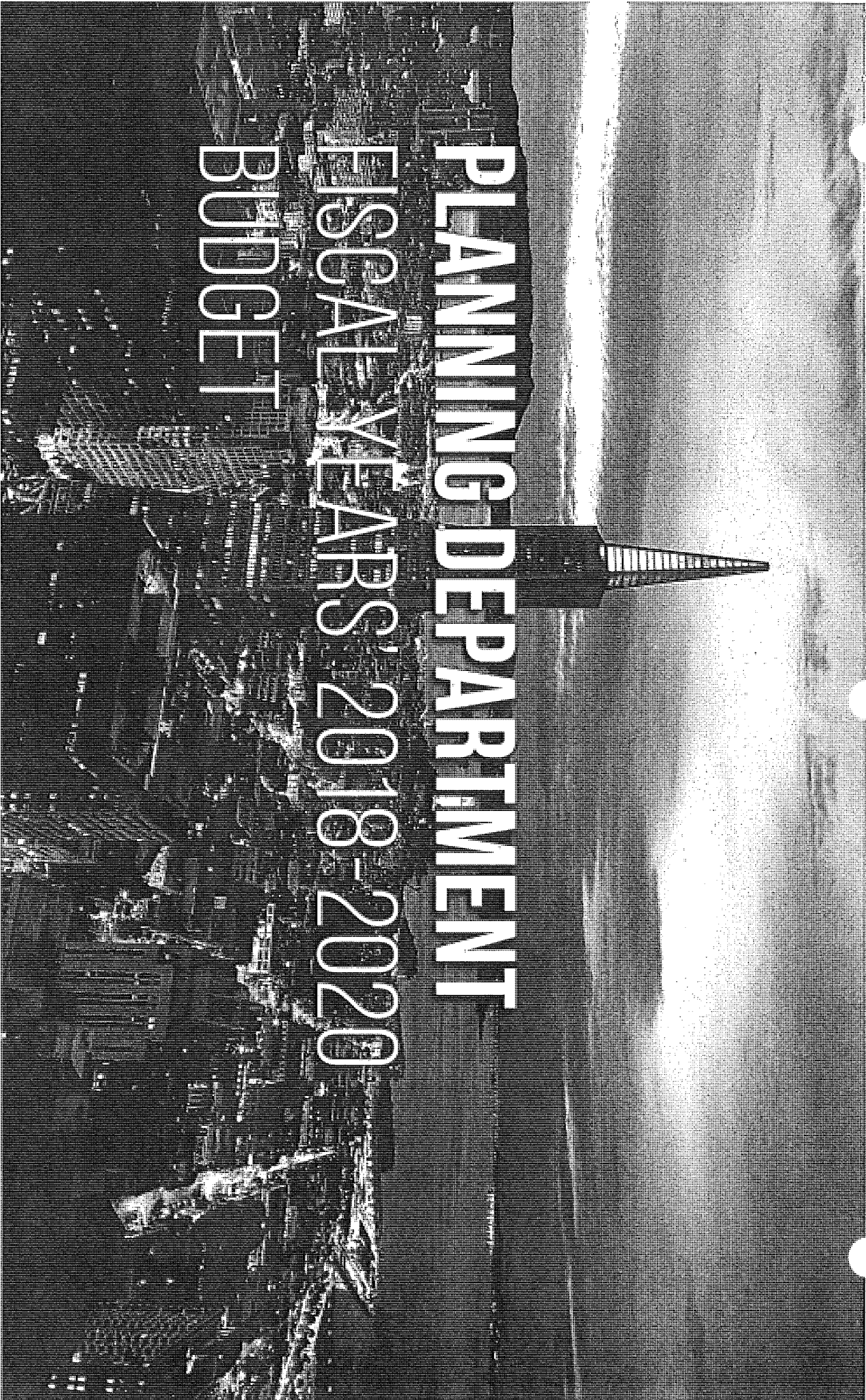


# Office of Economic and Workforce Development

Budget Update | June 2018







# PLANNING DEPARTMENT FISCAL YEARS' 2018-2020 BUDGET

**John Rahaim**  
June 15, 2018



**San Francisco**  
**Planning**



# Major Planning Projects: Initiatives & Programmatic Changes

## Accessory Dwelling Units

- Legislation began in 2014 and continues to expand
- Became citywide program in September 2018
- Anticipate an increase in ADU volume to ~350 cases
- Another round of amendments is currently under review

## Office of Cannabis

- Need for land use review on storefront and non-storefront sites
- Current workload needs
  - Approximately 100 non-storefront sites under review
  - 35 existing dispensary conversions
  - 40 new retail establishments
  - Ongoing inspections

## Office of Short-Term Rentals

- Transfer of function from City Administrator's Office
- Three General Fund positions shifting

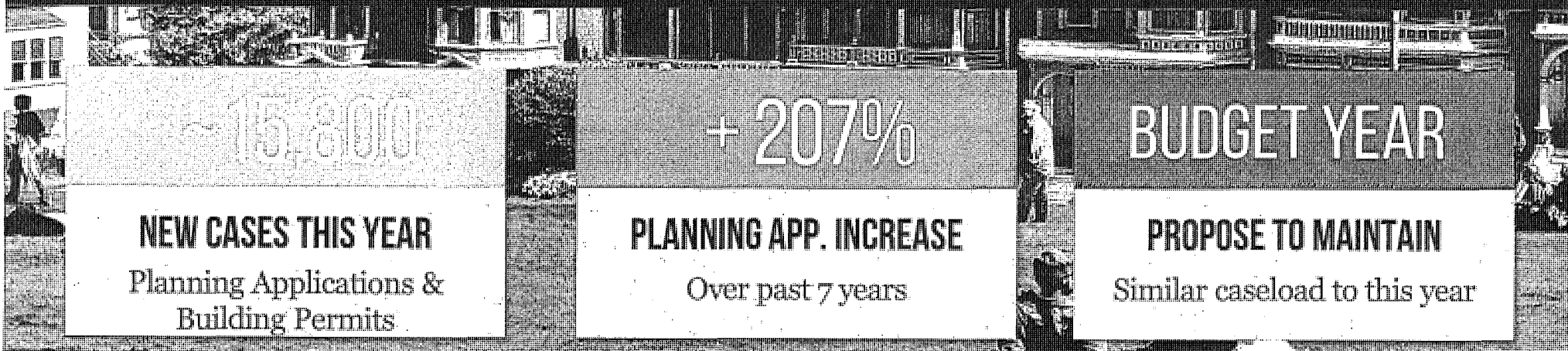
## Proposed Legislation

- Allow enforcement penalties and fees to be spent on all enforcement activities
  - Currently all monies collected are restricted to be spent on sign enforcement only
- New, lower circulation analysis fee in addition to existing transportation review fee
  - Includes Ordinance language cleanup



# Application & Permit Volume Trends

| Volume                | 10-11<br>Actual | 11-12<br>Actual | 12-13<br>Actual | 13-14<br>Actual | 14-15<br>Actual | 15-16<br>Actual | 16-17<br>Actual | 17-18<br>Projected | 18-19<br>Proposed | 19-20<br>Proposed |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------|-------------------|-------------------|
| Building Permits      | 6,330           | 6,523           | 7,013           | 7,846           | 8,107           | 8,109           | 8,441           | 8,800              | 8,800             | 8,800             |
| Planning Applications | 3,378           | 3,928           | 3,873           | 4,356           | 5,941           | 7,371           | 6,851           | 7,000              | 7,000             | 7,000             |
| Total                 | 9,708           | 10,451          | 10,886          | 12,202          | 14,048          | 15,480          | 15,292          | 15,800             | 15,800            | 15,800            |
| Percent Change        | 8%              | 8%              | 4%              | 12%             | 15%             | 10%             | (1%)            | 3%                 | 0%                | 0%                |

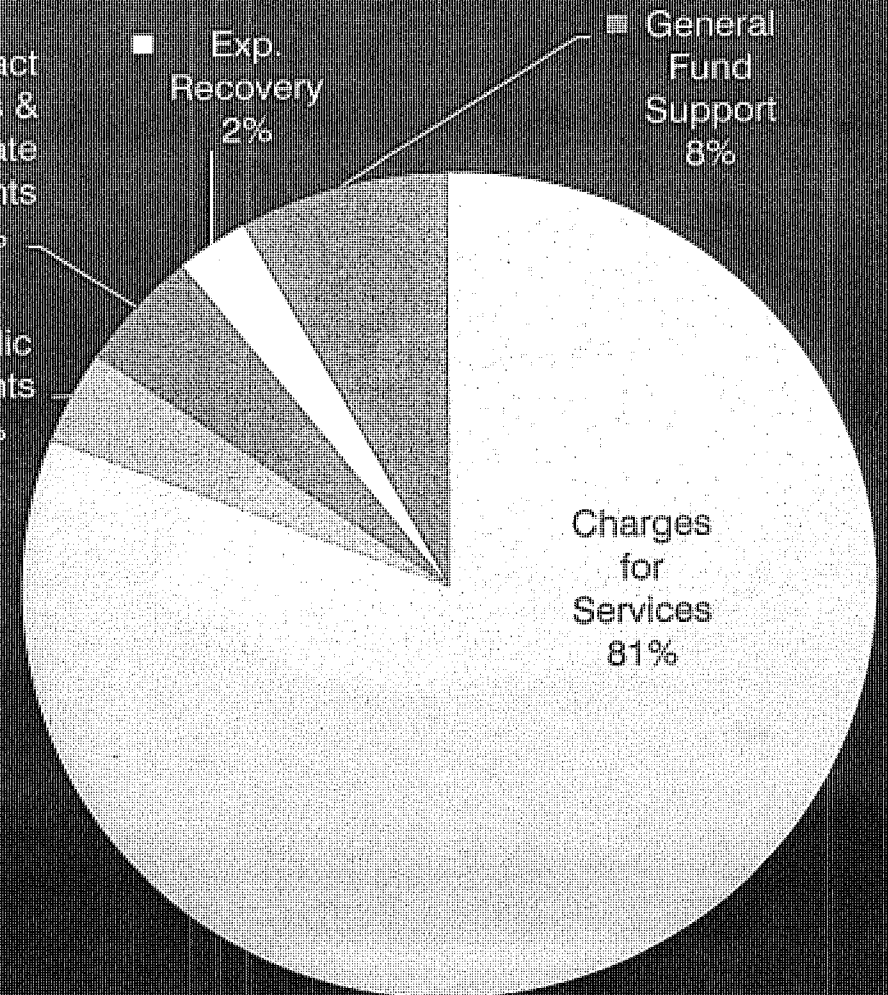




# Revenue Budget FY18-20

| Revenues<br>(in millions)                      | FY17-18<br>Adopted | FY18-19<br>Proposed | FY19-20<br>Proposed |
|------------------------------------------------|--------------------|---------------------|---------------------|
| Charges for<br>Services                        | \$43.8             | \$43.5              | \$44.8              |
| Public Grants                                  | \$1.7              | \$2.0               | \$0.4               |
| Development<br>Impact Fees &<br>Private Grants | \$5.3              | \$2.5               | \$2.1               |
| Expenditure<br>Recovery                        | \$1.1              | \$1.5               | \$1.3               |
| General Fund<br>Support                        | \$2.6              | \$4.3               | \$4.2               |
| Total Revenues                                 | \$54.5             | \$53.8              | \$52.8              |

## FY18-19 Proposed

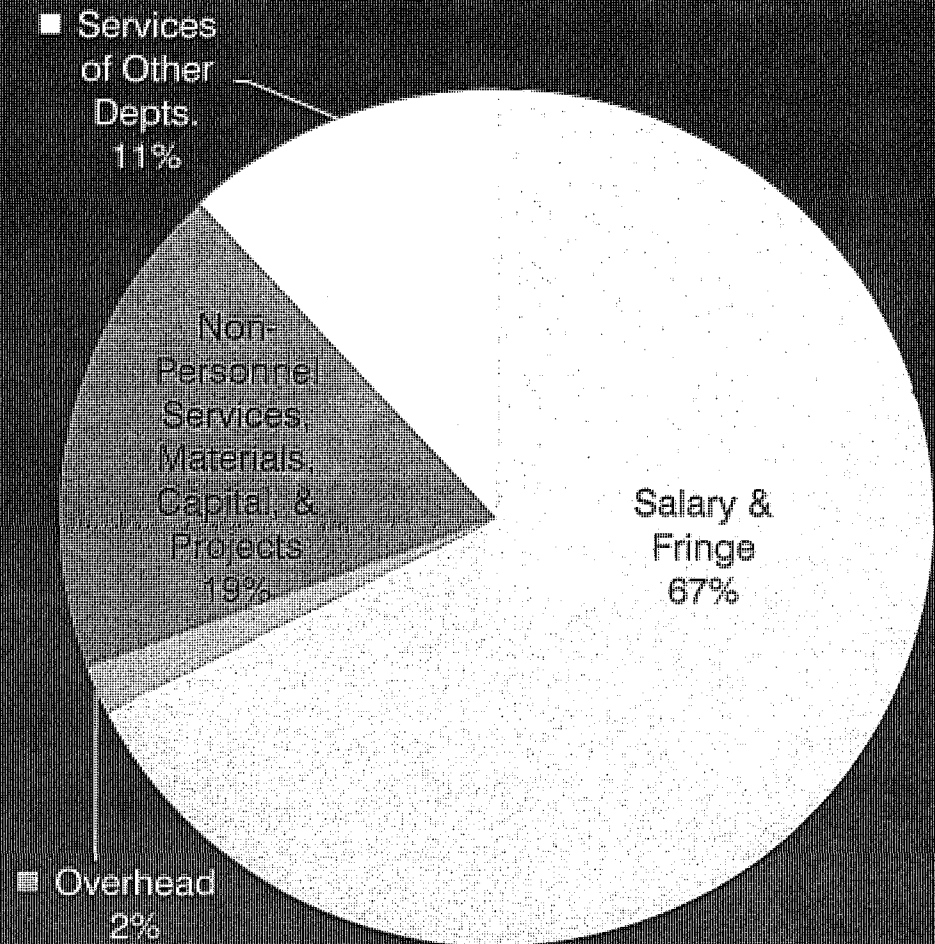




# Expenditure Budget FY18-20

| Expenditures<br>(in millions)                                  | FY17-18<br>Adopted | FY18-19<br>Proposed | FY19-20<br>Proposed |
|----------------------------------------------------------------|--------------------|---------------------|---------------------|
| Salary & Fringe                                                | \$33.9             | \$36.3              | \$37.5              |
| Overhead                                                       | \$0.8              | \$1.0               | \$1.0               |
| Non-Personnel<br>Services,<br>Materials, Capital<br>& Projects | \$13.7             | \$10.1              | \$8.1               |
| Services of Other<br>Departments                               | \$6.1              | \$6.4               | \$6.2               |
| Total Expenditures                                             | \$54.5             | \$53.8              | \$52.8              |

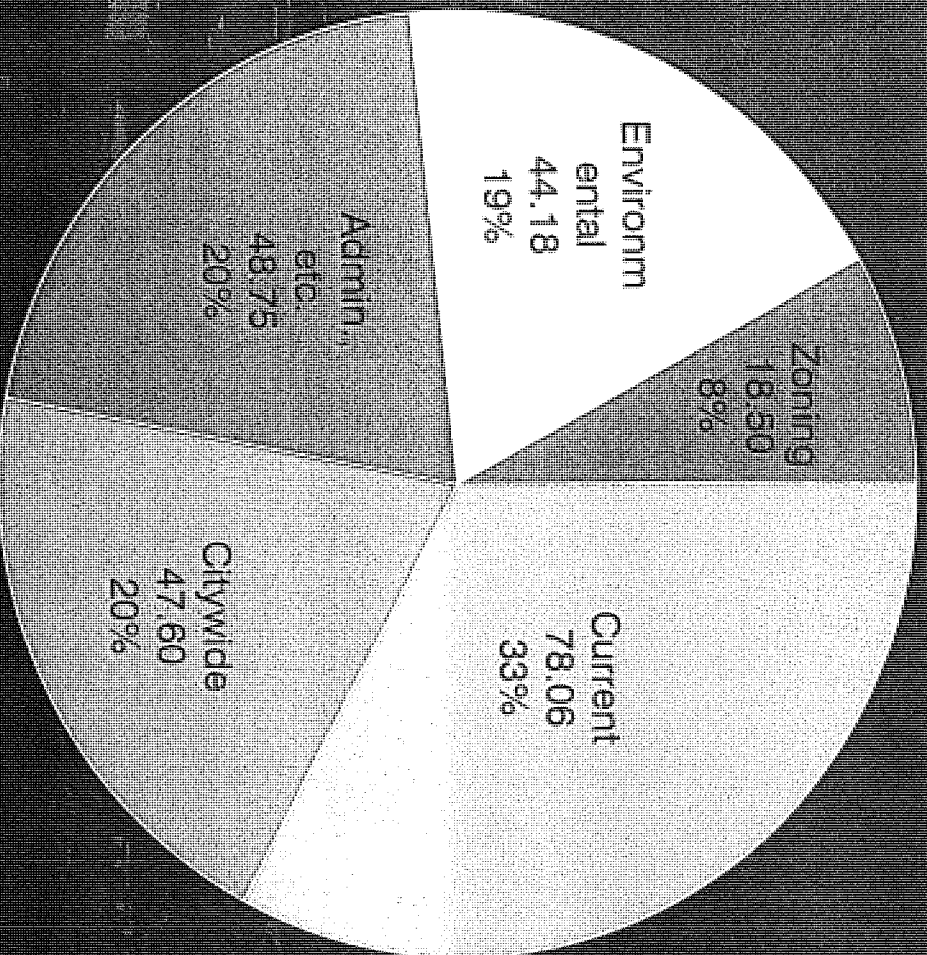
## FY18-19 Proposed



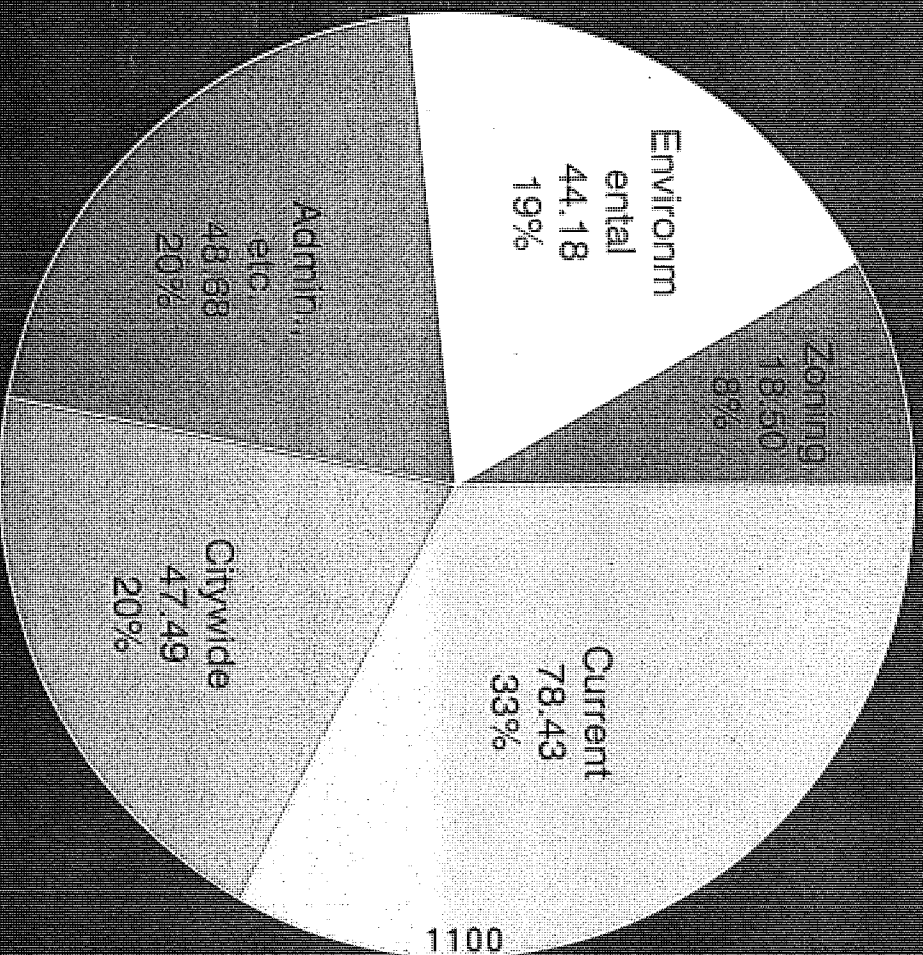


# Position Overview

Proposed 18-19 FTE



Proposed 19-20 FTE





THANK YOU

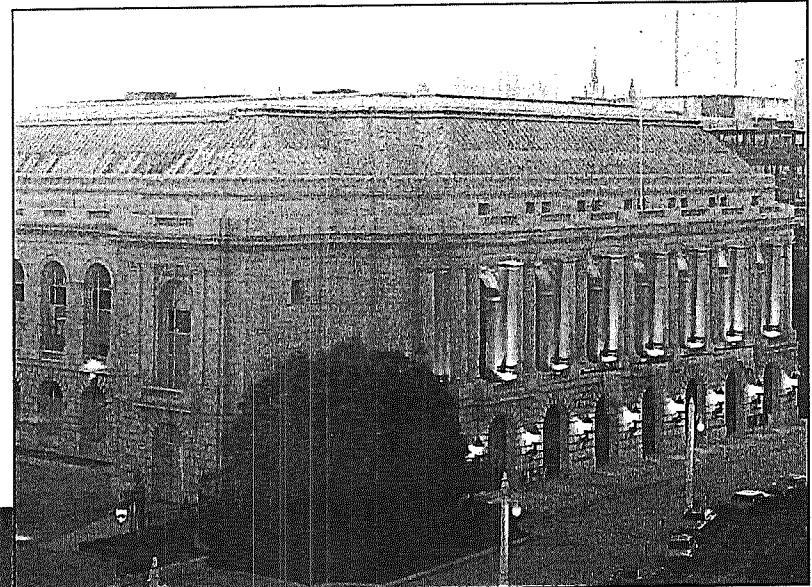
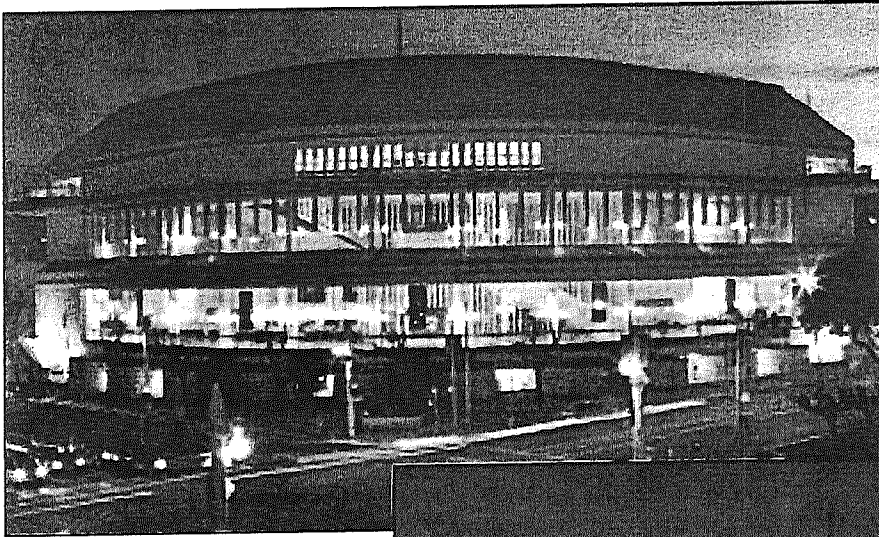


**San Francisco  
Planning**

**John Rahaim**  
Director  
San Francisco Planning

[John.Rahaim@sfgov.org](mailto:John.Rahaim@sfgov.org)  
[www.sfplanning.org](http://www.sfplanning.org)





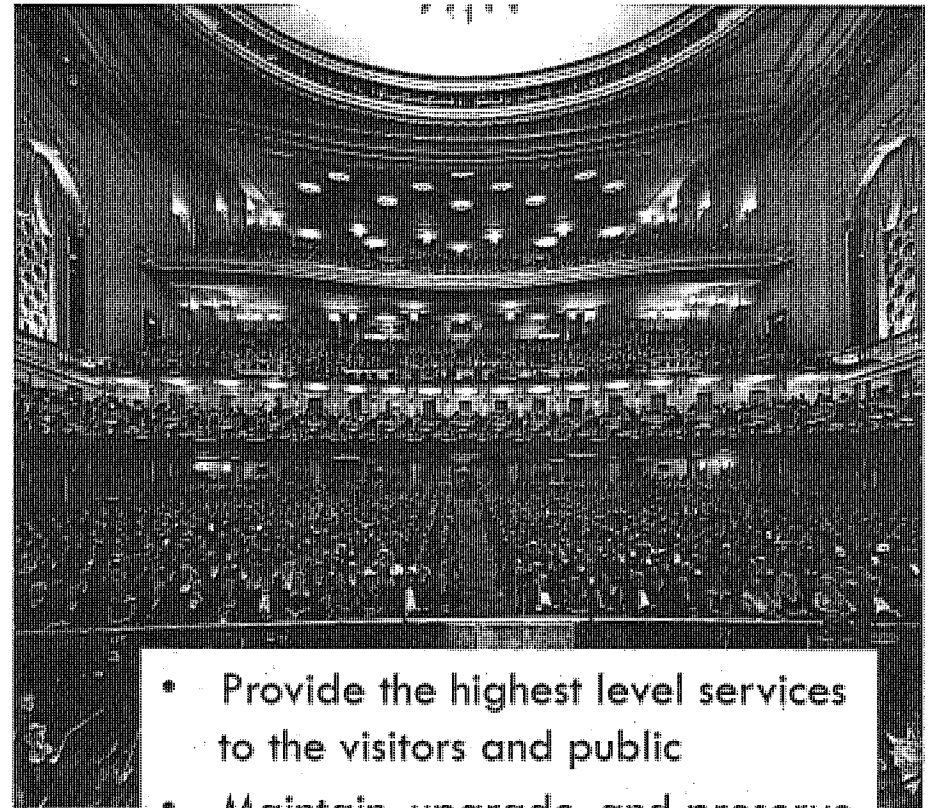
# **WAR MEMORIAL AND PERFORMING ARTS CENTER**

## **FY 2018-19 / FY 2019-20 Budget Presentation**



# MISSION AND STRATEGIC GOALS

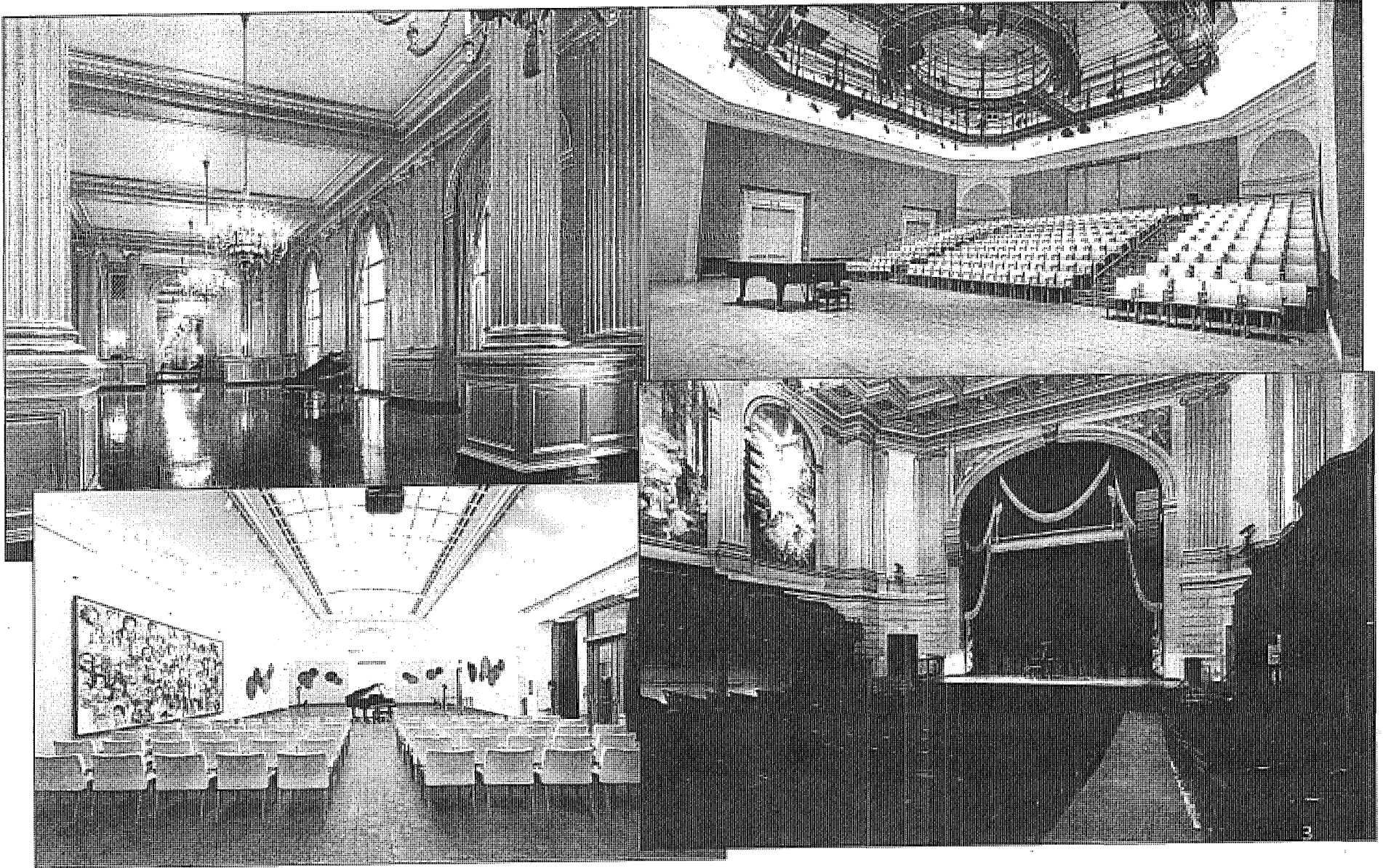
Manage, operate, and maintain the War Memorial and Performing Arts Center, which includes the War Memorial Opera House, Veterans Building, Davies Symphony Hall, Zellerbach Rehearsal Hall, Memorial Court and adjacent grounds.



- Provide the highest level services to the visitors and public
- Maintain, upgrade, and preserve historic facilities
- Increase partnerships and collaborations
- Meet the needs of today without compromising the future.



# VETERANS BUILDING PERFORMANCE VENUES





# 2018 – 2020 HIGHLIGHTS



*Opera House Roof: Solar PV System installed on flat roof;  
Mansard/sloped roof to be replaced.*

## Programs and Operations:

- San Francisco Ethnic Dance 40<sup>th</sup> annual Festival in War Memorial Opera House – July 2018
- New Food and Beverage Service provider in the War Memorial facilities effective August 2018
- Collaboration with Veterans organizations on exhibit marking centennial of the end of World War I
- Veterans service organization Swords to Plowshares will implement tenant improvements in the Veterans Building and commence full-time occupancy in the Veterans Building in April 2019.

## Capital Projects:

- Installation of Solar PV System on Opera House flat roof
- Design phase for replacement of Opera House mansard/sloped roof
- Opera House and Davies Symphony Hall elevator modernizations

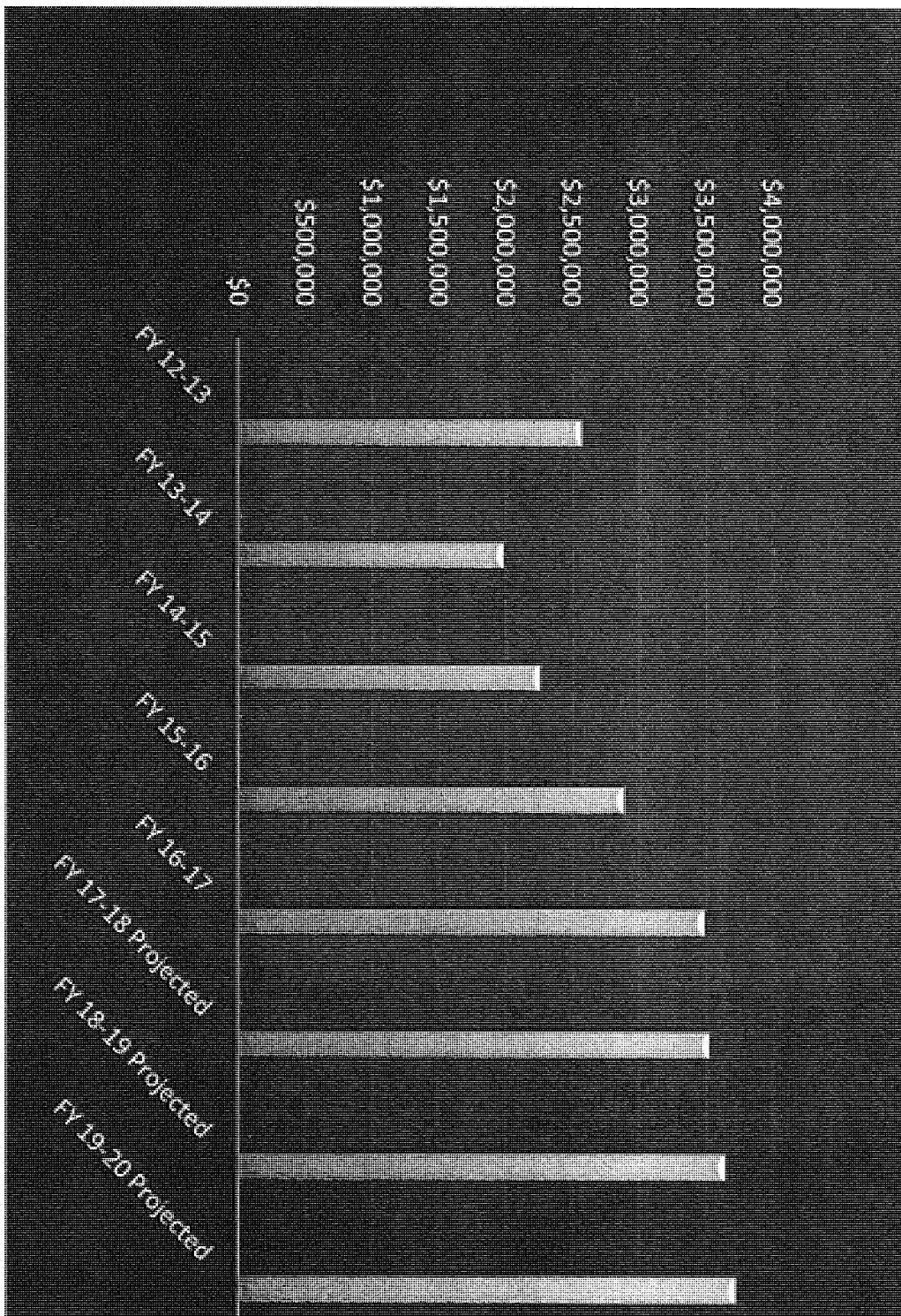


# PERFORMANCE ACTIVITY

| PUBLIC ASSEMBLY VENUE     | FY 2016-17<br>Actual | FY 2017-18<br>Target | FY 2018-19<br>Target | FY 2019-20<br>Target |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| War Memorial Opera House  | 186                  | 180                  | 176                  | 178                  |
| Davies Symphony Hall      | 262                  | 258                  | 244                  | 244                  |
| Herbst Theatre            | 217                  | 216                  | 209                  | 209                  |
| Green Room                | 168                  | 148                  | 181                  | 181                  |
| Zellerbach Rehearsal Hall | 12                   | 12                   | 8                    | 8                    |
| Wilsey Atrium Theater     | 49                   | 56                   | 77                   | 77                   |
| <b>TOTAL PERFORMANCES</b> | <b>894</b>           | <b>870</b>           | <b>895</b>           | <b>897</b>           |
| <b>Total Attendance</b>   | <b>1,049,115</b>     | <b>1,045,000</b>     | <b>1,080,000</b>     | <b>1,088,000</b>     |



# EARNED REVENUE





# Budget and Position Summaries

| USES OF FUNDS                                   | FY 2017-18          | FY 2018-19          | FY 2019-20          |
|-------------------------------------------------|---------------------|---------------------|---------------------|
| Operating Budget                                | \$15,851,823        | \$16,398,131        | \$16,738,732        |
| Facilities Maintenance/<br>Capital Improvements | \$1,327,383         | \$1,451,252         | \$4,876,315         |
| Equipment                                       | \$56,500            | \$0                 | \$0                 |
| <b>SUB-TOTAL</b>                                | <b>\$17,235,706</b> | <b>\$17,849,383</b> | <b>\$21,615,047</b> |
| Debt Service (Veterans Building)                | \$9,274,936         | \$9,281,585         | \$9,284,999         |
| Grants (Veterans Building)                      | \$400,000           | \$400,000           | \$0                 |
| <b>TOTAL BUDGET</b>                             | <b>\$26,910,642</b> | <b>\$27,530,968</b> | <b>\$30,900,046</b> |

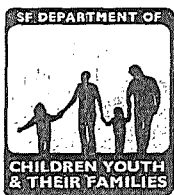
| POSITION SUMMARY | FY 2017-18 | FY 2018-19 | FY 2019-20 |
|------------------|------------|------------|------------|
| Total FTEs       | 69.46      | 70.92      | 70.96      |

New class 1822 position in FY 2018-19, the first increase to the department's accounting division in 38 years, and fully funded by new and on-going earned revenue sources.

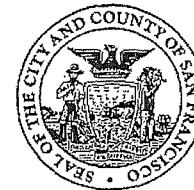








Maria Su, Psy.D.  
EXECUTIVE DIRECTOR



Mark Farrell  
MAYOR

# Department of Children, Youth and Their Families



## Budget & Finance Committee June 15, 2018

Department of Children, Youth and Their Families  
1390 Market Street Suite 900 \* San Francisco, CA 94102 \* 415-554-8990 \* [www.dcyf.org](http://www.dcyf.org)

1110



# 2018-2023 Goals

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DCYF issued its RFP and RFQ in Fiscal Year 2017-18 to identify non-profit organizations to provide specific services to help achieve the following four Results:

Children and youth  
are supported by  
nurturing families  
and communities

Children and youth  
are physically and  
emotionally healthy

Children and youth  
are ready to learn  
and succeed in school

Youth are ready for  
college, work, and  
productive adulthood





# Equity Goals for Allocation of Funding

---

- Ensure equitable access to the opportunities and services that ALL children, youth and families need to lead lives of opportunity and happiness
- Ensure that those with the highest needs receive maximum benefit from the fund
- To the maximum extent feasible, distribute funds equitably among services for all age groups



# Priority Populations



**CITYWIDE/UNIVERSAL NEED** All San Francisco children, youth and families

## PRIORITY POPULATIONS

- Low income neighborhoods
- African American, Hispanic/Latino, and Pacific Islander children, youth, and families
- Low income Asian American children, youth, and families
- Disconnected transitional age youth

## CHARACTERISTICS OF INCREASED NEED

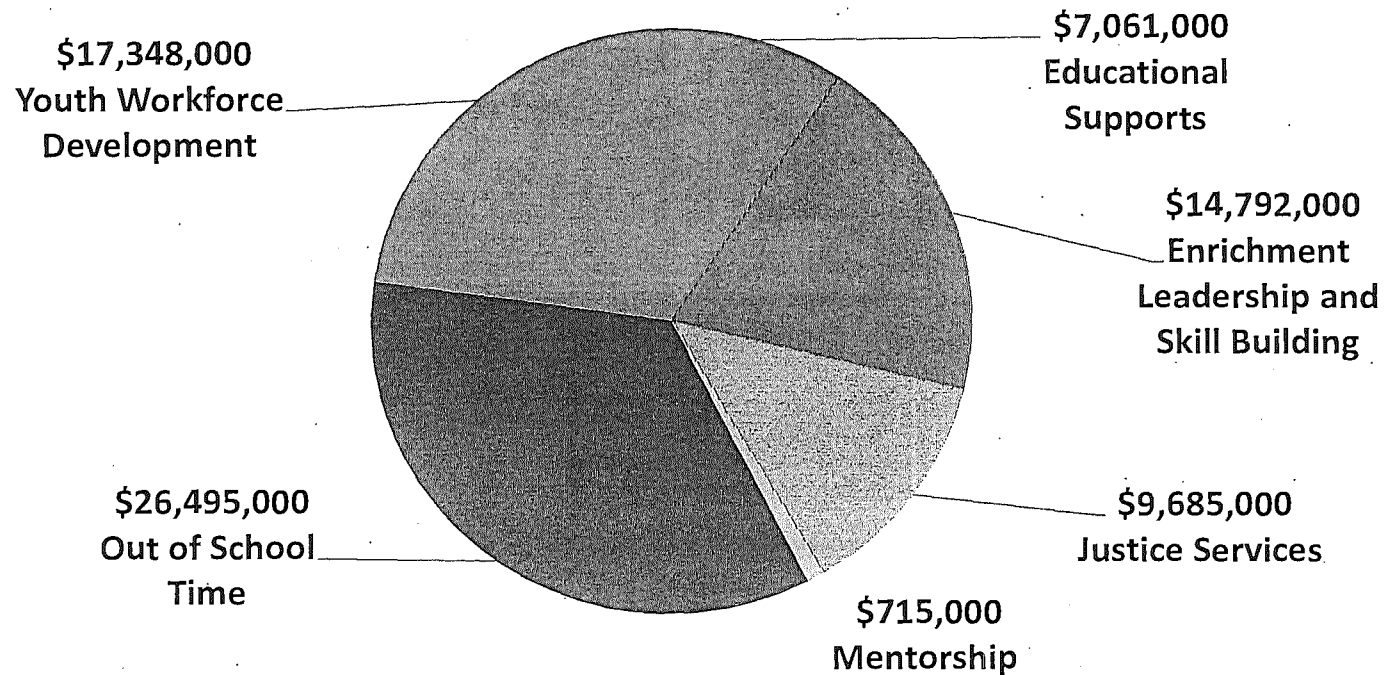
- English Learner
- Teen Parent
- Special needs
- Foster youth
- Under-housed
- LGBTQQ
- Undocumented
- Academic underperformance or disconnected from school
- Exposure to violence, abuse, or trauma
- Children of incarcerated parents
- Justice-system involvement
- Mild to severe mental and behavioral health challenges

Department of Children, Youth and Their Families

1390 Market Street Suite 900 \* San Francisco, CA 94102 \* 415-554-8990 \* [www.dcyf.org](http://www.dcyf.org)

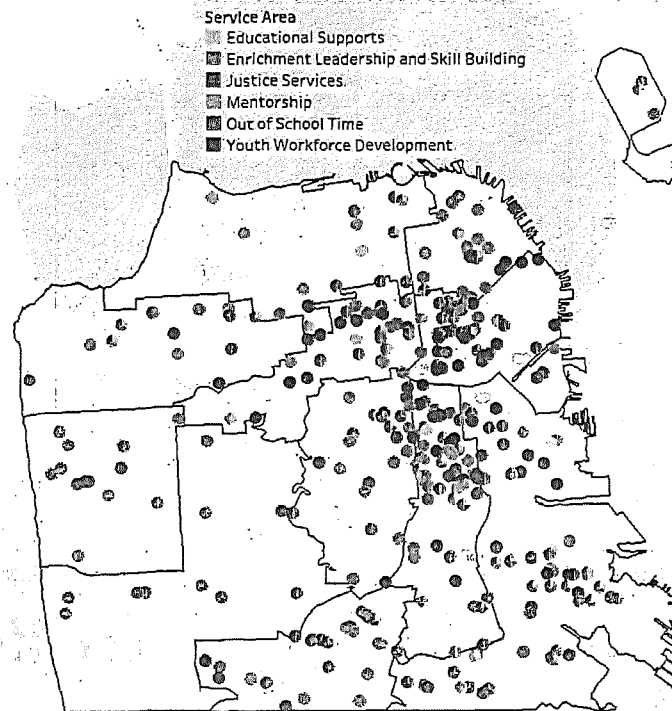


# RFP/Q Funding by Service Area





# Funded Sites by Service Area

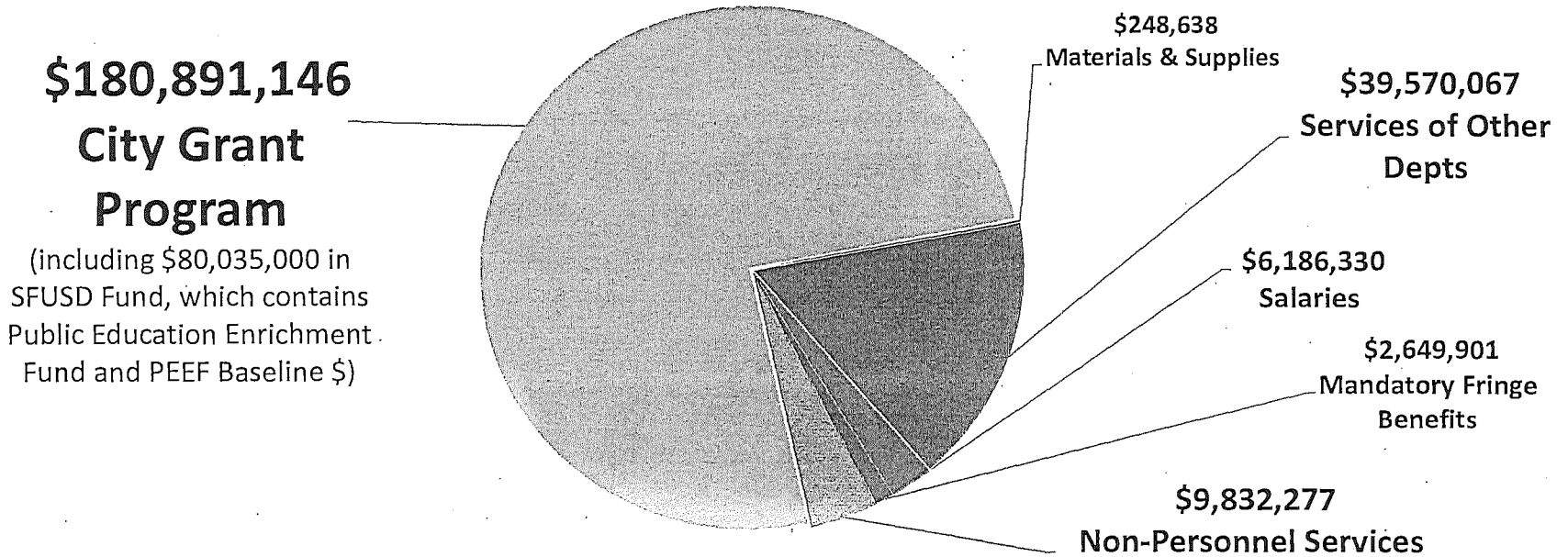


Department of Children, Youth and Their Families  
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# DCYF Budget: Expenditures by Type

(all funds, including SFUSD fund)





# Questions?




















*a great place to grow up*



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# DCYF Results and Indicators September 2017

| Result                                                                 | Indicator                                                                                                      | Latest Data                                                                                   | Recent Trend                                                                                                                                |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Children and youth are supported by nurturing families and communities | Percent of all San Francisco Youth Ages 10-18 Involved in the Juvenile Justice System                          | <b>1.5%</b><br>2015                                                                           | <br>from 3% in 2010                                      |
|                                                                        | Number of Substantiated Child Maltreatment Cases per 1,000 Children                                            | <b>5.5</b><br>2016                                                                            | <br>from 10 in 2005                                      |
|                                                                        | Percent of Youth Ages 18-24 Who Are Arrested or Incarcerated                                                   | Data Development Agenda                                                                       | <br>Historical Data Not Available                        |
|                                                                        | Percent of Families Who Report They Feel Engaged and Connected in Their Communities                            | Data Development Agenda                                                                       | <br>Historical Data Not Available                        |
|                                                                        | Percent of Youth Who Report They Feel Engaged and Connected in Their Communities                               | Data Development Agenda                                                                       | <br>Historical Data Not Available                        |
| Children and youth are physically and emotionally healthy              | Percent of Public School Students Who Are at a Healthy Weight                                                  | <b>62%</b><br>of 5 <sup>th</sup> Graders<br>2015-16                                           | <br>from 53% of 5 <sup>th</sup> Graders in 2010-11       |
|                                                                        | Percent of Public School Students Who Are Physically Fit                                                       | <b>71%</b><br>of 5 <sup>th</sup> Graders<br>2015-16                                           | <br>from 64% of 5 <sup>th</sup> Graders in 2010-11       |
|                                                                        | Percent of SFUSD Students with Caring Adult Relationships in the School Environment                            | <b>36%</b><br>of 7 <sup>th</sup> Graders surveyed in 2015                                     | <br>from 31% of 7 <sup>th</sup> Graders surveyed in 2008 |
| Children and youth are ready to learn and succeed in school            | Percent of Kindergarteners Who Are Ready for School                                                            | <b>62%</b><br>2015                                                                            | <br>Historical Data Not Available                      |
|                                                                        | Percent of Public School 3 <sup>rd</sup> Graders Above or Near State Standards in Reading                      | <b>66%</b><br>2016                                                                            | <br>from 67% in 2015                                   |
|                                                                        | Percent of SFUSD Elementary School Students Who Are Chronically Absent                                         | <b>10%</b><br>2015-16                                                                         | <br>from 10% in 2014-15                                |
|                                                                        | Percent of SFUSD 8 <sup>th</sup> Graders Who Finish Middle School Ready for High School                        | <b>66%</b><br>2015-16                                                                         | <br>from 63% in 2014-15                                |
|                                                                        | Percent of SFUSD Students With Positive Results in the Social Emotional Skills Areas Assessed by SFUSD         | <b>61%</b><br>of middle and high schoolers with positive results for Social-Awareness in 2016 | <br>Historical Data Not Available                      |
| Youth are ready for college, work & productive adulthood               | Percent of SFUSD Students Who Have Been Suspended                                                              | <b>1.6%</b><br>2014-15                                                                        | <br>from 3% in 2011-12                                 |
|                                                                        | Percent of SFUSD Students Who Graduate High School within Four Years                                           | <b>87%</b><br>2015-16                                                                         | <br>from 82% in 2010-11                                |
|                                                                        | Percent of SFUSD High School Graduates Who Enroll in a Postsecondary Institution and Complete within Six Years | <b>52%</b><br>SFUSD Class of 2010                                                             | <br>from 47% for the SFUSD Class of 2007               |
|                                                                        | Percent of San Francisco 18-24 Year Olds Who Are either Enrolled in School or Working                          | <b>91%</b><br>2015                                                                            | <br>from 88% in 2010                                   |









Fiscal Year 2018-19 and  
Fiscal Year 2019-20

## Departmental Budget Overview

---

SAN FRANCISCO FIRE DEPARTMENT  
BUDGET AND FINANCE COMMITTEE  
JUNE 15, 2018





|                                 | FTE          |              |              |
|---------------------------------|--------------|--------------|--------------|
|                                 | FY17-18      | FY18-19      | FY19-20      |
| General Fund Operations         | 1,540        | 1,541        | 1,541        |
| Airport Operations              | 91           | 107          | 107          |
| FIR Performing Work Orders      | 4            | 5            | 5            |
| FIR Capital Projects & Grants   | 77           | 77           | 77           |
| Fireboat Ops / Port Work Orders | 13           | 15           | 15           |
| <b>SFFD FTE</b>                 | <b>1,726</b> | <b>1,745</b> | <b>1,746</b> |

| Fund                   | FY17-18            | FY18-19            | FY19-20            |
|------------------------|--------------------|--------------------|--------------------|
| General Fund Operating | 346,834,343        | 358,766,768        | 366,876,705        |
| Annual Projects        | 2,206,015          | 1,079,646          | 1,079,646          |
| Continuing Projects    | 3,800,686          | 4,933,688          | 7,056,255          |
| Work Order Fund        | 97,900             | 5,010,058          | 5,104,221          |
| Federal Transfers      | 1,217,958          | 1,238,477          | 1,267,894          |
| Capital Planning Fund  | 700,000            | 1,700,000          | 1,200,000          |
| Airport                | 25,916,460         | 28,587,530         | 29,582,013         |
| Port of San Francisco  | 3,650,992          | -                  | -                  |
| <b>Totals:</b>         | <b>384,424,354</b> | <b>401,316,167</b> | <b>412,166,734</b> |

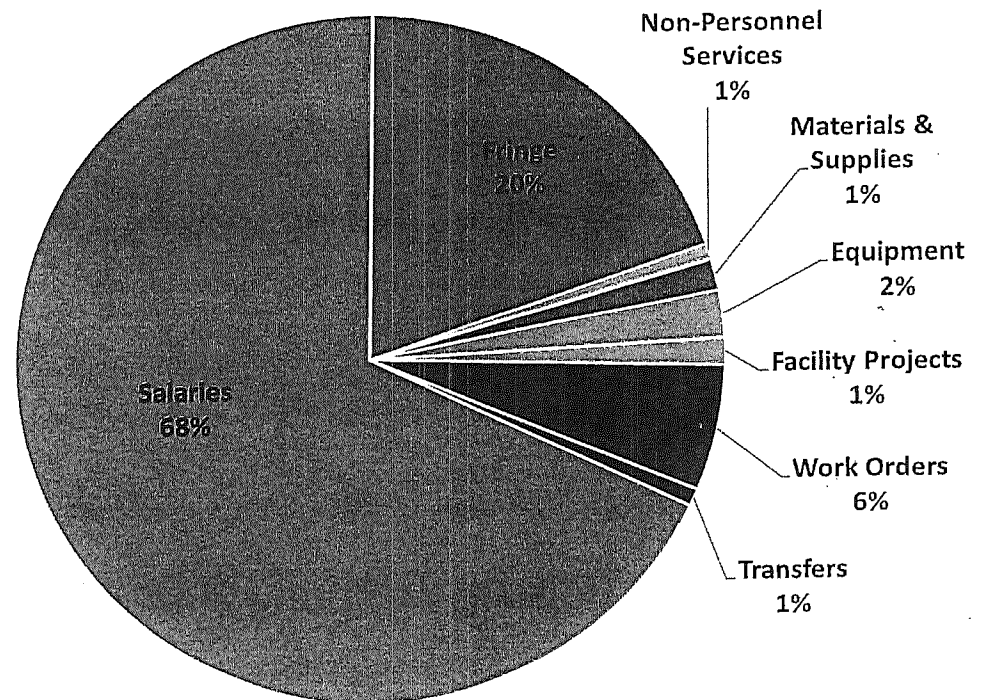




# FY 18-19 and FY 19-20 Budget

## Allocation of Funds by Expenditure Type

| FY18-19                | Expense            |
|------------------------|--------------------|
| Salaries               | 272,852,192        |
| Fringe                 | 78,808,731         |
| Non-Personnel Services | 2,846,912          |
| Materials & Supplies   | 5,855,713          |
| Equipment              | 8,835,720          |
| Facility Projects      | 4,985,002          |
| Work Orders            | 23,874,413         |
| Transfers              | 3,257,484          |
| <b>Grand Total</b>     | <b>401,316,167</b> |



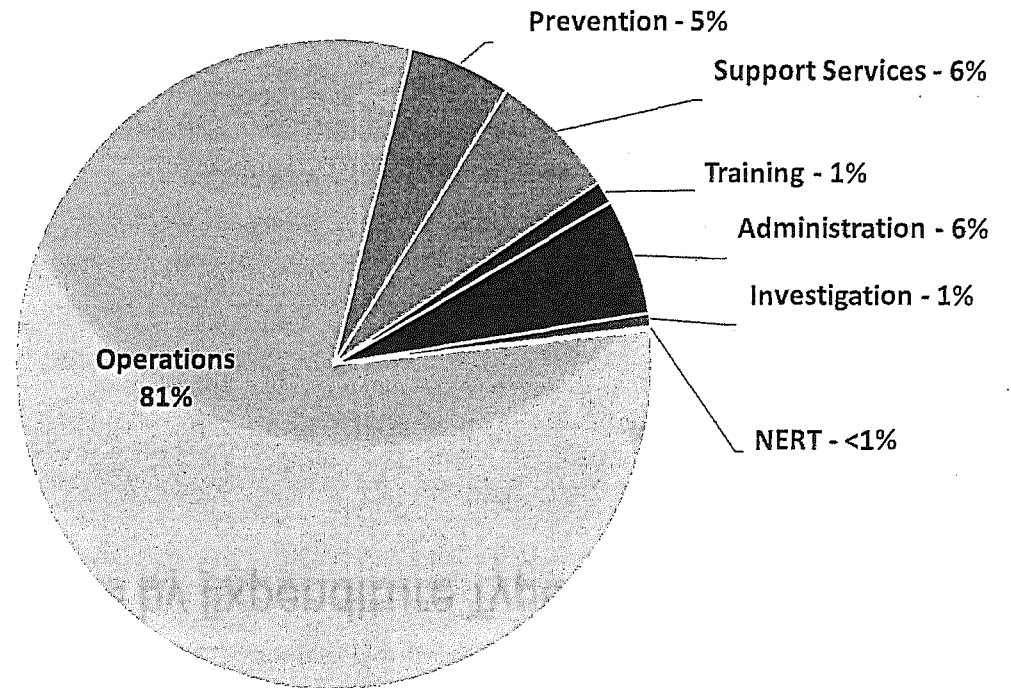




# FY 18-19 and FY 19-20 Budget

## General Fund Operating Funds by Division

| FY18-19 General Fund          | Expense            |
|-------------------------------|--------------------|
| Administration                | 20,794,438         |
| Investigation                 | 2,416,518          |
| NERT                          | 583,612            |
| Operations                    | 289,035,853        |
| Prevention                    | 18,608,092         |
| Support Services              | 23,201,150         |
| Training                      | 4,127,105          |
| <b>General Fund Operating</b> | <b>358,766,768</b> |



1123





## SFFD Strategic Areas

- Recruitment, Staffing and Training
- Operations
- Infrastructure
- Community Programs and Partnerships
- Health and Wellness

**San Francisco**  
FIRE DEPARTMENT



**2017-2021**  
STRATEGIC PLAN





# SFFD Budgetary Overview

## Strategic Area – Recruitment, Staffing and Training

- Funding for continuation of Mayor's Public Safety Hiring Plan, funded through FY2020, that allows for additional H-2 Firefighter academies to assist with staffing levels due to upcoming retirements
- Entry-level firefighter academies proposed over next two fiscal years to combat anticipated retirements





# SFFD Budgetary Overview

## Strategic Area - Operations

- Additional \$750K in funding allocated for Department's Quick Response Vehicle (QRV) program, deployed to high call volume areas to improve response times and provide relief for our crews and heavy apparatus
- Continuation of EMS6 expansion in the current fiscal year with additional position
- Additional staffing at the Airport (Ops and Training)
- Increases in Fire Prevention staffing due to demand





# SFFD Budgetary Overview

## Strategic Area - Infrastructure

- Enhanced funding for equipment/fleet replacement plan, with \$11.6 million allocated over the next two years to replace outdated equipment and apparatus
- Funded allocation of \$6 million over two years as part of Capital budget for facilities, and \$5.2 million over two years for FF&E/Pre-bond planning efforts
- Position authority for new position serving as the Department's grant writer and administrator





# SFFD Budgetary Overview

## Strategic Area – Community Programs and Partnerships

- Continuation of enhanced public outreach efforts, as well as recruitment program
- Expanded public safety and education programs, including monthly safety fairs and fire safety training and material distribution
- Partnerships with other City Departments and community organizations to strengthen the relationship with the public







# FY 18-19 and FY 19-20 Budget

Questions/Discussion







# Chief William Scott

## San Francisco Police Department

### FY 2018-19 & FY 2019-20 Proposed Budget



## Budget Enhancements - Positions

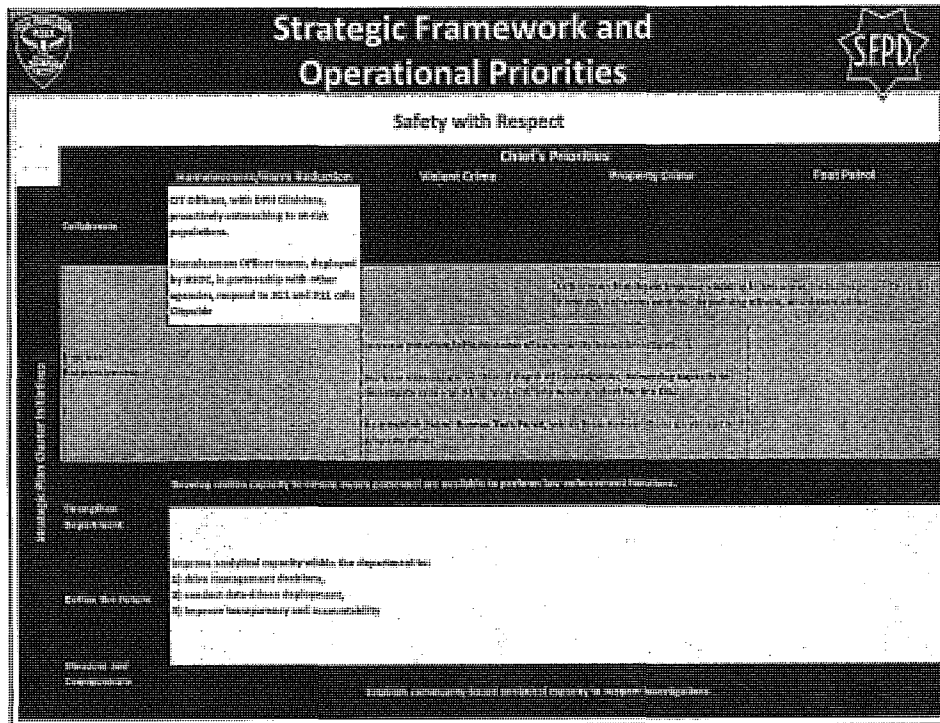
### Positions – four year hiring plan

- Sworn (250 new sworn available)
  - 145 new sworn positions: 50 sworn in each of first two years, 45 in third
  - 80 already funded and in Academy
  - 25 civilianized
- Civilian
  - Civilianization (25) – Backgrounds, Property/Evidence, Crime Scene Investigations, Professional Standards, Media Relations, Facilities
  - Strategic Management Division (6) – support for data-driven, proactive management decisions and program evaluation to ensure decisions and initiatives are evidence-supported

### Salaries and Benefits

- MOU-related increases
  - Wage increases
  - POST certifications
  - Uniform allowance
  - Bilingual pay
- Overtime for dedicated resources at Civic Center BART station





## Budget Enhancements - Sworn

**Sworn Positions Enable:**

- Maintained recently-doubled foot patrol presence throughout San Francisco
- Increased total number of burglary & auto burglary cases under investigation
- Thorough investigations of high-profile serial cases with more sophisticated networks
- Increased district-based investigations and gives communities more direct access to the investigators handling their cases
- Dedicated staffing to respond to calls for service identified by the Healthy Streets Operations Center
- Additional resources for Psychiatric Emergency Response teams to proactively provide coordinated care for frequent users of the city's mental health services.





## Budget Enhancements - Other



### DOJ Recommendations Implementation

- Services to replace the monitoring and reporting role on progress (\$446k FY18-19, \$420k in FY19-20)
- Electronic Control Weapons (ECWs) (\$2M in FY18-19, \$1M in FY19-20)
- Services to assist in development of community-focused violent crime response plan (\$150k ongoing)

### Vehicles

- 82 replacement vehicles in FY18-19
- 50 replacement vehicles in FY19-20

### Technology

- Arrests tracking in Crime Data Warehouse (\$480K)



## Airport Service Growth



The Airport is Adding  
103 Sworn Positions Over Two Years  
to Support Increased Service Levels at SFO

### FY 2018-19 & FY 19-20

Funding Two Academy Classes in each year

### FY 2019-20

Adding 103 Sworn + 4 Civilian Support Positions

\* 87 Officer \* 14 Sergeants \* 2 Lieutenants \* 4 Civilians





## Academy Classes



### Current Fiscal Year - Schedule

- 2 City Funded Classes to Replace Projected 80 annual retirements / other separations
- 1 Airport Funded Class to Replace 20 retirements / vacancies

### FY 2018-19 & FY 2019-20 - Proposed "Growth" Schedule

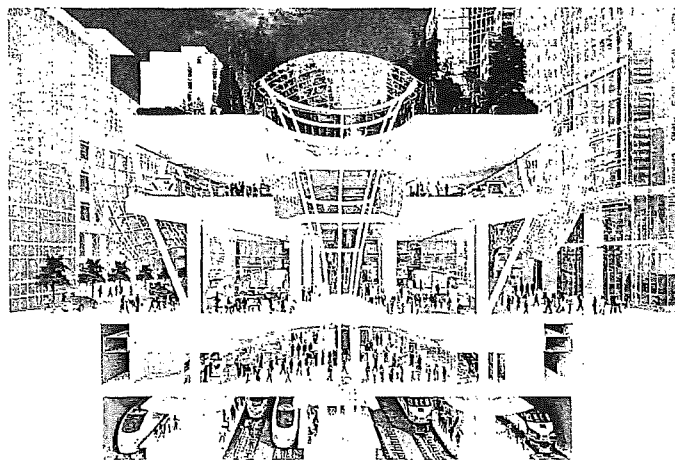
- 3 City Funded Classes: two replacement classes to maintain 1,971 Full Duty; and one additional each year to increase Full Duty to 2,021 (year 1); to 2,071 (year 2)
- 2 Airport Funded Classes: to net add 103 Sworn to increase total Sworn from 178 to 281 by end of FY 2020



## Transbay Transit Center



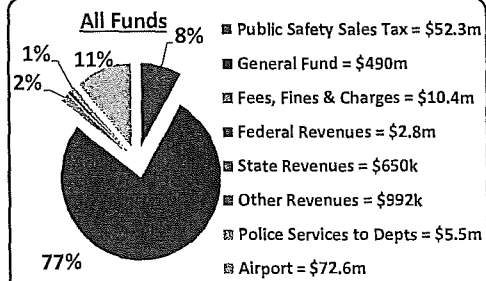
The Transbay Joint Powers Authority funds \$2.4m in Supplemental Police Law Enforcement Services at the New Transbay Transit Center



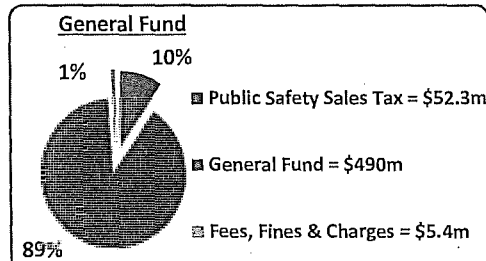




## Revenues



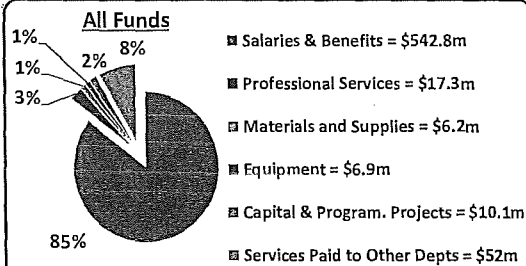
**ALL FUNDS  
REVENUE  
\$635,300,430**



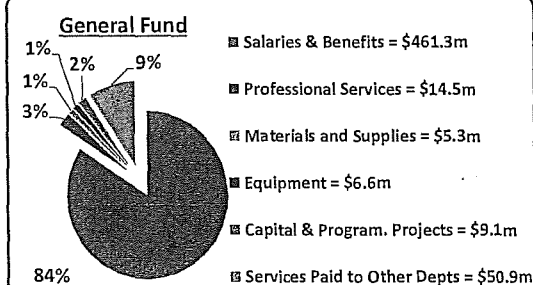
**GENERAL FUND  
REVENUE  
\$547,699,159**



## Expenditures






**ALL FUNDS  
EXPENDITURES  
\$635,300,430**




**GENERAL FUND  
EXPENDITURES  
\$547,699,159**




| <div>  <div>Positions</div>  </div> |                         |                      |                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------|----------------------|
|                                                                                                                                                                                                         | FY 2017-18<br>(Current) | FY 2018-19<br>Budget | FY 2019-20<br>Budget |
| All Expenditures                                                                                                                                                                                        | \$588,276,484           | \$635,300,430        | \$676,179,530        |
| Sworn FTEs                                                                                                                                                                                              | 2,419                   | 2,501                | 2,622                |
| Civilian FTEs                                                                                                                                                                                           | 574                     | 592                  | 604                  |
| Total FTEs (Funded)                                                                                                                                                                                     | 2,993                   | 3,093                | 3,226                |
| Total Sworn FTEs                                                                                                                                                                                        |                         |                      |                      |
| Airport                                                                                                                                                                                                 | 178                     | 178                  | 249                  |
| City                                                                                                                                                                                                    | 2,171                   | 2,171                | 2,221                |
| Airport Acad. Recruits                                                                                                                                                                                  | 20                      | 75                   | 75                   |
| City Acad. Recruits                                                                                                                                                                                     | 50                      | 77                   | 77                   |
| Total Civilian FTEs                                                                                                                                                                                     |                         |                      |                      |
| Airport                                                                                                                                                                                                 | 188                     | 189                  | 192                  |
| All Other                                                                                                                                                                                               | 386                     | 403                  | 412                  |





Chief William Scott







Questions



| <div>  <h1>Academy Classes</h1>  </div> |                              |                              |                              |                              |                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| FY 17-18<br>(Current)                                                                                                                                                                                       | FY 18-19<br>Proposed         | FY 19-20<br>Proposed         | FY 20-21<br>Proposed         | FY 20-21<br>Proposed         | FY 22-23<br>Proposed         |
| Academy Class Start Months                                                                                                                                                                                  |                              |                              |                              |                              |                              |
|                                                                                                                                                                                                             | July<br>FUNDED BY<br>AIRPORT | July<br>FUNDED BY<br>AIRPORT |                              |                              |                              |
| October<br>City Funded                                                                                                                                                                                      | September<br>City Funded     | September<br>City Funded     | September<br>City Funded     | September<br>City Funded     | September<br>City Funded     |
|                                                                                                                                                                                                             | December<br>City Funded      | December<br>City Funded      | December<br>City Funded      |                              |                              |
| February<br>City Funded                                                                                                                                                                                     | March<br>City Funded         | March<br>City Funded         | March<br>City Funded         | March<br>City Funded         | March<br>City Funded         |
| June<br>FUNDED BY<br>AIRPORT                                                                                                                                                                                | June<br>FUNDED BY<br>AIRPORT | June<br>FUNDED BY<br>AIRPORT | June<br>FUNDED BY<br>AIRPORT | June<br>FUNDED BY<br>AIRPORT | June<br>FUNDED BY<br>AIRPORT |



# Sworn FTEs



|                                            | FY 17-18<br>(Current) | FY 18-19<br>Proposed                       | FY 19-20<br>Proposed                       | FY 20-21<br>Proposed                       | FY 21-22<br>Proposed | FY 21-22<br>Proposed |
|--------------------------------------------|-----------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|----------------------|----------------------|
| NET ADDS 145 NEW SWORN FTE OVER FOUR YEARS |                       |                                            |                                            |                                            |                      |                      |
| Total FTEs (budgeted)                      | 2,221                 | 2,248                                      | 2,298                                      | 2,346                                      | 3,366                | 3,366                |
| Full Duty                                  | 1,971                 | 1,971                                      | 2,021                                      | 2,071                                      | 2,116                | 2,116                |
| Other Than Full Duty                       | 200                   | 200                                        | 200                                        | 200                                        | 200                  | 200                  |
| Academy Recruits                           | 50                    | 77                                         | 77                                         | 75                                         | 50                   | 50                   |
|                                            |                       | 1 <sup>st</sup><br>new Dec.<br>class added | 2 <sup>nd</sup><br>new Dec.<br>class added | 3 <sup>rd</sup><br>new Dec.<br>class added |                      |                      |

This Sworn budgeted FTE table above shows how and when the added Academy Classes impact Full Duty Sworn. The Department is budgeted to maintain 1,971 Full Duty by funding 50 FTE Recruits annually (100 position count with two classes) to replace projected annual retirements. The proposed third class each year in the next three years of 27 FTE (50 position count in first two years; 45 position count in third year) convert to the new Full Duty Sworn budgeted FTE.



Based on Cheiron valuation salary for recent hires Q2 PN87

Average Pay for New Officer \$ 84,100

Wage inflation of 3.5% with additional salary merit increases of 8.00%, 7.00%, 6.00%, and 5.00% at the end of years 1 through 4 as shown in Cheiron's July 1, 2017 actuarial valuation report.

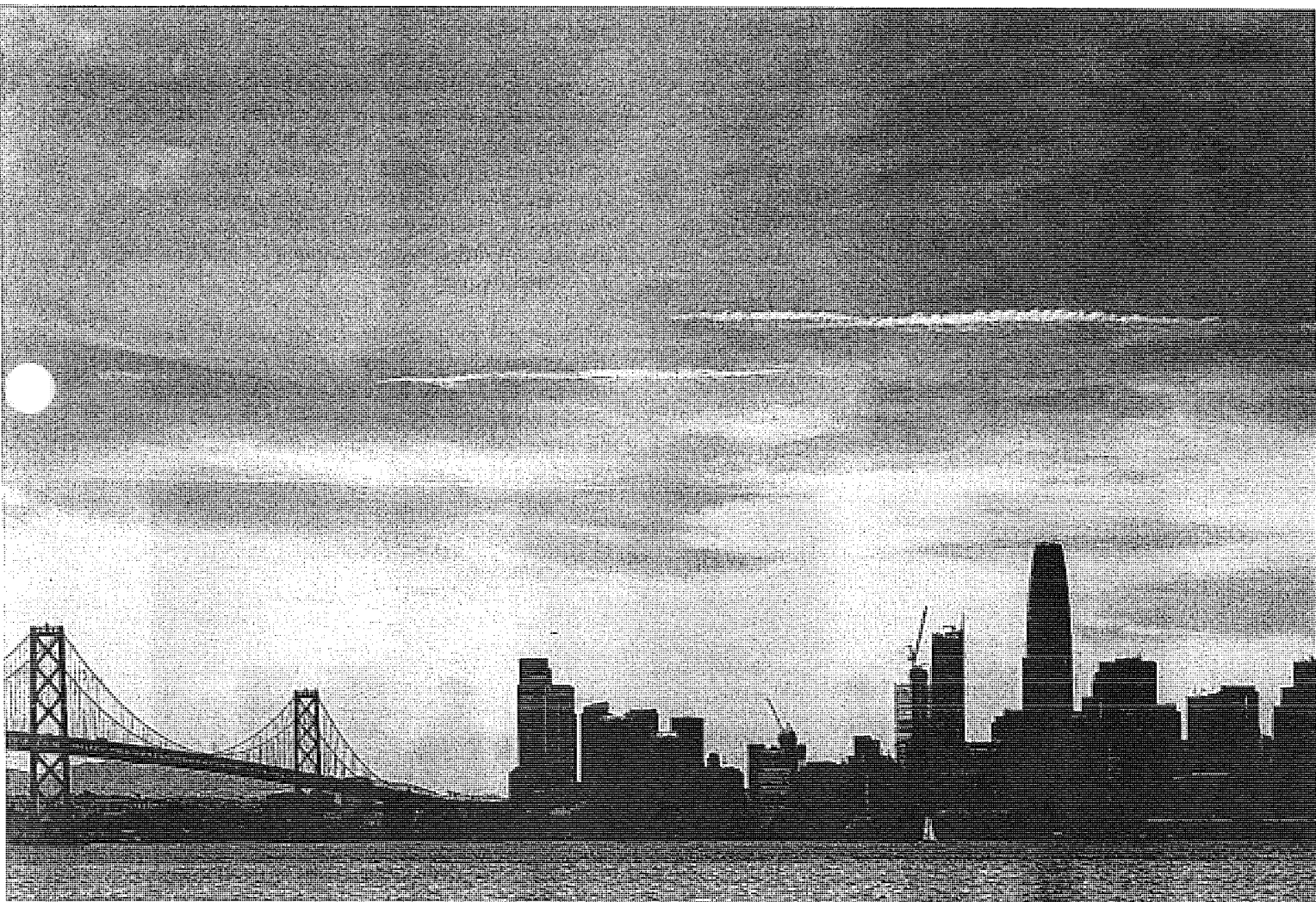
Estimated employer contribution rates and termination rates as shown in Cheiron's July 1, 2017 actuarial valuation report

| FYE  | Est. ER Cont | Est. Pay   | Pay Rate  | Est Breakpoint | EE Cost-Sharing | Employer Rate |  | Additional Count |                  |                  |                  |
|------|--------------|------------|-----------|----------------|-----------------|---------------|--|------------------|------------------|------------------|------------------|
|      |              |            |           |                |                 | After Adj.    |  | Count            | Pay              | ER Contributions | Pension + Salary |
| 2019 | 23.3%        | \$ 87,044  | \$ 41.848 | \$ 58.796      | 3.5%            | 19.8%         |  | 50               | \$ 4,352,175.00  | \$ 862,165.87    | \$ 5,214,340.87  |
| 2020 | 23.8%        | \$ 97,297  | \$ 46.778 | \$ 60.853      | 3.5%            | 20.3%         |  | 45               | \$ 4,378,375.09  | \$ 888,810.14    | \$ 5,267,185.24  |
| 2021 | 25.5%        | \$ 107,752 | \$ 51.804 | \$ 62.983      | 3.5%            | 22.0%         |  | 43.875           | \$ 4,727,610.71  | \$ 1,040,074.36  | \$ 5,767,685.07  |
| 2022 | 25.1%        | \$ 118,215 | \$ 56.834 | \$ 65.188      | 3.5%            | 21.6%         |  | 43.21688         | \$ 5,108,861.78  | \$ 1,103,514.15  | \$ 6,212,375.93  |
| 2023 | 23.5%        | \$ 128,470 | \$ 61.764 | \$ 67.469      | 4.0%            | 19.5%         |  | 42.78471         | \$ 5,496,534.99  | \$ 1,071,824.32  | \$ 6,568,359.31  |
|      |              |            |           |                |                 |               |  |                  | \$ 24,063,557.58 | \$ 4,966,388.84  | \$ 29,029,946.41 |



# ***San Francisco Police Department***

Strategy 1.0





## Why was this strategy developed?

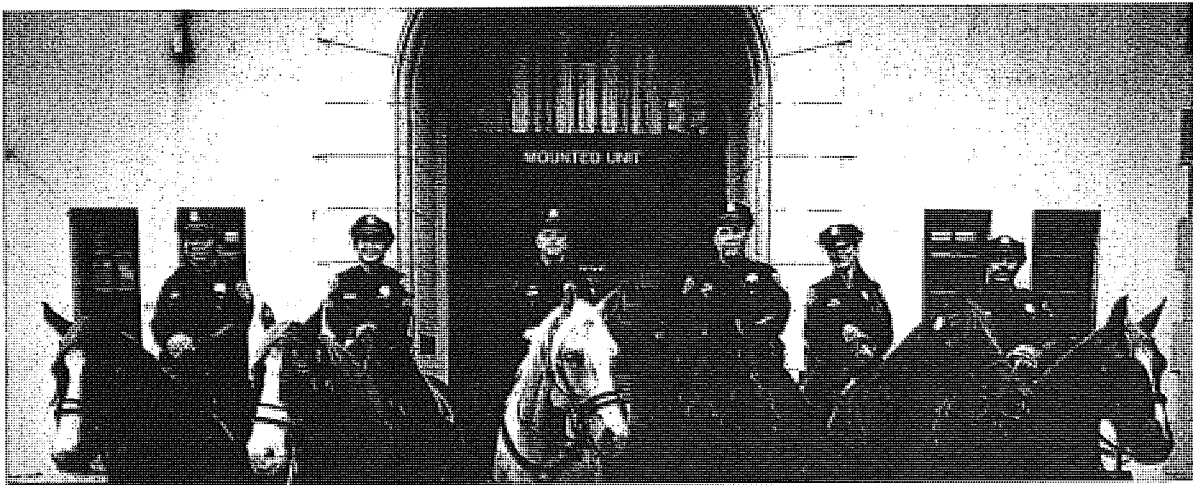
Our nation is undergoing significant political, economic, demographic, technological, and social changes. While new threats to public safety are emerging, so are new tools and techniques for responding to (and preventing) threats in a faster, more informed way. However, no police department, no matter how well-equipped, will be able to maintain safety unless it enjoys legitimacy, trust and public support. It is in the area of legitimacy and trust that many police departments have found themselves challenged in recent years. A spotlight has been directed at indicators of bias in traffic stops, arrests and use of force. And when a police officer anywhere in the country is found to have violated the public trust, social media instantly spreads the news worldwide, diminishing the legitimacy of everyone who wears a badge. All of these factors require a concerted response — from the police department itself and from the communities it serves.

## Strategic planning goals and objectives

SFPD continually strives to become a more effective, inclusive and modern police department, while earning the trust and pride of those we serve and those who serve. The purpose of this strategic plan is to clearly articulate our priorities so that our members and our community understand our commitment to these important issues. It is a first step, and much of the hard work lies ahead — but with a planned approach we can set a path for continued improvement, and will hold ourselves accountable to ongoing progress against our objectives.

Our goal is to reflect on current SFPD initiatives, assess best practices across the country, and evaluate the changing environment in policing and within the City to arrive at a strategy statement that the Department and our community can embody every day. We want to ensure our priorities are transparent, initiatives are actionable and next steps are clearly defined.

Although the focus of this strategy will be on near-range concerns, the strategic planning exercise will help the SFPD build its tools and experience to launch a longer-term strategy effort shaped around the future of the Department and the City.





# Introduction

Every organization has to be able to answer three questions:

- Why will people turn to us for help?
- What is our promise to them?
- What do we need to do to deliver on that promise?

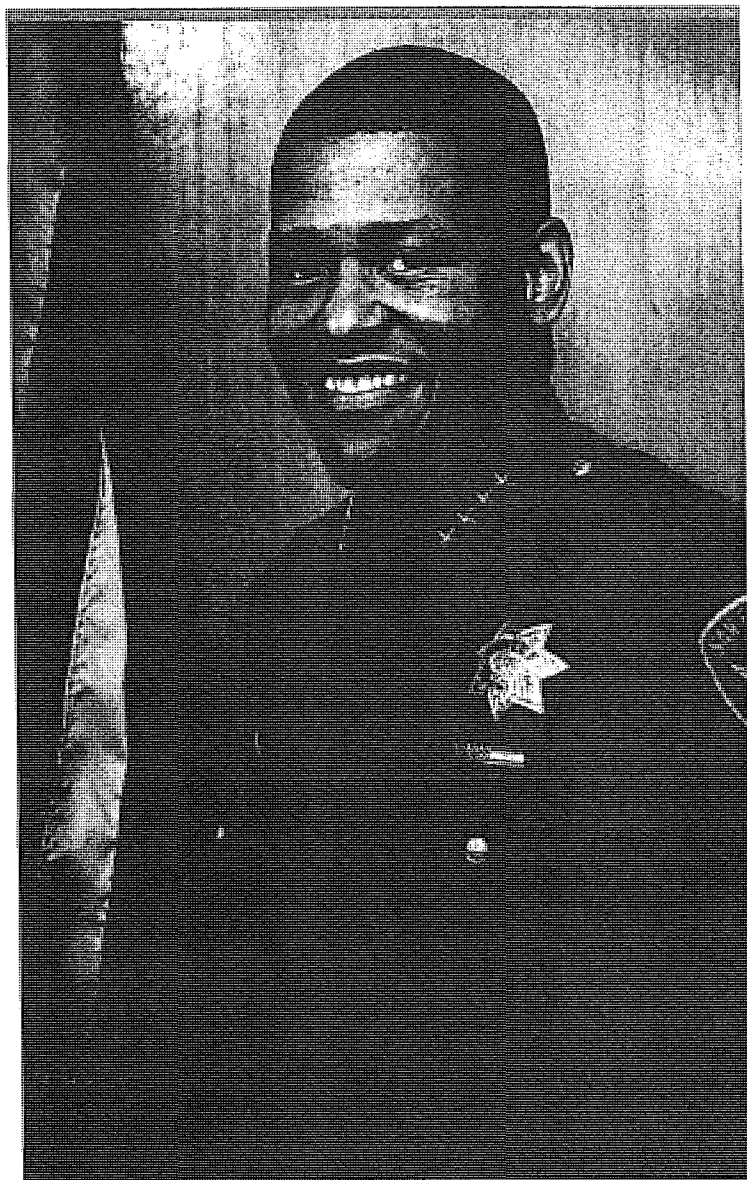
The answer to these three questions is the organization's strategy. In the summer of 2017, the San Francisco Police Department (SFPD) set out to define its strategy. The time was right — significant changes were underway in the country, in the City, and within the Department. During times of change and uncertainty, it becomes exceedingly important to reaffirm commitments, clarify priorities, and prepare for the future. This document represents the Department's commitment to its members and to the City — a commitment to work in partnership to improve safety, while continuing to earn trust and respect.

## A message from the chief

The San Francisco Police Department has a proud history of rising to challenges. At the moment, we have been challenged by the residents of the City, by the members of our Department, by the late Mayor Lee, and by the Department of Justice, to reinvent the way we do our job. We have heard you and we are taking action.

I am proud to say that the SFPD today is more responsive, inclusive and effective than before. The changes are real — you can see them for yourselves in the profiles of our new Academy graduates, in the community engagement meetings, and, critically, in the fact that the use of force in the third quarter of 2017 was down a third from the year before.

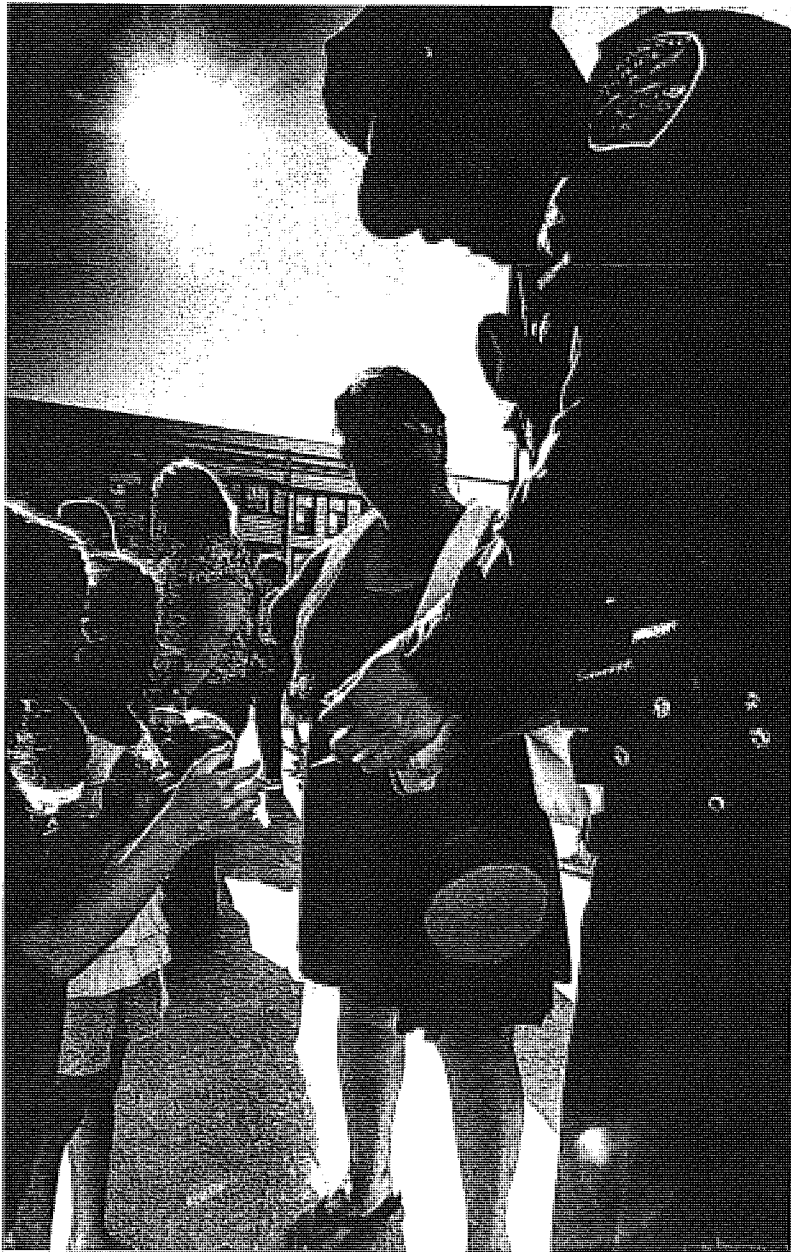
We also know that we are nowhere near done. This strategic plan represents a key next step in our journey together. It builds on our mission, vision and values, and establishes a set of priorities for the next



*Chief William Scott, SFPD*



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# Executive summary

Over the past six months, the SFPD has worked to develop an inclusive, forward-looking strategic plan that will ensure that the Department is ready and equipped to meet the challenges of modern urban policing and earn the trust and respect of our communities.

We began by taking a **lay of the land**, conducting interviews and reviewing documents from a broad peer set to understand best practices of leading public sector departments across the country. These insights informed both our strategic planning process and the outputs.

We also **looked in the mirror**, meeting face-to-face with more than 70 members (sworn and non-sworn) of the Department through focus groups and interviews to understand aspirations and challenges. In addition, we reviewed in-process initiatives, working groups, and strategic plans across the Department to understand current strengths and efforts. In parallel, a number of sessions focused on community policing were conducted that provided additional input on what the community expects from the Department now and in the future.

The strategic planning process was governed by both internal and external stakeholders in the form of a Steering Committee (comprising the Chief of SFPD, Assistant and Deputy Chiefs and Directors), an Internal Sounding Board (comprising Commanders and representatives of Police Employee Groups) and External Senior Advisors (comprising

representatives from the community and SF Mayor's Office).

The output of our strategic process is a **strategy statement** and **five strategic initiatives** to drive the near-term priorities of the Department. These initiatives will encompass ongoing efforts, and help prioritize future initiatives.

## SFPD strategy statement

SFPD stands for **safety with respect** for all. We will:



Engage in just, transparent, unbiased, and responsive policing



Do so in the spirit of dignity and in collaboration with the community



Maintain and build trust and respect as the guardian of constitutional and human rights

### SFPD's 5 Strategic Initiative Clusters

#### Collaborate

Build strong partnerships with the community and City agencies for addressing community-wide challenges that impact "safety with respect"

#### Strengthen the Department

Instill "safety with respect" into how we organize, evaluate performance, recruit, train, promote, reward, deploy and lead the SFPD

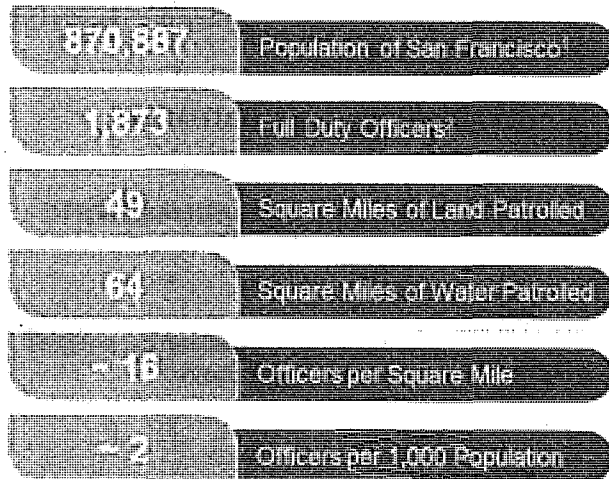
#### Define the Future



# Background

## SFPD at a glance (2017)

### SFPD by the Numbers



### Crime Statistics



**867,530** calls for service



**1,023** guns seized



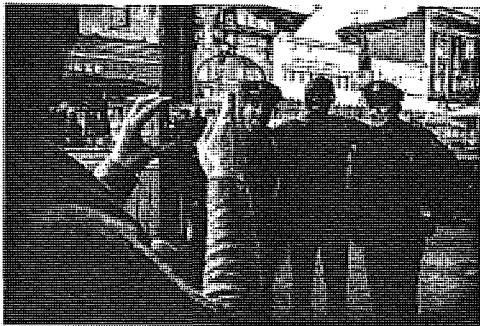
In the past year, SFPD saw a

- 33% decrease in human trafficking-sex acts
- 13% decrease in total gun violence
- 11% decrease in auto theft



Over the past 10 years SFPD saw a 42% decrease in homicides

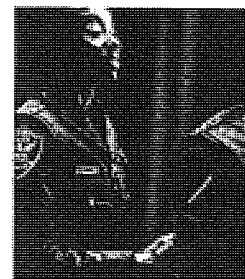
### Community Engagement



- SFPD helped recruit, place, and support **391** SF youth in summer jobs run by community partners, City organizations, or non-profit organizations
- **1,554** SF youth participated in **86** Wilderness Program hiking, camping, kayaking, and sailing events organized and run by SFPD
- **2,500** turkeys delivered to the community for Thanksgiving
- **8,000** Christmas toys distributed to youth
- **30+** Coffee with a Cop events

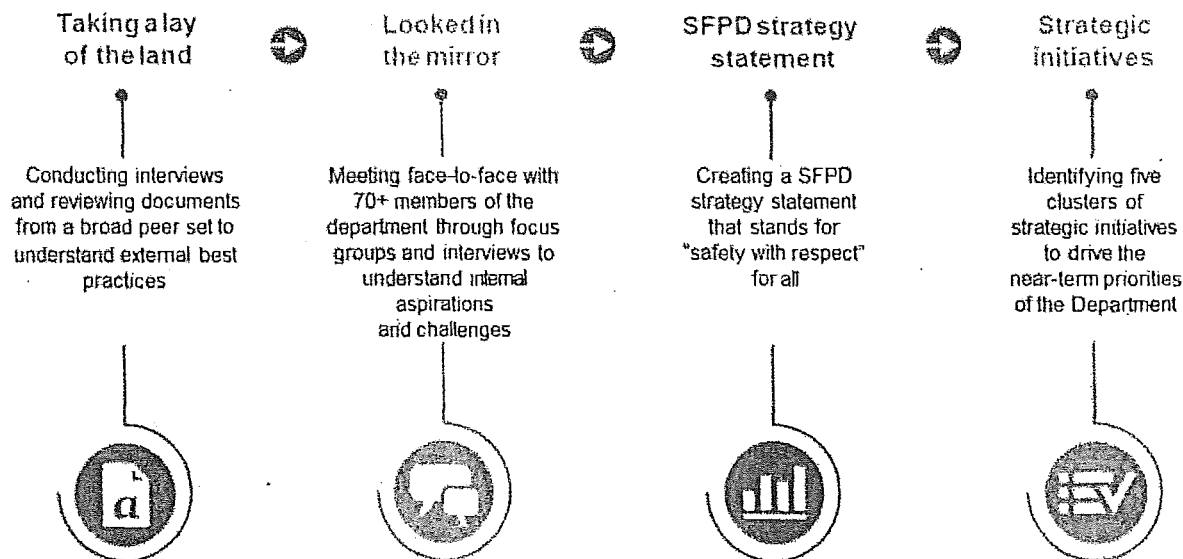
### Academy & Training

- SFPD was one of the first agencies in California to implement Procedural Justice, Police Legitimacy and Implicit Bias training to its members (both sworn and non-sworn), with half of the Department already trained in 2017
- **132** recruits graduated from the Academy
- **5,696** hours of recruit training





# Context of strategic plan



## Lay of the land

We set out to understand the best practices of leading public sector departments from across the country. We reviewed a wide-ranging set of materials including, but not limited to, the listing below:

- More than 10 peer departments' strategic plans such as Denver PD, Oakland PD, Seattle PD, and Los Angeles PD
- 21<sup>st</sup> Century Policing report
- DOJ COPS Initial Assessment
- PERF website and Guiding Principles on Use of Force
- Crime metrics, stats, and trends from departments around the country
- Police Foundation's Executive Brief
- City publications such as the SF Department of Homelessness and Supporting Housing Plan
- Justice Sector Institutional Strengthening Project

We also conducted informational meetings and

- SF Municipal Transportation Agency
- San Jose Police Foundation
- Hetty Group
- Former Assistant Director for Intelligence at the U.S. Immigration and Customs Enforcement and the Homeland Security Investigations
- Former Chief Policy Advisory of Science and Technology at the FBI

## Input from the Community

As part of this exercise, we organized a committee of External Senior Advisors (ESA) which consisted of representatives from the SF Mayor's Office and across community groups and organizations. Additional input was obtained from the Executive Sponsor Working Group (ESWG) sessions with a group focused on community policing. ESWG sessions were held on the topics of implicit bias, hiring and diversity, and use of force. These sessions helped us better understand what the community expects from the Department now and in the future.



## Spotlight on: Social determinants and 21<sup>st</sup> century policing

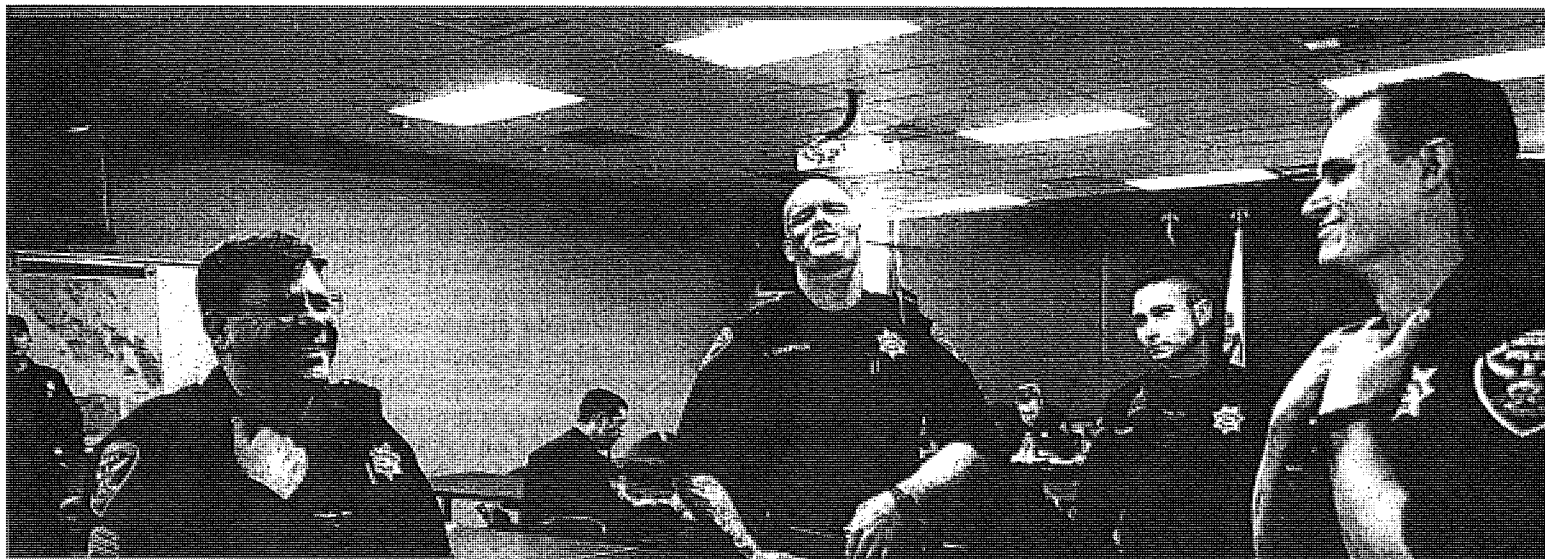
Awareness of social issues is continuing to inform modern policing approaches. A community's safety and crime rates are influenced heavily by factors such as population density, income disparities, and the "transitionality" of a population. While a police department cannot influence these factors directly, it has to be aware of the impact they have — and continue looking for partnerships to help address social determinants of safety — such as housing, employment, drug treatment and education.

Notably, the homelessness issue, aggravated by behavioral health issues and substance abuse, often puts police officers in a first responder role, without the necessary resources, tools or bandwidth to respond effectively. Consequently, police departments around the country are looking for partnerships to address social issues jointly, while letting police officers focus on threats to safety.

For example, the Los Angeles PD has partnered with the Los Angeles County Department of Mental Health to assist field officers in dealing with mentally ill people — and SFPD itself has developed new trainings for use of force, crisis intervention, and an award-winning training program on autism.

The "Principles of 21<sup>st</sup> Century Policing" are focused squarely on driving greater procedural justice, appropriate use of force, and proactive communications in order to keep earning legitimacy, respect and trust. In response, police departments around the country are making legitimacy and trust a cornerstone of their strategies. For example:

- Oakland PD's mission statement: "The Oakland Police Department is committed to reducing crime and serving the community through **fair, quality policing**"
- Houston PD's mission statement: "The mission of the Houston Police Department is to enhance the quality of life in the city of Houston by **working cooperatively with the public and within the framework of the U.S. Constitution...**"





## Spotlight on: Department of Justice (DOJ) report

In October of 2016, the DOJ's COPS (Community Oriented Policing Services) office released an assessment of the SFPD. The report was commissioned at the request of the late Mayor Ed Lee and the SFPD in response to high-profile community desire for police reform as a result of officer-involved shootings and other public events that left a void in trust between the SFPD and the community.

The DOJ's assessment found that while the Department had proven to be committed to enhancing their partnership with the community, there were a number of concerning findings that warrant taking action. These findings included a history of bias against people of color, notably the African-American community, inadequate data and investigation into use of force incidents, and a lack of accountability structure within the Department.

An overarching finding within this assessment was that the Department lacked a strong and communicated vision for the future. Based on this, the COPS office recommended the development of a strategic plan that unites community leaders and the Department around shared goals for their communities. It was with this recommendation and the support of the DOJ that this strategic plan was developed with input from members of the broader San Francisco community and the Department.

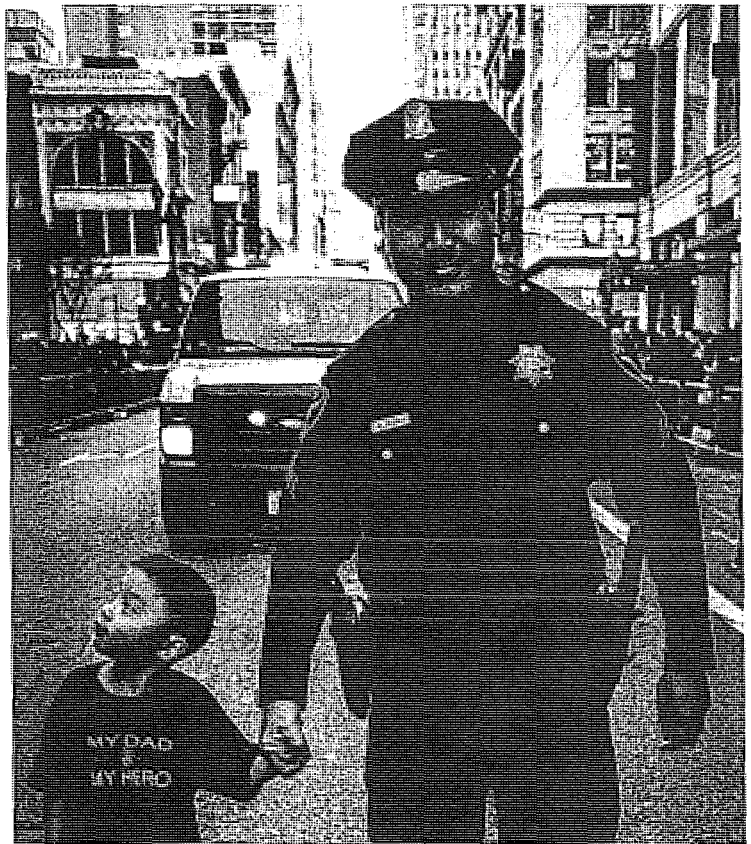
## Spotlight on: San Francisco's efforts to improve safety

One of late Mayor Lee's priorities was to push for a San Francisco Strategic Planning Framework that provides vision and structure for continued collaboration across all areas of local government. The key objective of this vision was to make San Francisco "a safe, vibrant and inclusive City of shared prosperity".

Chief Scott and the SFPD have taken that vision and

and street violence, and improve officers' response to homelessness and those needing health services

3. *Trust and Accountability: Reforms* — promote cultural change and police reform through DOJ recommendations and invest in long-range strategic planning with community input
4. *Community Engagement: Partnerships and Outreach* — enhance the health and vibrancy of all our neighborhoods and engage the youth in a more coordinated effort
5. *Measure Performance: Focus on Outcomes* — collect, store and analyze data to better serve our community and increase accountability and transparency
6. *Diversity: Ensure a Diverse and Inclusive Workforce* — ensure the demographic makeup of members hired and promoted within the Department reflects the communities we service





## Look in the mirror

A key input into any strategy is a “look in the mirror” — a frank assessment of an organization’s strengths and challenges, and an articulation of its aspirations and priorities. In addition to the external sources — such as crime and use of force statistics and the DOJ report — it was critical to reflect how the Department sees itself.

To achieve this, we conducted focus groups with both sworn and non-sworn members of the Department. Overall, six focus groups were held, with over 70 participants, ranging from new cadets to 25-year (or more) veterans and with participation from employee groups such as the Police Officers’ Association and Officers for Justice. The focus groups explored concepts of what it means for SFPD to be successful, what it means to be a good police officer, limitations to achieving these goals, and how shifting trends in public expectations of police officers may change the future of the Department. We also held interviews with key Department owners of DOJ Executive Sponsor working groups. To ensure that all members had the opportunity to voice their opinions, an email address was set up to allow for additional feedback to be submitted.

Additionally, we supplemented the discussions with a review of several in-progress initiatives and key documents to better understand the Department’s aspirations, challenges and goals. Below are a few examples of what was reviewed:

- Progress summary of DOJ-related initiatives
- Published responses to the DOJ/COPS recommendations on the Department website
- IT gap analysis and technology 5-year plan
- Meeting minutes and presentation materials for Use of Force working groups

The focus group discussions were candid and emotionally charged. The feeling that came across the strongest was the sense of pride that SFPD members take in protecting and serving their

However, along with pride, some Department members voiced a degree of frustration. Many feel that every day they are asked to do more, are subject to more scrutiny, and face more challenges. One of the key challenges is the portrayal and perception of SFPD in the media, with City officials and community leaders. Another major challenge for the members is that so many of the calls stem from the homeless crisis in the City — an issue that the members are not well-equipped to address without support from City and community groups. There was also a request for better technology / resources needed for officers to conduct their jobs more efficiently and safely.

Finally, despite the challenges and the frustration, the members expressed the determination to serve and grow as the Department and as individuals — through training, technology, community engagement, better communications and higher awareness of self and others. Every police department, including our own, is a learning institution and we owe it to our members and the community to be ever aware of the need to be attune to police culture and our relationship with the community we serve. The members are excited for the difficult but rewarding journey the new strategic plan will provide and look forward to better serving the community.

## Laying out the strategy

From the “lay of the land” research and discussions, a few key takeaways were identified including the need to earn trust through procedural justice, transparent communications and a “guardian” mindset. There was also an opportunity to continue collaborating with other departments and the community to address public safety needs.

From the “look in the mirror” it was identified that more training, development, resources including new equipment / technology, and partnerships are needed for a more effective Department.

Thus, armed with the knowledge of national and regional changes, informed by the voices of the



# Statement of strategy

SFPD's strategy statement was developed holistically, combining insights from external research, as well as, our internal review of Department efforts, aspirations and challenges. The inputs are described in detail above, but included the following:

- Member challenges and aspirations
- In-progress transformation efforts
- Current mission/vision/values of the SFPD and San Francisco
- Trends and good practices inputs from community leaders
- 21<sup>st</sup> Century Policing
- Department of Justice recommendations

The strategy statement was designed as a synthesis of our priorities and aspirations in simple, easy to understand language that was concise enough to fit on the back of a business card, but targeted enough to inform processes, policies and behaviors. It was also important that the statement spoke both to members of the SFPD and to the City, and reflected ongoing SFPD evolution in line with 21<sup>st</sup> Century Policing and the recent focus on addressing bias.

## SFPD's strategy statement

SFPD stands for **safety with respect** for all. We will:



Engage in just, transparent, unbiased, and responsive policing



Do so in the spirit of dignity and in collaboration with the community



Maintain and build trust and respect as the guardian of constitutional and human rights



Residents, visitors and members are safer and feel safer

Engage with residents, visitors and each other in the spirit of mutual respect and dignity - and earn respect and trust

React quickly to safety risks

**SFPD stands for safety with respect for all. We will:**

- Engage in just, transparent, unbiased, and responsive policing
- Do so in the spirit of dignity and in collaboration with the community
- Maintain and build trust and respect as the guardian of constitutional and human rights



# Strategic initiatives

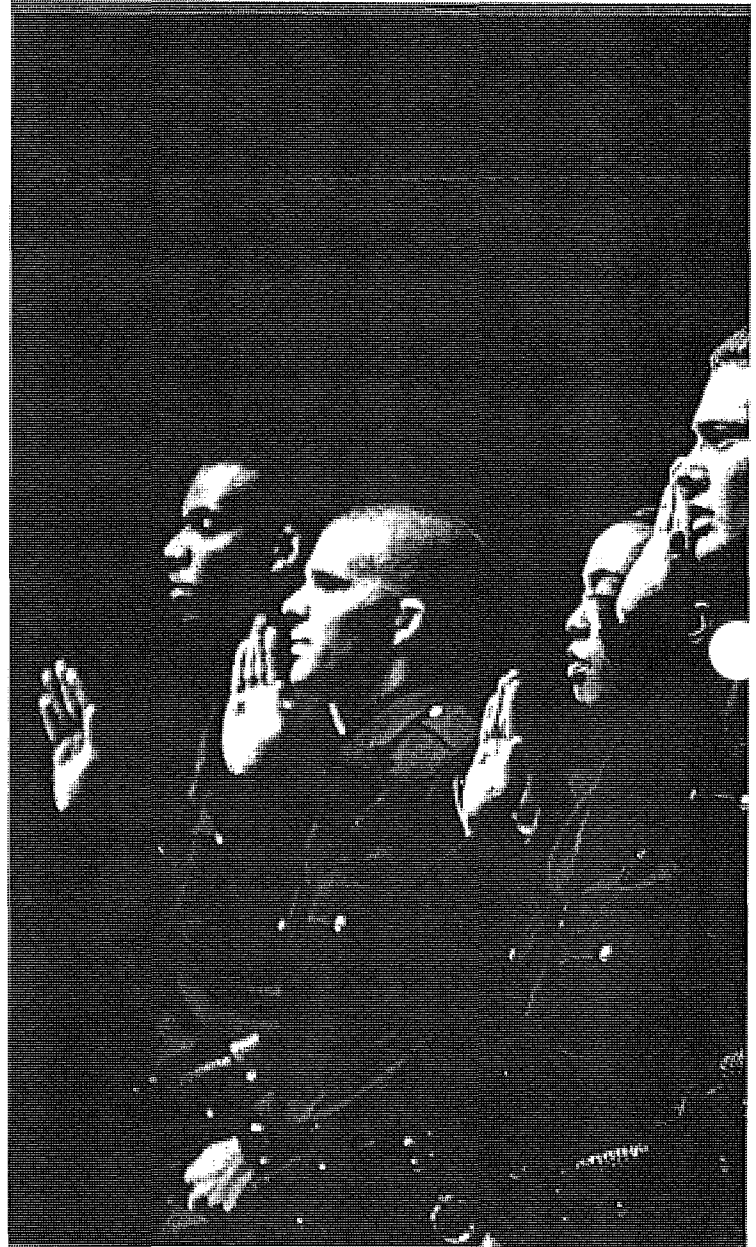
To deliver on the promise of the strategy, five high-level initiative clusters were identified — encompassing much of the Department’s ongoing work, as well as, directing the development and prioritization of future initiatives.

The five strategic initiatives are:

- FD 02 Collaborate:** Build strong partnerships with the community and City agencies for addressing community-wide challenges that impact “safety with respect”
- FD 02 Improve Responsiveness:** Improve ability to respond in a timely, informed, unbiased and procedurally just way, and work towards a collaborative resolution
- FD 02 Measure and Communicate:** Align on a shared vision and transparent way of measuring “safety with respect” in order to work better with each other and our community
- FD 02 Strengthen the Department:** Instill “safety with respect” into how we organize, evaluate performance, recruit, train, promote, reward, deploy and lead the SFPD
- FD 02 Define the Future:** Develop a future-focused, longer-term strategic plan (Strategy 2.0) for a more modern, evolving, and inclusive SFPD with input from internal and external stakeholders

In the spirit of 21<sup>st</sup> Century Policing, the initiatives will support SFPD’s efforts to address bias and increase trust in the City. In addition, the initiatives can be measured against their success at supporting the core components of “safety with respect”:

- **Effectiveness:** Improve safety and perception of safety, and reduce crime
- **Engagement:** Create, improve and maintain dialogue between members, residents and visitors
- **Empowerment:** Develop and support the right set of skills, behaviors and culture





# Looking ahead



The strategy outlined in this document will guide the Department over the next several years. It will become embedded in the way the Department recruits, rewards, operates and communicates. However, more fundamental changes are underway in our City, requiring a more forward-looking, longitudinal plan. This long-range plan would take into considerations socioeconomic, demographic, technological, and other changes emerging in San Francisco — and reflect similar long-range plans of other City Departments.

The long-range plan (think of it as Strategy 2.0) will be built on a more nuanced understanding of the needs and issues of diverse San Francisco communities and Department members. We look forward to co-creating it with you, while keeping you informed on our progress. Together, we can transform the San Francisco Police Department and create a safer City for all!

## Contact the SFPD



Community Relations Unit

## Connect with the SFPD



San Francisco Police Department



# Governance bodies

## SFPD strategic planning steering committee

- **William Scott**, Chief of Police, SFPD
- **Mikail Ali**, Deputy Chief, Special Operations Bureau, SFPD
- **Toney Chaplin**, Assistant Chief – Operations, SFPD
- **Michael Connolly**, Deputy Chief, Professional Standards and Principled Policing Bureau, SFPD
- **Catherine McGuire**, Director, Fiscal Division, SFPD
- **Susan Merritt**, Director, Technology Division, SFPD
- **Robert Moser**, Deputy Chief, Administration Bureau, SFPD
- **Michael Redmond**, Deputy Chief, Field Operations Bureau, SFPD
- **Hector Sainez**, Assistant Chief – Chief of Staff, SFPD
- **John Sanchez**, Director, Forensic Services, SFPD
- **Denise Schmitt**, Deputy Chief, Airport Bureau, SFPD
- **David Stevenson**, Director, Strategic Communications, SFPD

## Internal sounding board

- **Theresa Ewins**, Commander, Municipal Transportation, SFPD
- **Marty Halloran**, President / Insp. SFPOA
- **David Lazar**, Commander, Community Engagement Division, SFPD
- **Ann Mannix**, Commander, Golden Gate Division, SFPD
- **Manny Marquez**, President, NLPOA
- **Greg McEachern**, Commander, Investigations Bureau, SFPD
- **Robert O'Sullivan**, Commander, Administration Bureau, SFPD
- **Daniel Perea**, Commander, Metro Division, SFPD
- **Peter Walsh**, Commander, Special Assistant to Chief of Staff, SFPD
- **Yulanda Williams**, President / Lieutenant, OFJ
- **Gregory Yee**, Commander, Airport Bureau, SFPD
- **Paul Yep**, Captain, Field Operations Bureau, SFPD

## External senior advisors

- **Igor Belokrinitsky**, Principal, PwC
- **Sandy Boyd**, Ed.D, Core Faculty POST Command College
- **Amos Brown**, President, SF NAACP, 3rd St Baptist
- **Joelle Kenealey**, CPAB Chair (Ingleside)
- **Jay Nath**, Chief Innovation Officer, Mayor's Office of Civic Innovation
- **Michael Pappas**, SF Interfaith Council
- **Mattie Scott**, Bayview Homicide Advocates



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3. **PERF website and *Guiding Principles on Use of Force*:**  
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9. **SF's Dept. of Homelessness and Supportive Housing Plan:**  
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10. **SF's Office of the Mayor website and**

## Strategic plans

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2. **Los Angeles:**  
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3. **Oakland:**  
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6. **New York:**  
<http://www.nyc.gov/html/nypd/html/home/POA/pdf/Plan-of-Action.pdf>
7. **Baltimore:**  
<https://www.documentcloud.org/documents/838086-baltimore-police-a-strategic-plan-for-improvement.htm>



## Interviews

1. **Jim Chapparo**, PwC Federal Homeland Security and Law Enforcement team
2. **Florence Chung**, CEO of The Hetty Group
3. **Paul Figueroa**, Assistant Chief, Oakland Police Department
4. **Ron Fisher**, PwC Global Technology Deals Leader, Chair of SJ Police Foundation
5. **Anne Fritzler**, Strategic Planning & Policy, SF Municipal Transport Agency
6. **Rahul Gupta**, PwC Head of Homeland Security and Intelligence and SMART Infrastructure
7. **Cameron McLay**, Senior Advisor at PwC, Safer Cities Initiative, Former Pittsburgh Chief of Police
8. **Ed Medrano**, Chief, Gardena Police Department
9. **Sasha O'Connell**, PwC Federal Homeland Security and Law Enforcement team
10. **Shelly Turner**, PwC Department of Justice team
11. **Chris Wyckoff**, Data Analysis Unit Director, Denver Police Department



# Acknowledgement

This document was developed through San Francisco's Civic Bridge, a program led by the San Francisco Mayor's Office of Civic Innovation (<http://www.innovation.sfgov.org>) where pro-bono teams from the private sector work collaboratively with San Francisco City & County Departments on high-priority projects over a four-month engagement. The pro-bono teams bring unique skills, expertise, and perspective – and their generous gift of time and energy – to support City programs. The partners produce concrete deliverables to advance City staff program goals, with a focus on workable and enduring ways to make the City more livable, affordable and globally competitive. The SFPD would like to recognize and thank PricewaterhouseCoopers (PwC) for partnering with the City on this project.

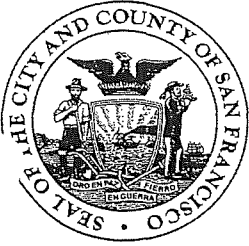
We would like to specifically thank the following people for volunteering their time and experience to support this effort: Igor Belokrinitsky, Kristin Centanni, Kristin Craig, Sierra Hawthorne, Elaine Liu, Keith Lucken, Ken Lund, Kendall McCarthy, Cameron McLay, Richa Mohan, Helen Petersen, Mukund Srirangapatnam, and Martin Wan.



SFPD Sworn Allocation Request  
June 2018

| Priority          | Initiative                    | Issue Addressed                                                                                                                                                                                                                                                                                                                                                                       | Staffing Solution                                                                                                                                                                                                                                                                                                                                                                                                                         | FTE   | Positions Detail                 |
|-------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------------|
| Property Crime    | Citywide Foot Patrol          | Less visibility of police presence results in increased crimes of opportunity, such as auto break-ins. Further, recommendations from the USDOJ suggest foot patrol be evaluated for improving community trust and addressing crime.                                                                                                                                                   | Maintains doubled foot patrol presence across the city. Current staffing levels were achieved by closing and pulling from other units in the Department. Officers will be deployed to targeted areas that are densely populated with business and/or high volumes of foot traffic. As currently staffed, this is not sustainable and has resulted in an inability to consistently staff certain areas, such as the 3rd street corridor.   | 73.0  | • 64 Ofcs<br>• 8 Sgts<br>• 1 Lt  |
|                   | Burglary Unit                 | Unit currently does not have sufficient time available to thoroughly investigate leads on non-arrest cases given the time required for high priority arrest cases in the Auto/Burglary unit. The caseload per investigator is too high.<br><br>Repeat property crime offenders cross district boundaries, making decentralized investigations less effective in identifying linkages. | Increases investigation of various leads on non-arrest cases, with a projected review of 100 additional cases per month. Centralization of investigators into one unit allows for unit to understand burglary patterns across districts and identify serial burglars. Rather than conducting broad, sweeping enforcement of lower-level offenders, this increases investigative work.                                                     | 10.0  | • 10 Sgts                        |
|                   | Violent Crime                 | Serial Crimes Unit                                                                                                                                                                                                                                                                                                                                                                    | When serial burglars are identified, District Station Investigations Teams are unable to conduct surveillance on suspects across districts and build citywide comprehensive cases for prosecution.<br><br>A lack of consistent and frequent contact with District Attorneys at the SIT level results in less knowledge of what is needed for prosecutable cases.                                                                          | 38.0  | • 28 Ofcs<br>• 8 Sgts<br>• 2 Lts |
|                   |                               | Station Investigations Teams (SIT)                                                                                                                                                                                                                                                                                                                                                    | District Station Investigations Teams (SIT) are district-based investigators that receive cases directly from the district they serve and, as needed, redistribute cases to centralized units such as Serial Crimes Unit. Presently, these teams are only available 5 days a week, and they do not have sufficient time available to dedicate toward community-based problem solving approaches to crime.                                 | 22.0  | • 21 Sgts<br>• 1 Lt              |
|                   |                               | Outreach Officers<br>[Healthy Streets Operations Center & Homelessness Outreach]                                                                                                                                                                                                                                                                                                      | DPW, DPH, HSA, and HSH encounter public safety issues when carrying out their work. Dedicated, specific resources are needed to partner with these agencies in order to ensure sector patrol officers are available to respond to all types of calls for service. Further, recommendations from the USDOJ suggest that the collaborative effort exemplified in HSOC should be used for addressing persistent issues such as homelessness. | 95.0  | • 83 Ofcs<br>• 11 Sgts<br>• 1 Lt |
|                   | Homelessness & Harm Reduction | Psychiatric Emergency Response Teams                                                                                                                                                                                                                                                                                                                                                  | A few frequent users of the Psychiatric Emergency Services represent a significant proportion of total mental health incidents requiring SFPD response. DPH clinicians' outreach to these patients, both on the street and in-care, is limited by employee safety concerns and requires additional safety measures be put in place.                                                                                                       | 12.0  | • 10 Ofcs<br>• 2 Sgts            |
| Total Sworn Staff |                               |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                           | 250.0 |                                  |





# CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

MARK FARRELL  
MAYOR

June 19, 2018

BOARD OF SUPERVISORS  
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2018 JUN 21 AM 10:26  
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Ms. Linda Wong  
Clerk of the Budget and Finance Committee  
San Francisco Board of Supervisors  
City Hall – Room 244  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102  
[Linda.Wong@sfgov.org](mailto:Linda.Wong@sfgov.org)

Dear Ms. Wong:

This missive is a follow-up to the Civil Service Commission presentation before the Budget Committee on June 13, 2018 which contains information for possible "add-back" funding for the Civil Service Commission.

Under the authority of the San Francisco Charter, the Civil Service Commission adopts rules, policies and procedures to carry out the civil service merit system provisions of the Charter and provides oversight over the City's personnel functions performed by the Department of Human Resources (DHR) and under the Municipal Transportation Agency (MTA) Director. The Commission may direct the Human Resources director to take action as the Commission believes necessary to carry out the civil service provisions of the Charter. The Executive Officer or Director for the Civil Service Commission serves as the administrator of affairs for the five (5) members Commission. The small Department of six (6) FTE has a budget of approximately 1.2 million which mainly covers salaries, benefits and operation expenses.

As requested by the Chair of the Budget & Finance Committee, Malia Cohen, during the committee meeting on June 13, 2018, the Civil Service Commission is submitting additional information for consideration for "add-backs" to support government transparency, increased visibility and promote efficiencies within the Civil Service Commission.



**Government Transparency/Visibility**

The Civil Service Commission conducts meetings through public forum on the first and third Mondays of each month. We consider appeals on classification actions, application rejection, examination matters, future employment restrictions, requests for personal service contracts, EEO determinations, and discuss merit system matters. Currently our meetings are available by audio recording only. As a matter of transparency to increase visibility for an open government and to be more accessible for people who are hearing impaired, our meetings should also be included on SFGovTV. Attached you will find a recent estimate for services at an annual cost of \$37,065.00 per year for twenty-four (24) Civil Service Commission Meetings. (See the attached estimate from the Department of Technology.)

**Training**

The Civil Service Commission staff provides training and presentations for many City Departments, labor partners, and interested stakeholders on an on-going basis on different aspects of the merit system and Civil Service Rules. Unfortunately, we must rely on other departments to access audio video media equipment for presentations. We would like funds to purchase the following basics:

- 1 – Laptop with remote access capability \$1,800
- 1 – Projector -\$1,000
- 1 - Small capacity Color Printer \$600

The amount requested is a one-time cost of an additional \$3,400.

**Document Management, Web Design, and Information Technology Improvement**

We would like to include an additional \$20,000 for IT upgrades. The funds will be allocated to update our document management system (Doc Mall), improve our web design, Civil Service Rule format and access online, and to take advantage of new technology through the San Francisco Department of Technology approved products for data management. We estimate an additional amount of \$20,000.



Recommendation

The budget presented on June 13, 2018 was as follows:

FY 2017-2018 Budget: \$1,250, 582  
FY2018-2019 Budget Submission \$1,262,072  
FY 2019-2020 Budget Submission \$1,277,991

The requested "add-back" recommended for the Civil Service Commission would result in the following projected amounts:

FY 2017-2018 Budget: \$1,250,582  
FY 2018-2019 Budget Submission \$1,322,537 **(+\$60,465)**  
FY 2019-2020 Budget Submission \$1,335,056 **(+\$57,065)**

Thank you for consideration of this request and your continued commitment in serving the residents of San Francisco. The Civil Service Commission stands committed to protect and uphold the merit system and welcome increasing transparency in our City government whenever possible.

Sincerely,

CIVIL SERVICE COMMISSION



Michael L. Brown  
EXECUTIVE OFFICER

Attachment: DT - SFGovTV Estimate

cc: Malia Cohen, Budget & Finance Committee Chair, Board of Supervisors  
Sandra Lee Fewer, Vice-Chair, Budget & Finance Committee, Board of Supervisor  
Norman Yee, Budget & Finance Committee, Board of Supervisor  
Catherine Stefani, Budget & Finance Committee, Board of Supervisor  
Jeff Sheehy, Budget & Finance Committee, Board of Supervisor  
Angela Calvillo, Clerk of the Board of Supervisors



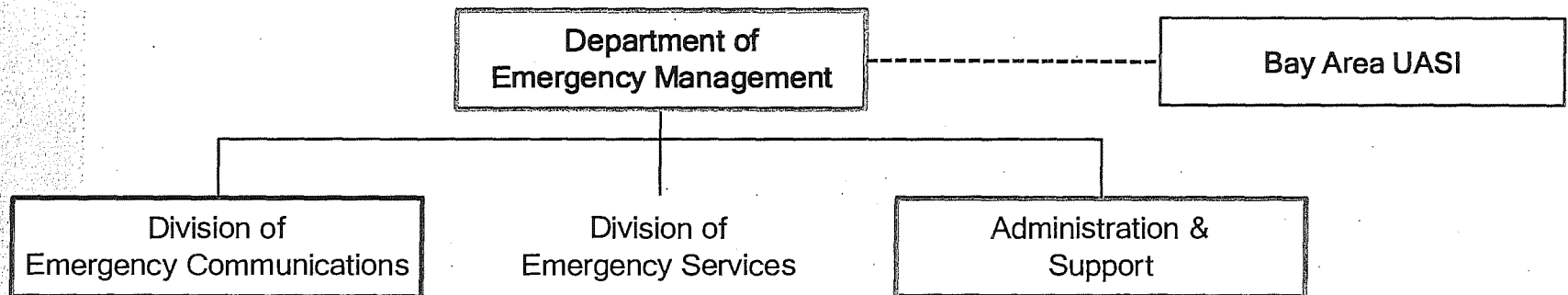




# Budget & Finance Committee

## DEM's FY 2018-2020 Budget Proposal

### OVERVIEW OF DEM'S DIVISIONS



**Department of Emergency Management**



**Budget & Finance Committee  
DEM's FY 2018-2020 Budget Proposal**

# **STRATEGIC GOALS**

**DEM's Strategic Goal Objectives**

- ❖ **Ensure a Prepared and Resilient City**
- ❖ **Invest in the 911 Call Center**
- ❖ **Educate & Engage Community**
- ❖ **Strengthen Regional Relationships**



**Department of Emergency Management**



**Budget & Finance Committee**  
**DEM's FY 2018-2020 Budget Proposal**

# **MAJOR STAFF CHANGES**

**New Positions for FY 2018-19**

- ❖ **Hold 6 POST Academies over the next 2 fiscal years with the goal of hiring 90 new Dispatchers**
- ❖ **Watch Center Specialists: Hiring 3 New 8602s**
- ❖ **CAD Project Management: Hiring 1 New 0933 and 1 New 1054**



**Department of Emergency Management**



**Budget & Finance Committee  
DEM's FY 2018-2020 Budget Proposal**

**MAJOR PROJECT INITIATIVES**

**Technology Approved Projects**

**FY18-19 = \$9.9M for 4 projects:**

- 1. Public Safety Radio Project**
- 2. CAD Project – Scoping Phase**
- 3. 911 Floor Expansion**
- 4. Automated Fire Station Dispatching**

**FY19-20 = \$8.3M for 2 projects:**

- 1. Public Safety Radio Project**
- 2. CAD Project – Scoping Phase**

**Capital Planning Approved Projects**

**FY18-19 = \$2.4M towards 3 projects:**

- 1. Public Safety Radio Project**
- 2. 911 Floor Expansion**
- 3. 1011 Turk Street Expansion**

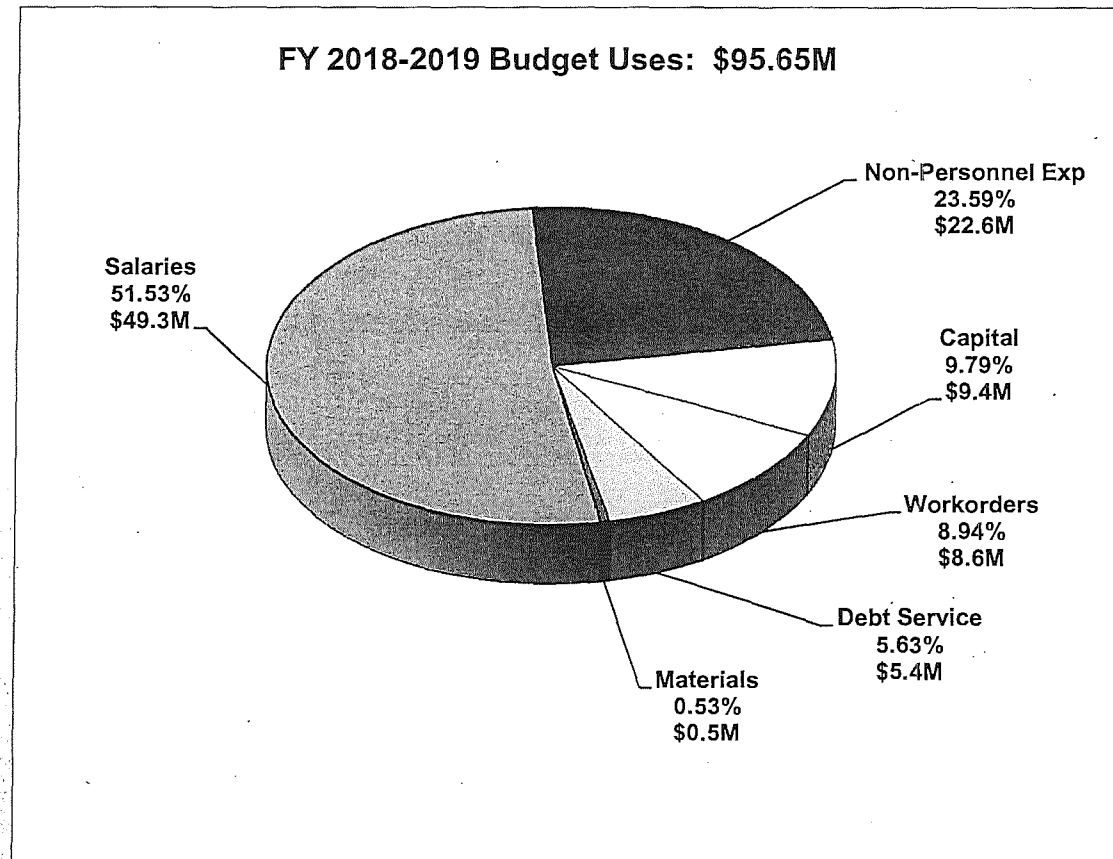


**Department of Emergency Management**



**Budget & Finance Committee**  
**DEM's FY 2018-2020 Budget Proposal**

# EXPENDITURE OVERVIEW

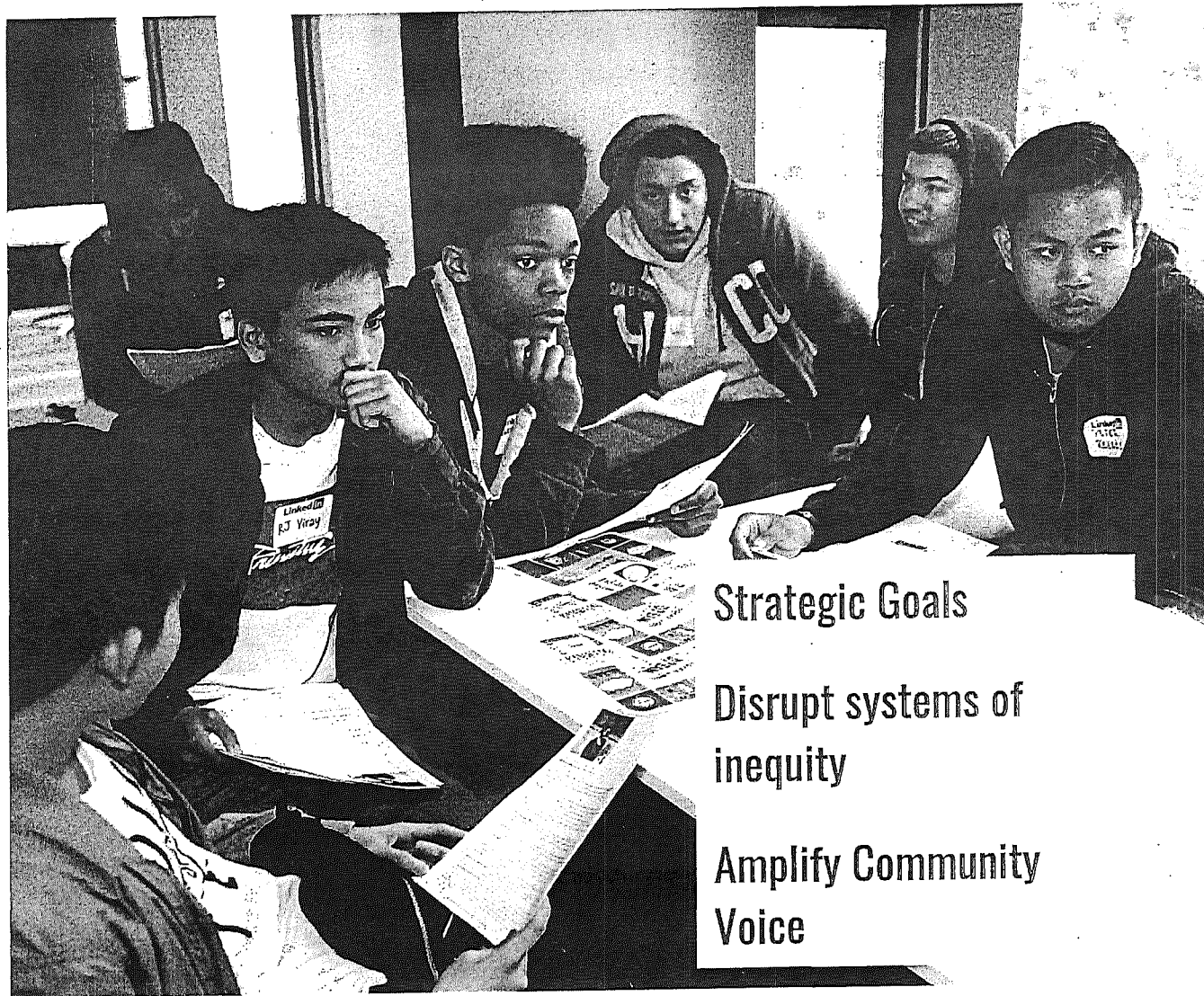


**Department of Emergency Management**





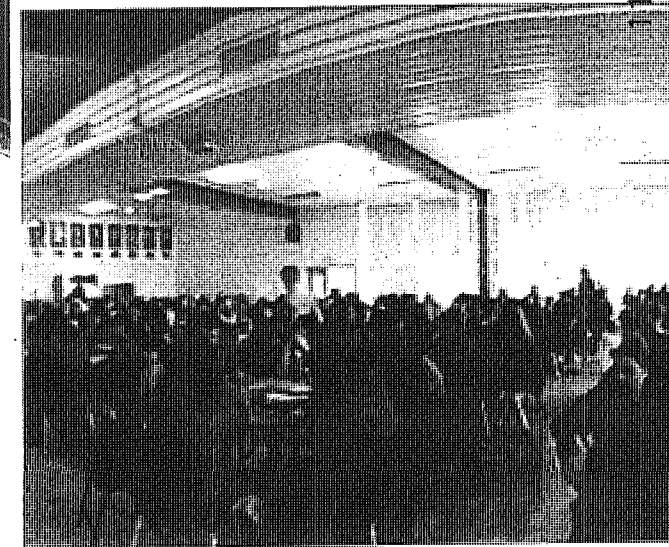




## Strategic Goals

Disrupt systems of  
inequity

Amplify Community  
Voice





# New Programming

Equity Fellowships

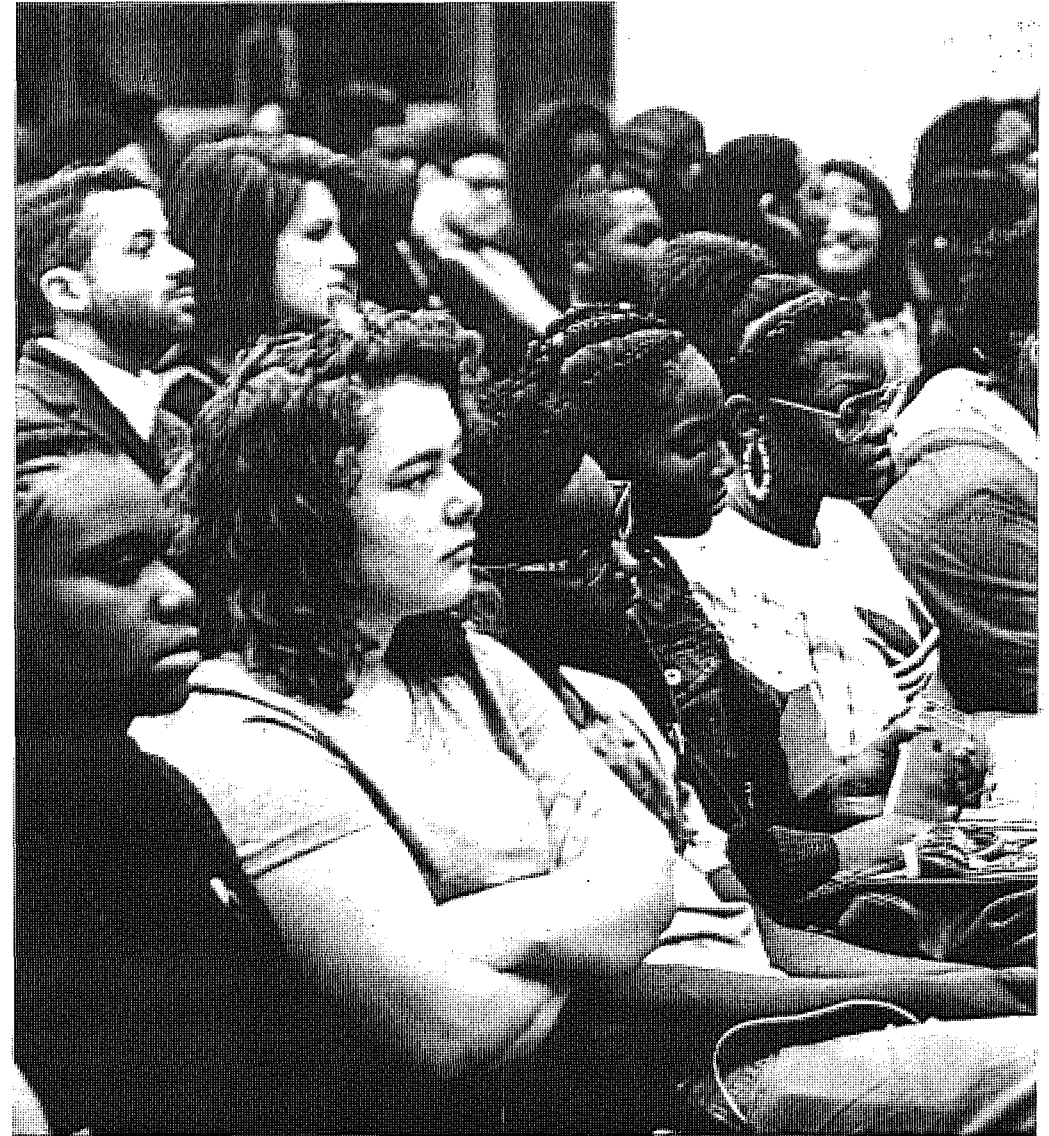
Equity Indicators  
Data Collection

On site mental health support

Understand the role city systems  
and policies play in disparities

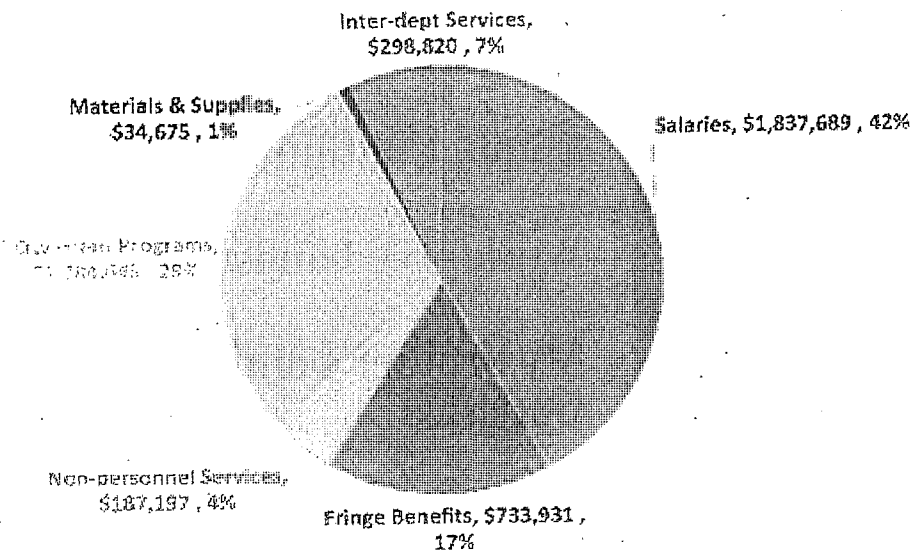
Engage community in addressing  
issues of inequity

Neurodiversity

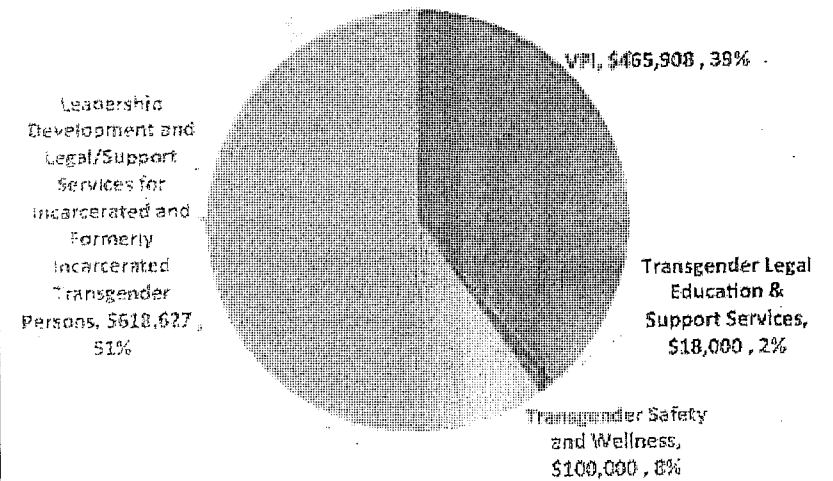




### PROPOSED EXPENDITURES

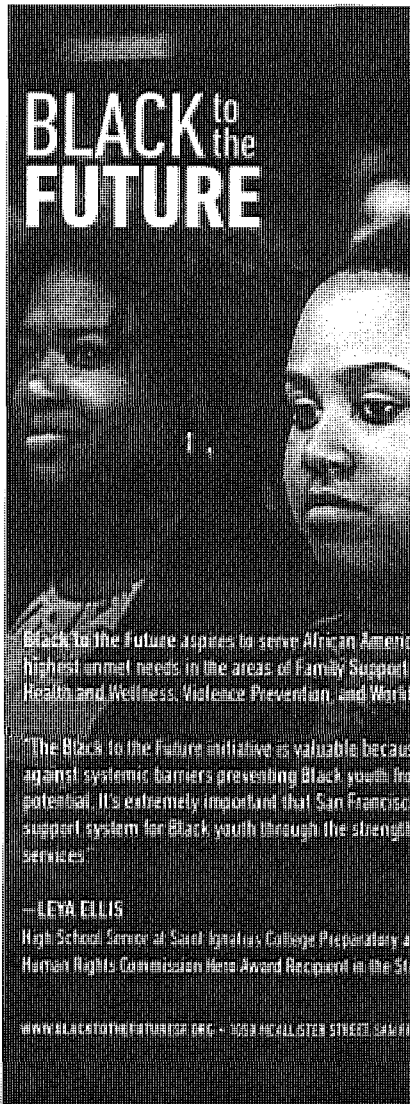


### PROPOSED GRANT ALLOCATIONS



|                     | 2017-18       | 2018-19                             | 2019-20                             |
|---------------------|---------------|-------------------------------------|-------------------------------------|
|                     | Actual Budget | Proposed Budget   Change from 17-18 | Proposed Budget   Change from 18-19 |
| Total Expenditures: | \$4,299,600   | \$4,376,955                         | \$4,405,024                         |
| Total FTE:          | 14            | 17                                  | 17                                  |
|                     |               | \$77,355                            | \$28,069                            |
|                     |               | 3                                   | 0                                   |





# Major Initiatives

Discrimination

Equity Continuum/Inventory

Workforce Landscape

My Brother's and Sister's Keeper Initiative

Capacity Building

Community Engagement

LGBT Grant Funding

Advisory Committees  
(EAC and LGBT)



**GARE - Government Alliance for Racial Equity**  
**Inventory - Controller's Office**  
**Continuum - identifying strategies, resources and opportunities**  
**Workshops - community and city departments**

[illegible]

© 2004 Blackwell Publishing Ltd  
Journal of Internal Medicine 255: 105–112

China's 1982 National Forestry System Reform  
and the 1985 Forestry Law were the first steps  
toward reforming the forestry system. The 1985  
Forestry Law established the principle of "state  
ownership, decentralized management, and  
contracting to the household."

WAC Community Care workers, Westbury, and many, bookending the Human Rights Commission



1. The first step in the process of the development of a new product is the identification of a market need. This is often done through market research, which can be conducted in a number of ways. One common method is to conduct surveys, which can be done in a number of ways. One common method is to conduct surveys, which can be done in a number of ways. One common method is to conduct surveys, which can be done in a number of ways.

Other people have said that the only way to get the most out of the book is to read it in the original language. I don't know if that's true, but I think it's worth a try.

University of Illinois at Urbana-Champaign  
1110 South Goodwin Avenue, Urbana, IL 61801  
Phone: 312/244-2131, Fax: 312/244-2132  
E-mail: [liang@uiuc.edu](mailto:liang@uiuc.edu)

[illegible]

**Creating a culture of safety**

Finally, the authors note that the results of this study are based on a cross-sectional design. The authors suggest that future research should use a longitudinal design to investigate the relationship between the variables in this study.

1. The first step is to identify the problem. This involves understanding the current situation and what needs to be changed.

1. 2000年12月1日以前竣工交付使用且无危险隐患的既有房屋，在未改变主体结构及不加重荷载的情况下，允许出租，但出租人应当符合下列条件：

Notes: *Microthaps* - series of combined fields owned by H&C and previously owned by 25-year-old son of H&C and C&C.

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## THE

There are reasons, and political clout, that I have to expect that that is going to be a really difficult sell to the general public. It is a positive sign that we began communicating that this will be a commitment to fundamental change, not just patching and bandaging the system.

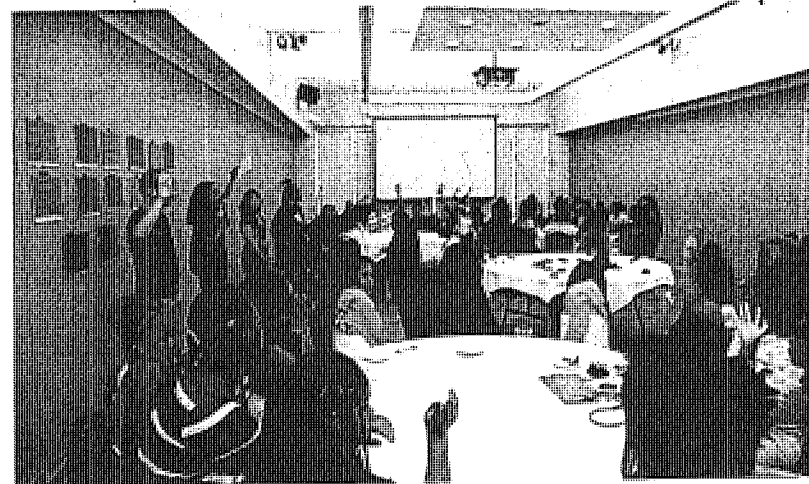
**CARE:** Building on the work done in the last phase of CARE, participants explore and experiment in developing and implementing the equity plan, and discussing their methods for cross-country comparison.

Engineering for U.S.A.  
Engineering Education: Improving and Expanding  
Education for the 21st Century

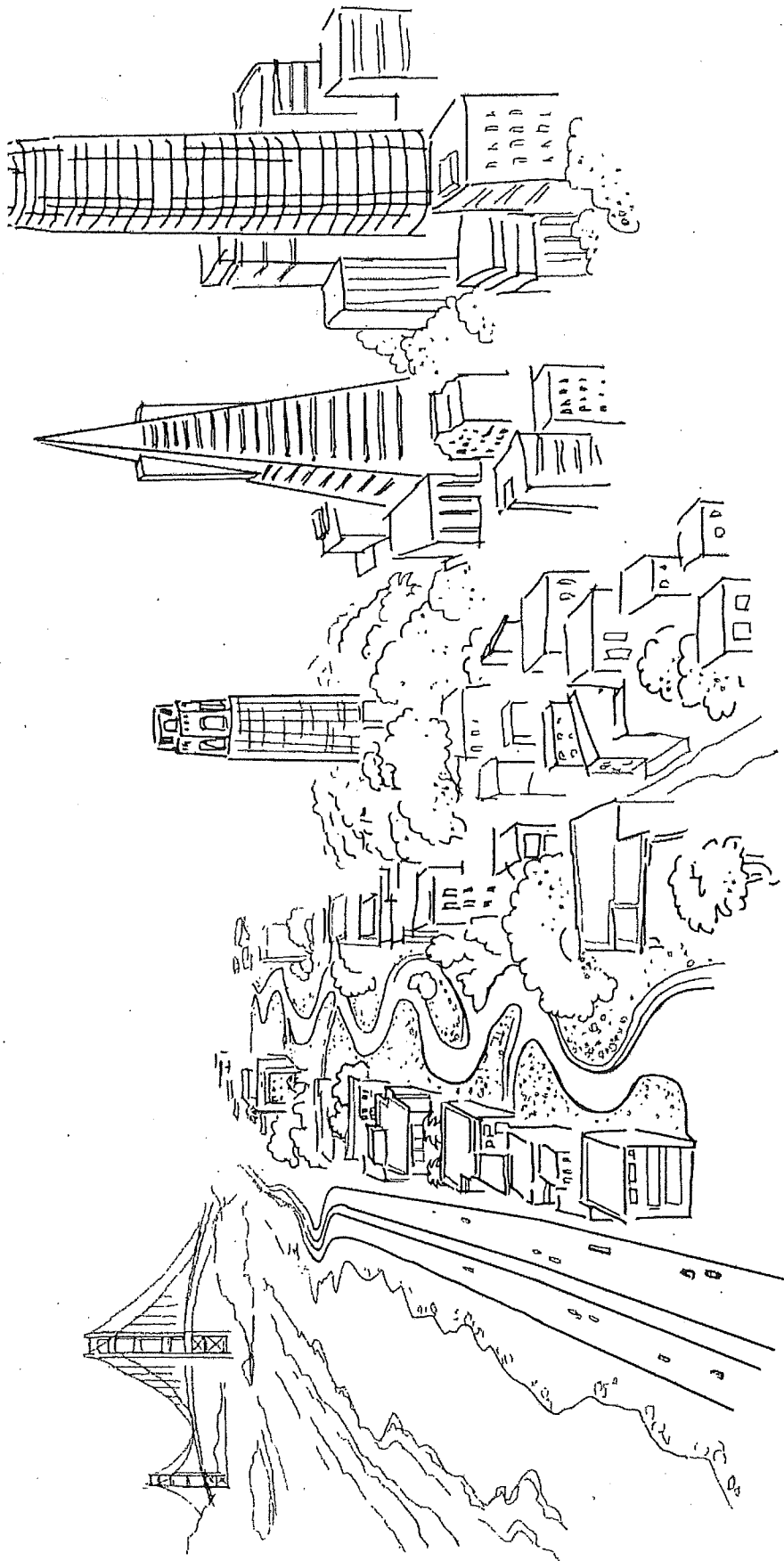
**WILLIAM JAMES PRINCE**, President of the Board of Directors, has been elected to the position of Chairman of the Board of Directors of the American Telephone & Telegraph Company.

14-00000

01-000000  
 02-000000  
 03-000000







# San Francisco Workforce Landscape



MBSK

1 Youth Council

5 Community Collaborative Partners

100+ Champions

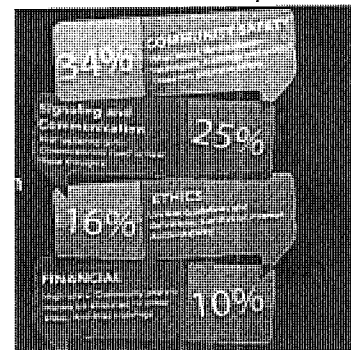
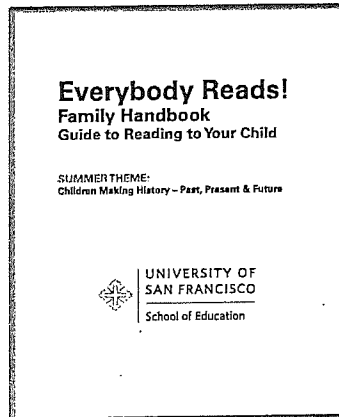




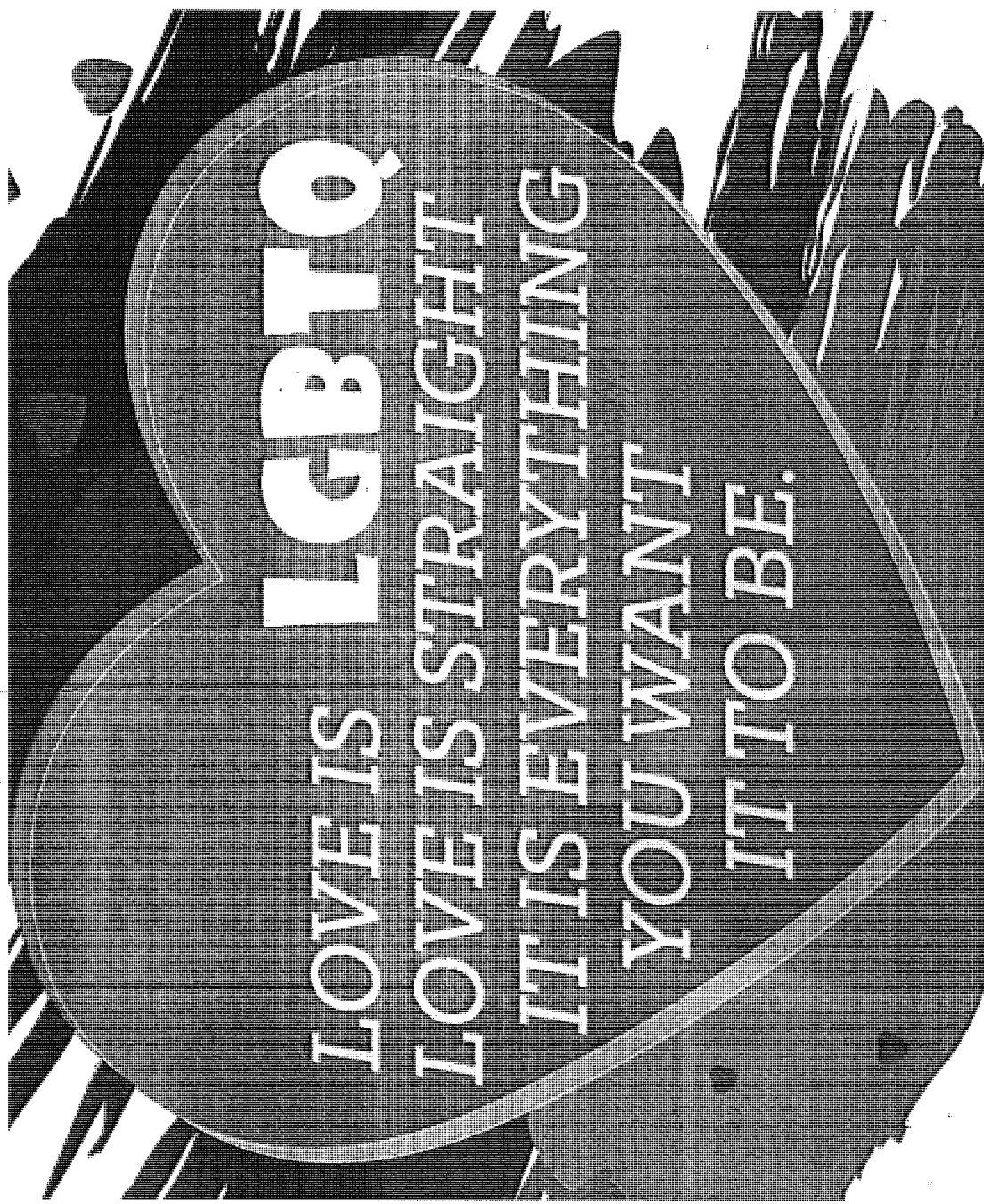


## Community Engagement

- Health and Wellbeing
- Black to the Future
- SFPD Community Meetings
- Everybody Reads!
- Community Safety Initiative
- Community events/activities
- Curriculum Design
- Workforce Development









**Resolution Affirming the Human Rights Commission's Recommendation to Board of Supervisors to Advance Racial Equity by Affirming the City and County of San Francisco's Responsibility to Address Existing Inequities and by Creating a Racial Equity Indicators Dashboard for Transparency and Accountability.**

WHEREAS, under Mayor Ed Lee's leadership, the City and County of San Francisco (the City) developed a Strategic Planning Framework in which equity and inclusion were identified as key priorities for all City operations and Departmental services; and

WHEREAS, despite evident prosperity in measures such as low unemployment rate, stark disparities exist for City residents, especially along racial lines. Race currently predicts worse outcomes for people of color across the spectrum of key indicators including education, income, housing stability, incarceration and life expectancy; and

WHEREAS, at its hearings on October 26, 2017 and January 25, 2018, the Human Rights Commission heard about data challenges and existing racial inequities from several City departments; and

WHEREAS, the Human Rights Commission also learned at the hearing that 13% of departments do not capture race/ethnicity data, and of those departments and programs that do, this information is not consistent across the board, so therefore there is no data standard for the primary lens needed to track and progress on disparities across systems; and

WHEREAS, racial equity is defined as closing the gaps so that race does not predict one's success while also improving outcomes for all; and

WHEREAS, addressing institutional racism across all levels of government requires leadership and political will; and

WHEREAS, jurisdictions around the country such as Seattle, Portland, and Minneapolis, are working to address racial inequities in their existing systems by first explicitly naming their responsibility to do so, which is the foundation to begin integrating equity best practices throughout their systems; and

WHEREAS, as a best practice to provide transparency and accountability, these jurisdictions identify a set of key Racial Equity Indicators to track and report progress towards, and those are presented in an accessible and meaningful format to the public, such as a dashboard; and



[Affirming the Human Rights Commission's Recommendations to Advance Racial Equity in the City and County of San Francisco's Programs, Policies and Services]

1 WHEREAS, the Racial Equity Indicators to be meaningful for systemic change will require data governed  
2 by a data standard for race and ethnicity; and

3  
4 WHEREAS, the Human Rights Commission is dedicated to participating to help realize these best  
5 practices in the City, and **now, therefore,**

6  
7 **BE IT RESOLVED**, that the Human Rights Commission recommends that the Board of Supervisors pass a  
8 resolution affirming that the City has a collective — and urgent — responsibility to address inequities in  
9 its existing systems and their ongoing impacts on San Francisco communities of color. By doing so, the  
10 City can more explicitly begin to integrate racial equity best practices such as an equity assessment  
11 analysis, into its strategic and operational plans; budgeting; hiring; and management and reporting  
12 systems for accountability and performance.

13 **BE IT FURTHER RESOLVED**, that the City adopt a data standard for race and ethnicity and require  
14 departments and programs to comply by a certain date.

15 **BE IT FURTHER RESOLVED**, that the Human Rights Commission recommends that the Board of  
16 Supervisors allocate resources for a working group to create a Racial Equity Indicators dashboard. Work  
17 will include identifying the key stakeholders including the community, defining the featured set of  
18 indicators, and defining roles/responsibilities. The working group will present a recommended course of  
19 action and potential items for budget consideration to the Board, with a deadline aligned with the  
20 urgency of the task.

21 **BE IT FURTHER RESOLVED**, that as a pervasive area of racial disparity is in San Francisco's criminal justice  
22 system, that the Board of Supervisors require the criminal justice departments to develop a means to  
23 publicly track and report on key indicators in their system, disaggregated by race, such as arrest and  
24 incarcerations rates, and that that effort align with the Racial Equity Indicators work above.

25 **BE IT FURTHER RESOLVED**, that the Human Rights Commission urges the Board of Supervisors and the  
26 Mayor's Office to continue to work with each other, other City agencies, and community stakeholders to  
27 carefully examine and address racial inequities in current City programs, policies and services, and  
28 develop bold and forward-thinking strategies to advance racial equity in San Francisco.



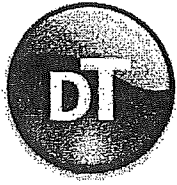
[Affirming the Human Rights Commission's Recommendations to Advance Racial Equity in the City and County of San Francisco's Programs, Policies and Services]

- 1 BE IT FURTHER RESOLVED, that a copy of this Resolution be submitted to the San Francisco Board of
- 2 Supervisors and the Mayor.









City & County of San Francisco  
**Department of  
Technology**  
*Powered by innovation*

One South Van Ness Avenue, 2nd Floor  
San Francisco, CA 94103-0948  
Office: 415-581-4001 • Fax: 415-581-4002

## Estimate for Meeting Coverage

**Date:** June 18, 2018

**To:** Sandra Eng, Civil Service Commission

**From:** Jack Chin, Department of Technology, SFGovTV

**Subject:** Estimated annual cost for coverage of Civil Service Commission Meetings

**Amount:** \$37,065.00.

---

SFGovTV's City Hall meeting coverage offers several features that benefit both the public and our City department clients.

SFGovTV has five remotely controlled cameras permanently installed in rooms 400, 408 and 416, four in room 263 and six in room 250. These cameras enable our staff to obtain both wide-shots and medium close-up shots of every person recognized to speak during a meeting.

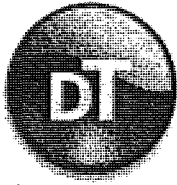
SFGovTV assigns two technicians to every meeting so that we can enhance our meeting coverage with opening and closing credits and information, closed captions, and graphics that identify each agenda item and provide referrals to websites with the meeting's agenda and other information. Our meeting coverage is usually aired live on one of our two cable television channels 26 & 78 and also video streamed live on our website. The video recorded meetings are also replayed on SFGovTV and SFGovTV2 at least twice.

Our SFGovTV.org website features our archive of streaming videos on demand which enables viewers to watch meetings at their convenience. Each agenda item is indexed so the viewer can skip to the specific agenda item that they want to view. We also make the meeting's caption notes and MP3 audio recordings and video available for free downloads. DVD recordings of meetings are provided to our departmental clients for their archives, and the public can purchase DVDs from SFGovTV for \$10.



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The estimated annual cost for coverage of Civil Service Commission meetings held in City Hall meeting rooms equipped with video cameras is \$37,065.00. This estimate assumes that there will be 24 meetings per year with an average length of three hours and includes the cost of adding closed captions and encoding the material for viewing on the internet and providing DVD recordings of every meeting. This estimate includes the services listed below.

| task                                            | crew | hours | meeting<br>qty | annual<br>hours | rate     | cost               |
|-------------------------------------------------|------|-------|----------------|-----------------|----------|--------------------|
| setup & strike                                  | 2.00 | 2.25  | 24.00          | 108.00          | \$110.00 | \$11,880.00        |
| shoot meeting                                   | 2.00 | 3.00  | 24.00          | 144.00          | \$110.00 | \$15,840.00        |
| captioning (contractor)                         | 1.00 | 3.00  | 24.00          | 72.00           | \$97.50  | \$7020.00          |
| Video Stream Hosting<br>(contractor) annual fee |      |       |                |                 |          | \$2,325.00         |
| <b>Total for one year</b>                       |      |       |                |                 |          | <b>\$37,065.00</b> |

If you accept this estimate please send a work order documentation to Department of Technology, SFGovTV and send a copy of the documentation to [Thomas.Loftus@sfgov.org](mailto:Thomas.Loftus@sfgov.org). If you have questions about the work order please contact Thomas Loftus 415-554-6523.



**SFFD Ambulance Costs**

**Unit Cost: \$ 112,598**

**Previous Allocation: \$ 1,400,000**

**Fleet Allocation FY19: \$ 340,000**

**Total: \$ 1,740,000**

**Units to be purchased: 15**

**Budget Analyst Request**

**FY19 Allocation: \$ 700,000**

**FY20 Allocation: \$ 700,000**

**Over two years: \$ 1,400,000**

**Additional Units: 12**



Welcome: [Portal](#) [Feedback](#) [Home](#) [Change PW](#) [Print](#) [Logout](#)

|          |         |       |       |         |    |          |     |         |           |
|----------|---------|-------|-------|---------|----|----------|-----|---------|-----------|
| Employee | Officer | Chief | Daily | Monthly | AO | Planning | EMS | Payroll | Personnel |
|----------|---------|-------|-------|---------|----|----------|-----|---------|-----------|

|                     |                   |                             |                               |      |                 |
|---------------------|-------------------|-----------------------------|-------------------------------|------|-----------------|
| Apparatus Checklist | Medical Checklist | Ambulance Medical Checklist | Ambulance End Shift Checklist | eDAR | Sprinter Survey |
|---------------------|-------------------|-----------------------------|-------------------------------|------|-----------------|

Sprinter/Stryker Survey [Cancel](#) [Delete](#) [Apply Changes](#)

Form Dt: 06/16/2018 Deptid: 49 Ambulance 49 Emplid:

## Vehicle

Sprinter-Driving Performance (Handling) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Driving Performance (Braking) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Driving Performance (Power) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ Excellent

Provide comments to support ratings

## Cab

Sprinter-Cab (Ergonomics and comfort) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Cab (MDT/Radio Location and Functionality) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Cab (Instruments and controls) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ Excellent

Provide comments to support ratings

## Compartment

Sprinter-Patient Compartment (Supply accessibility/location) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Patient Compartment (Patient vs caregiver proximity, access) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Patient Compartment (Patient care workspace functionality, single/two caregivers) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ ExcellentSprinter-Patient Compartment (Patient care workspace functionality, three or more caregivers) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ Excellent

Provide comments to support ratings

## Stryker

Stryker Power Cot (Overall Impression) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ Excellent

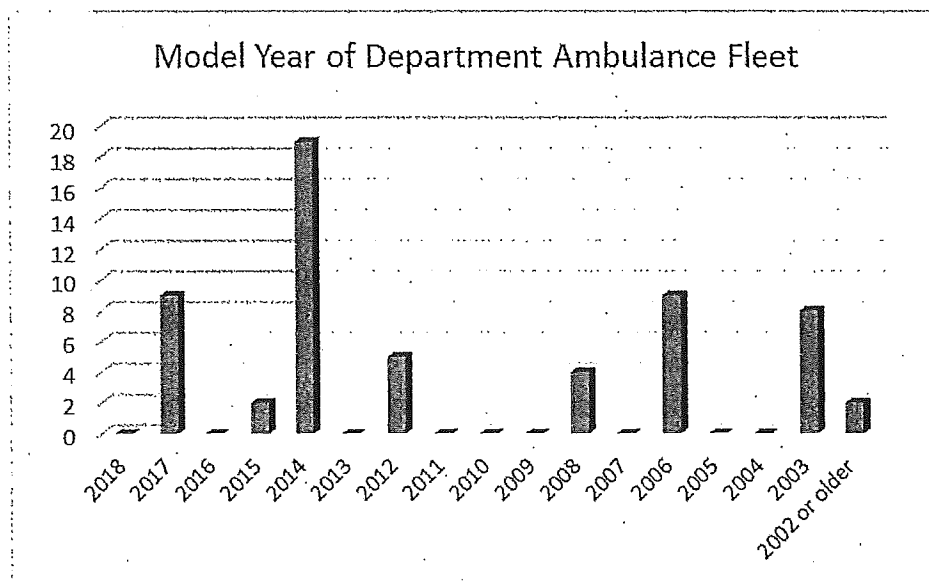
Provide comments to support ratings

Stryker Power Load (Overall Impression) ☐ Poor ☐ Fair ☐ Satisfactory ☐ Good ☐ Excellent



## SFFD Ambulance overview

- The Fire Department strongly disagrees with the Budget Analysts' recommendation to reduce funding (\$700K in each year) for new ambulances in the Department's budget.
- Due to the age/condition of the Department's current fleet, this funding is crucial to support the Department's response to emergency medical incidents. A healthy ambulance fleet is crucial for the Department to meet emergency response times.
- The Department has held off purchasing new ambulances in the current and previous fiscal year to conduct a new pilot program that it was approved for that looked at more efficient ambulance alternatives to the Department's current ambulance vehicle.
- In 2016, the Department implemented an ambulance replacement fund, allocating \$700K from ambulance revenue to purchase ambulance on an annual basis.
- The Department can have over 30 ambulances responding on the street at any given point in time, with numerous others being used for shift changes.



- Department has 58 ambulances in its fleet, all of which are used in front-line operations when they are not in Central Shops for repair. Of those 58 ambulances, 23 ambulances (40% of the Department's fleet) are over 10 years old.
- Of those 23 oldest ambulances, they have an average of 165,043 miles on them, and all have over 100K miles.
- In 2014, the Department received an influx of funding to address resource issues in the City's 911 system. Part of that was for EMS equipment, specifically for the purchase of ambulances. The Department purchase 19 ambulances in Fiscal Year 2014-2015. Those ambulances have an average mileage of 68,081 miles on them currently.
- Fire Department spent \$1,025,967 on ambulance repairs in Fiscal Year 2017, mainly due to issues related to age and condition of the ambulance fleet.



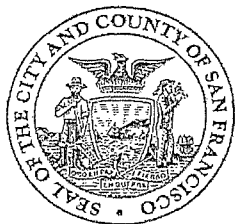
## SFFD Ambulance Pilot Project overview

- Considering costs for replacement ambulances as well as challenges of maneuvering through increased City traffic and congestion, the Department looked at vehicle alternatives to the Department's standard ambulance fleet, consisting of a chassis and box.
- The goal was to increase efficiency (both operationally and financially) while addressing the challenges of driving around the City and responding to an annually increasing level of EMS calls.
- Department looked to implement a pilot program to research and test a smaller ambulance that would reduce Department costs while aligning itself more closely with the City's Vision Zero program goals.

## SFFD Ambulance Pilot Project timeline

- **February-March 2017** – SFFD begins research into alternatives to current ambulance models, given cost and size issues. Decision to hold off on purchasing ambulances from current City contract using FY17 funding allocation is made.
- **April-June 2017** – Department researches alternative ambulances available and surveys the operations of other jurisdictions
- **July 2017** – Department submits and is approved for a formal pilot program request by the Office of Contract Administration to try out a smaller Sprinter ambulance
- **August 2017** – Department receives fleet approval for two pilot ambulances and forwards documentation for procurement to OCA
- **September 2017** – OCA issues purchase order for two smaller pilot ambulances from Leader Industries
- **December 2017** - January 2018 – Fire Department takes receipt of two ambulances and processes them through Central Shops for acceptance
- **February 2018** – Department initiates five-month pilot program for review of ambulances in the field and solicitation of feedback (form attached)
- **July 2018** – Completion of feedback and testing portion of pilot program
- **August-September 2018** - Recommendations and data summarized and forwarded to SFFD administration for formal review of pilot program
- **Fall 2018** – Decisions on ambulances to be purchase made and Department moves forward on procurement





# San Francisco Sheriff's Department FY 18-19 and FY 19-20 Budget



1186

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Budget & Finance Committee  
June 22, 2018





San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Expense Budget Base vs. Mayor Proposed (\$M)

|                        | Base          | Mayor         | Change (\$) | Change (%) |
|------------------------|---------------|---------------|-------------|------------|
| Salary/Fringe          | \$192,614,040 | \$192,849,460 | \$235,420   | 0.1%       |
| Materials & Supplies   | \$5,501,267   | \$5,501,267   | \$0         | 0.0%       |
| Professional Services  | \$12,666,587  | \$12,920,487  | \$253,900   | 2.0%       |
| CBOS                   | \$5,843,689   | \$7,718,689   | \$1,875,000 | 32.8%      |
| Facilities Maintenance | \$592,704     | \$592,704     | \$0         | 0.0%       |
| Svcs Of Other Depts    | \$17,072,715  | \$16,531,374  | -\$541,341  | -3.3%      |
| Total                  | \$234,291,002 | \$236,113,981 | \$1,822,979 | 0.8%       |





San Francisco Sheriff's Department  
FY18-19 and FY19-20



## BLA Proposal #1 (\$M)

|                      | Mayor       | BLA         | Change (\$) | Change (%) |
|----------------------|-------------|-------------|-------------|------------|
| Materials & Supplies | \$5,501,267 | \$5,337,146 | \$164,121   | 3.1%       |

### BLA Explanation Overview

SFSD has \$2.5 million in prior years' appropriations that were encumbered for contracts for materials and supplies but not yet spent; of the \$2.5 million, \$215,000 was encumbered more than two years ago.

### SFSD Response

The encumbered funds have been spent down since the this budget recommendation was made. While there have been instances where staff used new money instead of old, we expect to fully spend our Materials and Supplies budget this year. The expenses in this area include many specific items – we are over on some and under on others – but taken as a whole, it is balanced.





San Francisco Sheriff's Department  
FY18-19 and FY19-20



## BLA Proposal #1 (\$M)

|                      | Mayor       | BLA         | Change (\$) | Change (%) |
|----------------------|-------------|-------------|-------------|------------|
| Materials & Supplies | \$5,501,267 | \$5,337,146 | \$164,121   | 3.1%       |

- Total encumbrances reduced from \$2.5M to \$1.8M. Payments for food account for most of the decrease
- Food accounts for encumbrances of \$0.6M
  - 2 months remaining bills at ~\$0.3M/month
  - The Department requested an additional \$150,000 from Mayor in anticipation of the Good Food Purchasing requirements; this was not funded
- Uniforms account of encumbrances of \$0.6M
  - \$0.2 in outstanding uniform orders
  - \$0.3 for tactical vests
  - \$0.1 for uniforms for new recruits
  - Uniform budget in FY18-19; ~\$43,000 vs actual spending of ~\$400,000 in FY17-18 to support hiring of new deputies/cadets
  - The department requested an additional \$150,000 from Mayor for uniforms in support of ongoing hiring; this was not funded
- Miscellaneous supplies, including safety equipment and inmate institutional items, account for encumbrances of \$0.6M
  - Represents ~20% of budget for miscellaneous supplies to pay for April, May, June invoices





San Francisco Sheriff's Department  
FY18-19 and FY19-20



## BLA Proposal #2 (\$M)

|                       | Mayor        | BLA          | Change (\$) | Change (%) |
|-----------------------|--------------|--------------|-------------|------------|
| Professional Services | \$12,920,487 | \$12,894,987 | \$25,500    | 0.2%       |

### BLA Explanation Overview

The Department has \$535,648 in prior years' appropriates that have not yet been spent;

### SFSD Response

The Professional Services Budget includes 60 separate line items – some underspent and some overspent. Taken as a whole, the department has spent 100% of the original budget and has spent/encumbered over 99% of the revised budget that includes \$800,000 in carry forwards from FY 16-17 to FY 17-18.

1190





San Francisco Sheriff's Department  
FY18-19 and FY19-20



## BLA Proposal #2 (\$M)

|                       | Mayor        | BLA          | Change (\$) | Change (%) |
|-----------------------|--------------|--------------|-------------|------------|
| Professional Services | \$12,920,487 | \$12,894,987 | \$25,500    | 0.2%       |

- BLA's initially recommended Professional Services cut of \$95,000 for Electronic Monitoring (EM)
- Department demonstrated EM increase driving EM cost up by at least \$100,000
- New BLA cuts not supported by under spending
  - Line items within Professional Services includes source lines & use lines. Source lines will always show zero spending
  - Two line items in BLA report, Maint. Services and Other Current Expenses, are source lines only
  - Membership is a use line wherein the Mayor's proposed budget of \$40,205, an increase of \$8,205 from current year, is based on historical spending shared with BLA
- Professional Services budget category includes ~60 separate line items
  - Spending for some are over budget (i.e. training, over by \$226,555)
  - Spending for others are under budget (i.e. debt service, under by \$173,966)
  - Department has spent 100% of Professional Services original budget
  - Department has spent/encumbered over 99% of Professional Services revised budget (includes \$800,000 of carry forward)

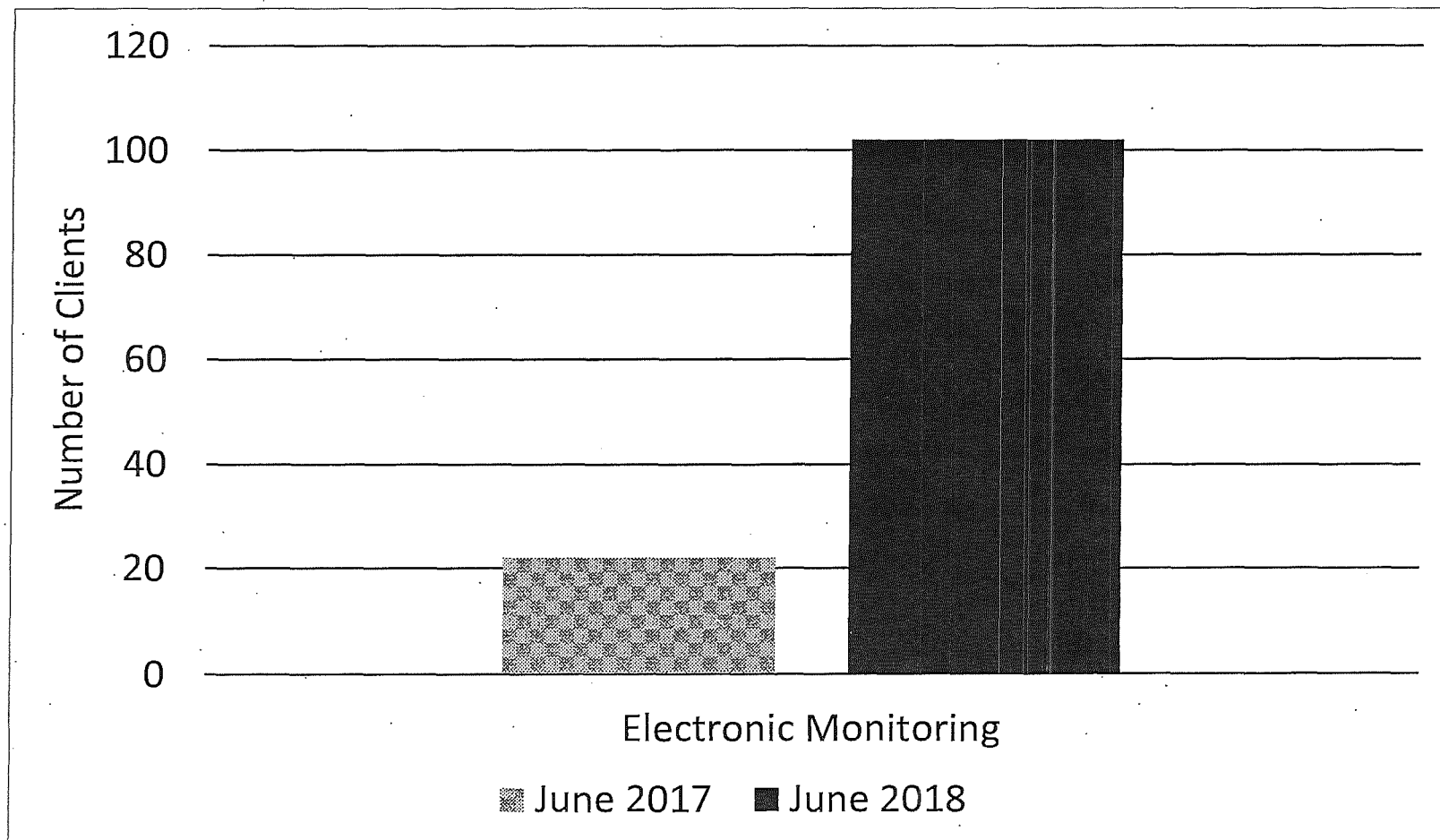




San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Growth of Electronic Monitoring Caseload







San Francisco Sheriff's Department  
FY18-19 and FY19-20



## BLA Proposal #3 and #4 (\$M)

|                               | Mayor       | BLA         | Change (\$) | Change (%) |
|-------------------------------|-------------|-------------|-------------|------------|
| Community Based Organizations | \$7,718,689 | \$7,483,689 | \$235,000   | 3.0%       |

### BLA Explanation Overview

The Department budget for Community Based Organizations (CBOs) increased by \$2.0M; SFSD has \$1.8 million encumbered for contracts for CBOs that is not yet spent, of which \$600,000 are for the contract with San Francisco Pretrial Diversion Project.

### SFSD Response

Total CBO budget allocated across 3 budget line items; BLA recommendations #3 and #4 target similar CBO funding. The department has spent down encumbered funds since this budget recommendation was made; now \$1.3M. The Mayor's proposed budget for CBOs increased by \$2.0M in support of three line items:

1. \$1.225M for San Francisco Pretrial Diversion Project
2. \$0.65M to replace grant funding in support of Misdemeanor Behavioral Court
3. \$0.25M to fund a 2.5% cost of living wage adjustment for CBO workers





San Francisco Sheriff's Department  
FY18-19 and FY19-20



## BLA Proposal #3 and #4 (\$M)

|                               | Mayor       | BLA         | Change (\$) | Change (%) |
|-------------------------------|-------------|-------------|-------------|------------|
| Community Based Organizations | \$7,718,689 | \$7,483,689 | \$235,000   | 3.0%       |

- Proposed BLA cuts #3 and #4 both target San Francisco Pretrial Detention Alternatives
- Humphrey Court decision, coupled with weekend/holiday coverage in support of re-envisioning goals, increased workload for Pretrial by 60%
  - Requested \$1.7M from Mayor to additional Pretrial workload; proposed budget funds \$1.2M
  - Reduced funding from Mayor based on limited funds, not lack of demonstrated need
- Since BLA ran their report, encumbrances have been reduced from \$1.8M to \$1.3M
  - Billing cycle lags 2 to 3 months
  - Encumbrance represents ~20% of total CBO budget to pay for April, May, June invoices

1194

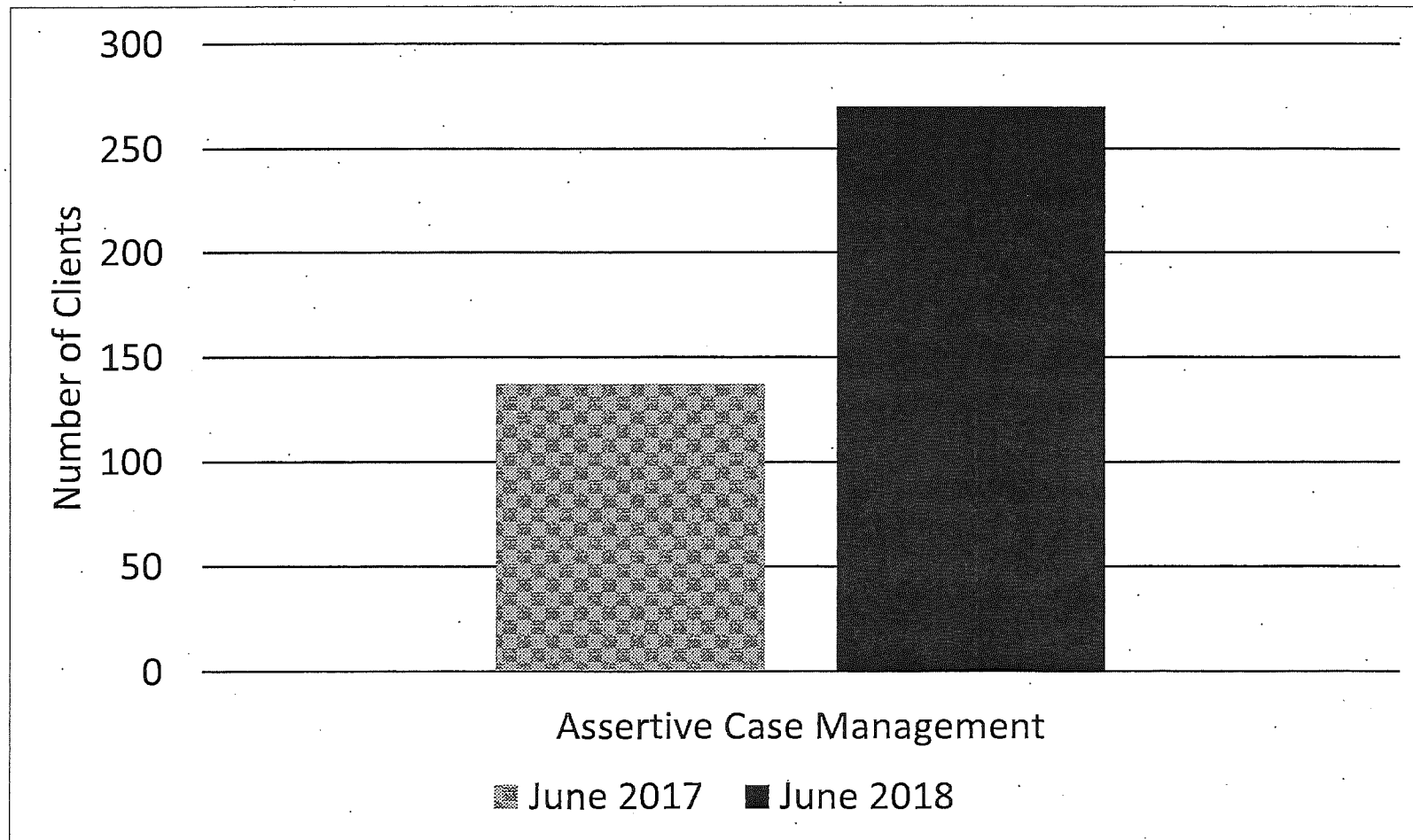




San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Growth of Pretrial Assertive Case Management Workload



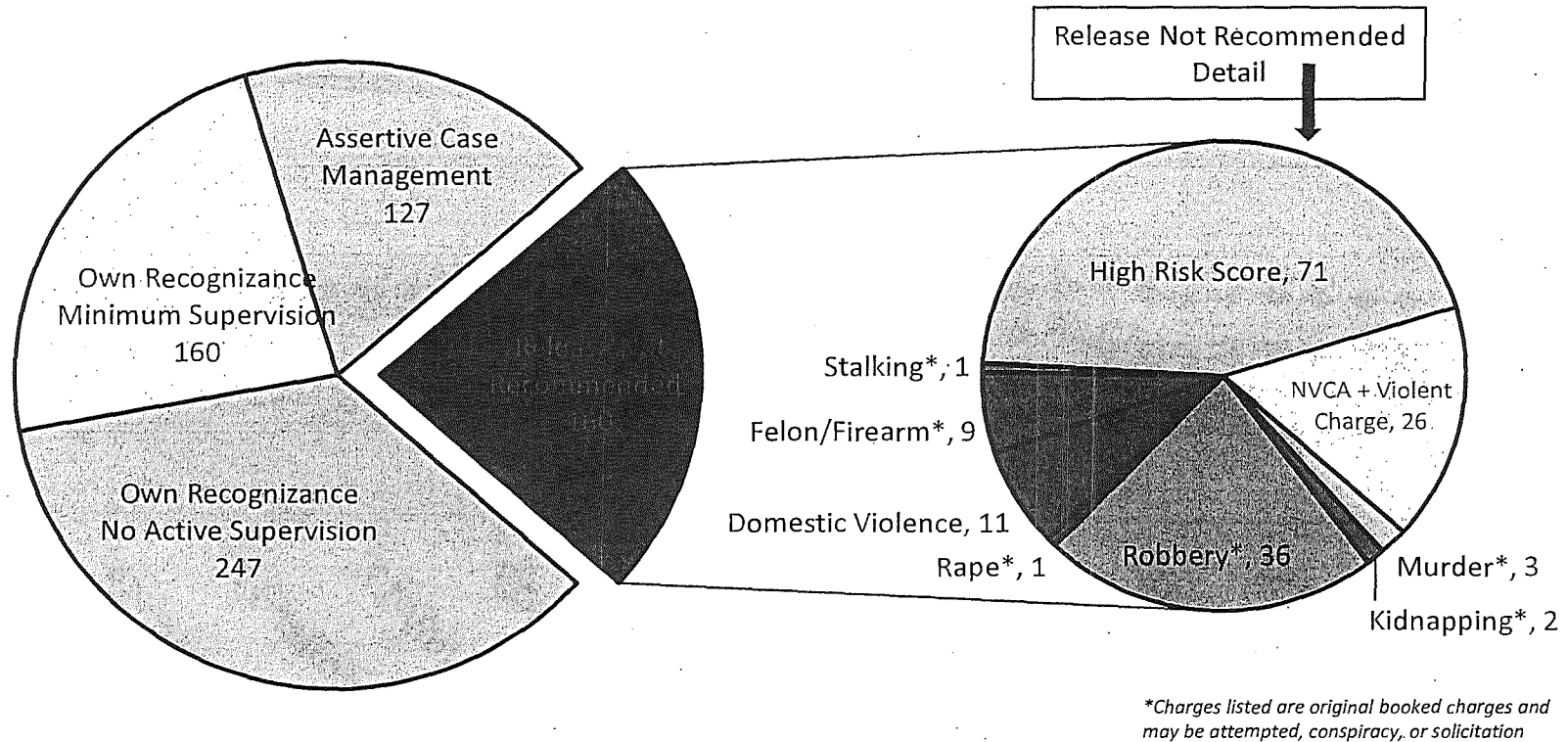




San Francisco Sheriff's Department  
FY18-19 and FY19-20



## Releases by Public Safety Assessment Recommendation First Quarter 2018



<sup>1</sup>Although release was not recommended, these 160 cases resulted in release and assignment to Pretrial; all were designated for Assertive Case Management (intensive supervision structured for defendant needs).

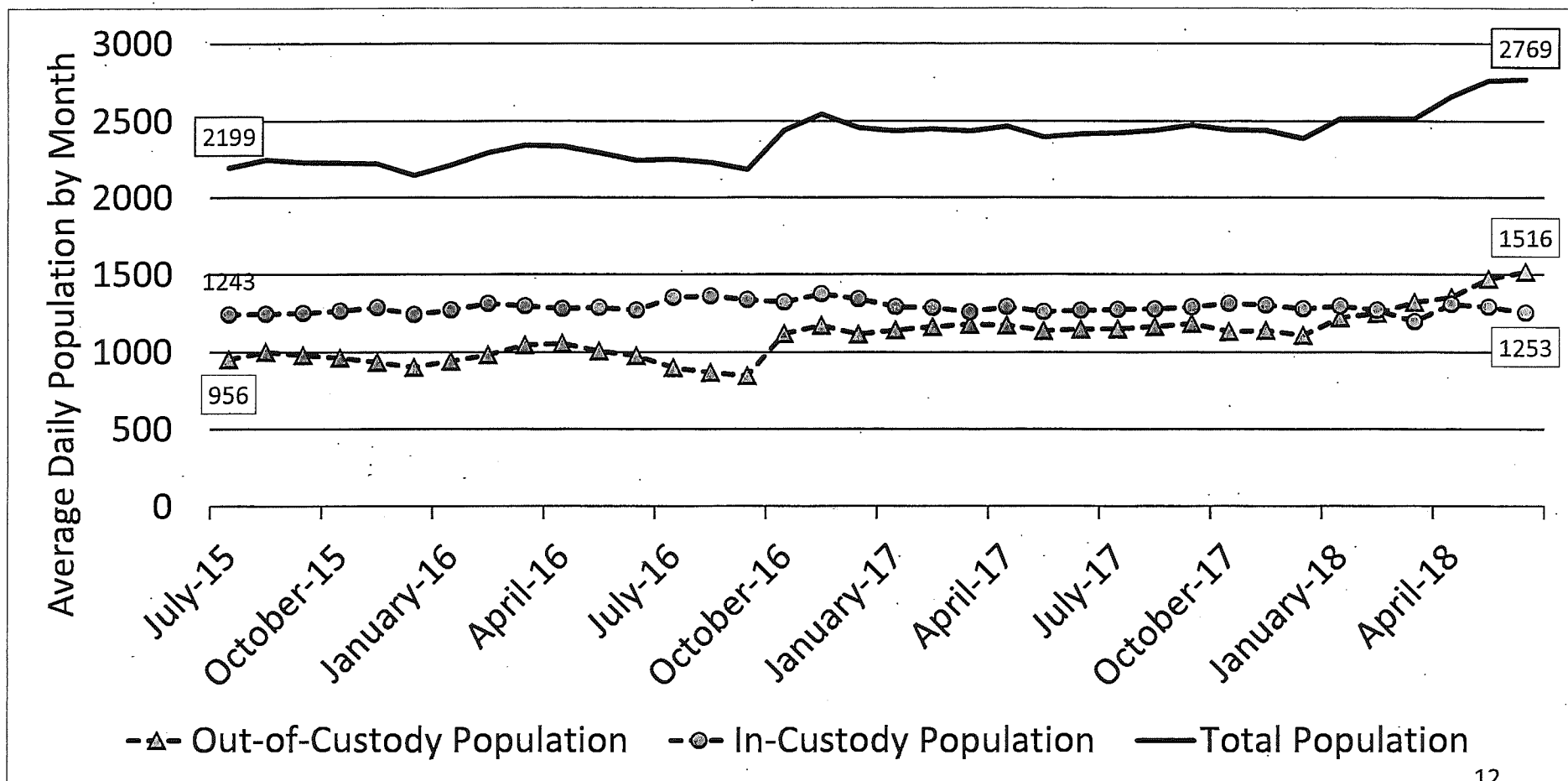




# San Francisco Sheriff's Department FY18-19 and FY19-20



## In-Custody and Out-of-Custody Populations





# FIBER for San Francisco

| Revised FiberSF Budget for 2018/2019 |                                                 | Estimated Cost     |
|--------------------------------------|-------------------------------------------------|--------------------|
| 1                                    | Project Manager (2080 hours)                    | \$250,000          |
| 2                                    | Market Study and Revenue Projections            | \$300,000          |
| 3                                    | Existing Utility Conditions Research & Analysis | \$1,100,000        |
| 4                                    | Network Pilot (Hardware, Software, Services)    | \$400,000          |
| 5                                    | <i>Sub Total</i>                                | <i>\$2,050,000</i> |
| 6                                    | Carry forward from 2017/2018                    | \$500,000          |
| 7                                    | Budget for 2018/2019                            | \$1,550,000        |









RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2018 JUN 12 AM 9:46

BY RB

# The Police Commission

CITY AND COUNTY OF SAN FRANCISCO

June 7, 2018

THOMAS MAZZUCCO  
Vice President

PETRA DeJESUS  
Commissioner

ROBERT M. HIRSCH  
Commissioner

JOHN HAMASAKI  
Commissioner

CINDY ELIAS  
Commissioner

Honorable Board of Supervisors  
City Hall, Room 244  
#1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Sergeant Rachael Kilshaw  
Secretary

Dear Honorable Supervisors:

At the meeting of the Police Commission on Wednesday, June 6, 2018, the following resolution was adopted:

## RESOLUTION NO. 18-37

### APPROVAL TO RECOMMEND THAT THE BOARD OF SUPERVISORS APPROVE A BUDGET MODIFICATION REALLOCATING \$6,174,380.23 IN SALARIES BUDGET TO INTERDEPARTMENTAL SERVICES FOR WORKER'S COMPENSATION

RESOLVED, that the Police Commission hereby recommend that the Board of Supervisors approve a budget modification reallocating \$6,174,380.23 in salaries budget to interdepartmental services for worker's compensation.

AYES: Commissioners Mazzucco, DeJesus, Hirsch, Hamasaki, Elias

Very truly yours,

Sergeant Rachael Kilshaw  
Secretary

San Francisco Police Commission

949/rct

cc: Director C. McGuire/Fiscal



**Wong, Linda (BOS)**

---

**From:** Cassandra Costello <cassandra@sftravel.com>  
**Sent:** Friday, June 08, 2018 4:07 PM  
**To:** Calvillo, Angela (BOS)  
**Cc:** Wong, Linda (BOS)  
**Subject:** Please Distribute  
**Attachments:** Thank you from Clean Safe Coalition to.pdf

Good Afternoon Angela,  
I hope you are well!

Can you please deliver the attached letter to each member of the board of supervisors? It should go on file with correspondence for the FY 18/19 budget process.

Let me know if you prefer that I send it to them directly.  
Thanks,  
Cassandra



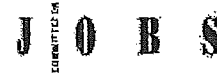
**Cassandra Costello** | VP, Public Policy & Executive Programs  
E cassandra@sftravel.com | T 415.227.2655 | F 415.227.2631

**San Francisco Travel** | One Front Street, Suite 2900 | San Francisco, CA 94111  
sftravel.com | Follow us on Facebook + Twitter

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June 23-24 SF Pride | July 20-22 Rugby World Cup Sevens

Got Meetings? Check Out Our Pick Two Promotion!





June 8, 2018

Mayor Mark Farrell  
San Francisco City Hall  
1 Dr Carlton B Goodlett Place  
San Francisco, CA 94102

Dear Mayor Farrell:

As committed business and neighborhood leaders of the Clean and Safe Coalition, we would like to thank you for your proposed investments to keep San Francisco clean and safe, while supporting our unsheltered neighbors and those suffering on our streets every day.

Thank you for your proposed investments in FY 2018-2019 budget to address homelessness, street cleanliness, and public safety. Thank you for listening to our concerns and committing the following investments:

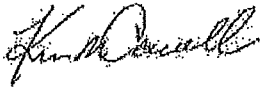
- \$4 million for permanent supportive housing
- \$1.2 million for the Homeward Bound program
- \$15.2 million for four new Navigation Center facilities
- \$1 million for rapid rehousing programs for Transitional Age Youth
- \$6 million for a dedicated drug addiction street team
- \$13 million for a comprehensive street cleaning program and staffed public toilets
- \$3.4 million for new street cleaning vehicles
- 250 additional sworn police officers
- \$8 million for 90 new 911 dispatcher recruits
- \$304 million for long-term improvement projects, including street resurfacing, sidewalk repair, and improvements to our park system

These investments will provide the much needed support to our neighbors in need, while addressing the serious concerns of our residents and visitors. On behalf of San Francisco businesses and residents, we thank you for your proposed investments in keeping San Francisco clean and safe for everyone.

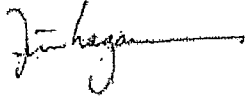
Sincerely,

Joe D'Alessandro | President and CEO, San Francisco Travel Association





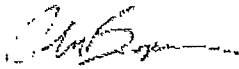
**Kevin Carroll** | Executive Director, Hotel Council of San Francisco



**Jim Lazarus** | Senior Vice President of Public Policy, San Francisco Chamber of Commerce



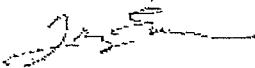
**Gwyneth Borden** | Executive Director, Golden Gate Restaurant Association




**John Bozeman** | Director, Government and Industry Affairs, Building Owners and Managers Association



**Cathy Maupin** | Executive Director, Yerba Buena Community Benefit District



**Tracy Everwine** | Executive Director, Civic Center Community Benefit District



**Troy Campbell** | Executive Director, Fisherman's Wharf Community Benefit District



**Chris Wright** | Executive Director, Committee on Jobs

CC: District 1 Supervisor Sandra Lee Fewer  
District 2 Supervisor Catherine Stefani  
District 3 Supervisor Aaron Peskin  
District 4 Supervisor Katy Tang  
District 5 Supervisor London Breed  
District 6 Supervisor Jane Kim  
District 7 Supervisor Norman Yee  
District 8 Supervisor Rafael Mandelman  
District 9 Supervisor Hillary Ronen  
District 10 Supervisor Malia Cohen  
District 11 Supervisor Ahsha Safai



## Wong, Linda (BOS)

---

**From:** Jessica Lum <jessical@sfrtravel.com>  
**Sent:** Friday, June 22, 2018 4:26 PM  
**To:** Wong, Linda (BOS)  
**Cc:** DPH - cassandra  
**Subject:** Letter of Support for Police Staffing Levels - SF Travel  
**Attachments:** SF Travel - Letter of Support for Increase Police Staffing.pdf

Hello Linda,

I hope you are well. San Francisco Travel would like to submit the attached letter of support urging the Budget and Finance Committee to approve the proposed increase of 250 uniformed police officers to the Police Department.

Could you please distribute the attached letter to the board and put it on file?

Thank you!



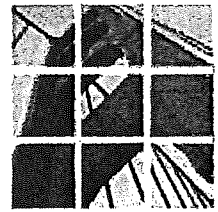
**Jessica Lum | Director, Public Policy & Executive Office Programs**  
E jessical@sfrtravel.com | T 415.227.2623 | F 415.227.2668

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June 22, 2018

The Honorable Malia Cohen  
Chair, Budget and Finance Committee  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, #244  
San Francisco, CA 94012

Re: Police Department Staffing Budget

Dear Supervisor Cohen,

On behalf of the San Francisco Travel Association, which represents over 1,300 businesses, I am urging the Budget and Finance Committee to approve the Police Department's funding request to increase staffing levels to meet the City's growing needs.

The Charter "minimum" police staffing levels, set by voters in 1994, was fixed at a time when the population was approximately 724,000, 20% lower than it is today. In 2017, San Francisco welcomed over 25 million visitors, compared to only 16 million visitors in 1999. This is an increase of approximately 25,000 more visitors per day from when the staffing levels were established.

There is a clear need for increased staffing. We believe the best way to deter crime and threatening street behavior is to put more officers on the beat in popular tourist attractions, neighborhood commercial districts, and transit hubs. We must also ensure that the City remains ahead of the curve with retirements and assure that response times to all crimes in progress are met. Our growing city needs to increase police staffing levels.

San Francisco Travel urges the Board of Supervisors to approve Mayor Farrell's four-year plan to increase the Police Department's uniformed force by 250 officers.

Sincerely,

Joe D'Alessandro  
President and CEO



**Wong, Linda (BOS)**

---

**From:** Board of Supervisors, (BOS)  
**Sent:** Tuesday, June 19, 2018 1:51 PM  
**To:** Wong, Linda (BOS)  
**Subject:** FW: Comment and requests for the Budget Approval of the SFPD and Office of the District Attorney

**From:** Justice for Luis Góngora Pat [mailto:justice4luis@gmail.com]  
**Sent:** Tuesday, June 19, 2018 6:49 AM  
**To:** Cohen, Malia (BOS) <malia.cohen@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Sheehy, Jeff (BOS) <jeff.sheehy@sfgov.org>  
**Cc:** TeaboMaya@gmail.com; Luis Poot <luisapoot@yahoo.com>; Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Subject:** Comment and requests for the Budget Approval of the SFPD and Office of the District Attorney

Dear Supervisors Cohen, Fewer, Stefani, Yee and Sheehy,

My name is Adriana Camarena and I am writing on behalf of the family of Luis Góngora Pat and our grassroots organization Justice and Honor for Luis Góngora Pat. We send our public comment to support the following requests with regards to the budgets of San Francisco Police Department (SFPD) and the District Attorney.

#### **SFPD**

In the context of racists texts, corruption scandals and a spike in police murders, the City ordered a reform of the SFPD in 2016. Since the reform began, no system of measurable outcomes and goals has been established for any of the substantive areas of reform since the process began. Except for community policing, there has been no progress towards even establishing a strategic plan for reform. As a result, neither the Supervisors nor the public (not even SFPD) know whether or not SFPD is making any progress in reforming its culture and conduct regarding intrinsic bias, community policing, use of force, hiring and recruiting practices or accountability.

**We respectfully ask the Supervisors to please place a significant hold on the SFPD budget—we suggest holding 25% of the budget and denying approval of a taser acquisition budget—until such a system for establishing and continuously monitoring and evaluating measurable outcomes and goals for the SFPD reform process is established.** The understanding is of course that this system will be established through community oriented processes to reflect community concerns that sparked the reform process to begin with. Once established, we request that the Supervisors continue to hold a significant percentage of the SFPD budget until there is demonstrable and significant progress towards meeting measurable goals and outcomes of reform.

**We commend Sup. Yee's resolution for a study to determine the correct department size and budget for SFPD, asking that this effort align to the recommendations and process of reform mentioned above.**

#### **District Attorney**

In regards to the Office of the District Attorney, in 2016, also in the context of community demands for reform and accountability, the Board of Supervisors approved a \$1.8 million (later \$1.5 million) dollar budget to establish the Bureau of Independent Investigations with the primary purpose of:



1. Investigating and reviewing all officer-involved shootings and in-custody deaths.
2. Investigating and reviewing all other excessive use of force cases.
3. Conviction review: assessing and remedying individual colorable claims of innocence and broadly examine cases of misconduct discovered through a proactive, internal lookback process

Since the BII was established there has not been one single OIS fatal or non-fatal of the 54 incidents that took place from 2011-2017 (or any other incident of excessive use of force for that matter) for which the D.A. has pursued criminal charges. We invite you to look at our online report on D.A. George Gascon's Scorecard on Charging SFPD Killings from 2011-March 2018: A 100% Police Impunity Rate!

As the Public Defender Jeff Adachi made clear after the D.A. announced his non-charging decision in the OIS cases of Mario Woods and Luis Góngora Pat a few weeks back, the D.A. has the evidence to pursue criminal charges against officers who kill unlawfully, but declines to do so on his own discretion. The D.A. Gascón has argued that the law makes supporting findings difficult, but what he is really doing by never pressing charges is impeding a full evidentiary case to be built and brought before a jury to decide on the merits of the case.

There are many cases in which on the basis of little evidence D.A. Gascón presses charges against citizens on a daily bases; cases that are later dropped or that he loses in court for lack of evidence, such as in the Kate Steiner tragedy. But we substantiate our doubt that the D.A. has no intention to pursue charges in OIS or other excessive use of force cases—thus mismanaging the BII and undermining its independence—when we realize that in all cases of non fatal OIS, D.A. Gascón always presses charges against the victim in a police shooting (e.g. Sean Moore, Randall Dunklin, and currently Oliver Barcenas to just name a few salient cases).

We believe that the D.A. is mismanaging the BII so that it never fulfills its purpose. **We support Sup. Cohen's call to audit the Office of the D.A., and specifically request that an exhaustive audit of the BII be carried out to understand how its budget has been used to meet its purpose.** Until results are given by the BII (aligned also to the Blue Ribbon Panel and DOJ recommendations), **we ask that quarterly audits be carried out with regards to how the BII is meeting its primary purpose of INDEPENDENTLY reviewing SFPD excessive use of force cases and conviction reviews.**

**We also request** that the results of such an audit be reviewed with the D.A. present in a committee of the whole of the BOS or at least of the B&F Committee, allowing for public comment.

Without decisive oversight from the Budget and Finance Committee of the BOS, regarding the use of public monies to finance the SFPD and the BII of the D.A., the reform process will be a complete failure and waste of taxpayer dollars.

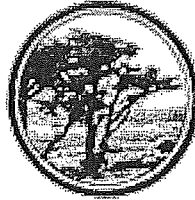
Thank you for your consideration,

**Adriana Camarena with *José Góngora Pat*, brother of Luis Góngora Pat killed by SFPD, and his cousins *Carlos Poot Pat* and *Luis Poot Pat***

--  
Justice and Honor for Luís Góngora Pat  
Justicia y Honor para Luís Demetrio Góngora Pat  
[www.justice4luis.org](http://www.justice4luis.org)



# SAN FRANCISCO PUBLIC GOLF ALLIANCE



1370 Masonic Ave., San Francisco, CA 94117 • 415-290-5718 • [info@sfpublicgolf.org](mailto:info@sfpublicgolf.org)

June 20, 2018

San Francisco Board of Supervisors  
Budget and Finance Committee  
Supervisor Malia Cohen, Chair  
City Hall, Room 210  
1 Dr. Carlton B. Goodlett Pl.  
San Francisco, Ca. 94102

BOARD OF SUPERVISORS  
SAN FRANCISCO  
2018 JUN 20 PM 2:51

Re: Budget & Finance Committee Hearing, June 21, 2018, 10 a.m.  
File #180574 / San Francisco Recreation and Park Department Budget

**San Francisco Public Golf Alliance supports the Rec & Park Budget,  
Including its fee Increase package for the City's municipal golf courses.**

Dear Chairperson Cohen and Supervisors,

San Francisco Public Golf Alliance is a pro-bono, non-profit public benefit organization with 6,500-plus members – men, women, seniors and juniors, across the full spectrum of race, preference, and socio-economy, who use and care deeply about golf and San Francisco's city-owned public courses. Our members include residents of every neighborhood and players at every public course in the city. Since 2007 we have closely followed, and on numerous occasions we and our members have appeared in large numbers in person and in writing before Your Board and several other local, state, and federal governmental agencies, in support of public golf and the public courses.

We come now to Your Board in support of the Rec & Park Department's proposed 2018-2019 and 2019-2020 Budget, and specifically the fee increases reflected in the proposed amendments to Park Code Sections 12.12 and 12.20, including an extension of "flexible pricing," increase in tournament fees, super-twilight rates, and imposition of a \$2-per-9-hole "Special Projects Maintenance Fee," as spelled-out at Section 12.12(f) of the proposed revised Park Code.<sup>1</sup> Taken together these will mean the golfers will pay more and the City will gain substantial increased revenues from the golf courses, as projected at pages 3-4 of the Department's May 17, 2018 Staff Memo to the Rec & Park Commission.<sup>2</sup>

<sup>1</sup> The draft code changes are at <https://drive.google.com/open?id=1-pJ1f5y1tGw7vUV9YxYA0GlpvIJwYGxn>, where revised Park Code Section 12.12(f), which established the Special Projects Maintenance Fee, reads:

(f) Special Projects Maintenance Fee. The Department shall require each player at Harding Park, Fleming, Lincoln Park, Sharp Park, and Golden Gate Park who is above the age of 17 to pay an additional fee for that Golf Course of \$2 per nine holes, which the Department shall set aside in a separate fund for that Golf Course to pay for special maintenance repairs or course improvements.

<sup>2</sup> The Staff Memo to the Rec & Park Commission, dated May 17, 2018, is found at this link: [https://drive.google.com/open?id=1PFuYugN\\_sv7ZfxN1jwgTUEkVU5G35uMy](https://drive.google.com/open?id=1PFuYugN_sv7ZfxN1jwgTUEkVU5G35uMy)



On behalf of our members, San Francisco Public Golf Alliance supports this fee increase proposal because of the Department's commitment to now create a "Special Projects Maintenance Fee" and set-aside fund to address long-deferred maintenance and deteriorating infrastructure, which have been particularly problematic at Sharp, Lincoln, and Golden Gate. Deferred maintenance and deteriorating infrastructure at the city's recreational facilities have for years been identified by city residents, RPD staff, and the city's outside consultants as a major chronic problem.<sup>3</sup>

Even after application of the Special Maintenance Fee, the proposed new resident rates are very reasonable – in fact, significantly lower at all courses, except Harding, than at the surrounding public courses.<sup>4</sup> And the Special Projects Maintenance Fee and set-aside represents a beginning step by the Department to finally address the longstanding deferred maintenance and infrastructure deterioration problems at the golf courses. So the San Francisco Public Golf Alliance is pleased to support the Department's 2018-2019 and 2019-2020 Budget, including the golf fee increase proposals and revision of Park Code Sections 12.12 and 12.20.

Very truly yours,  
San Francisco Public Golf Alliance

*Richard Harris*



Richard Harris and Bo Links, Co-Founders

cc:

Phil Ginsburg, Mark Buell, Dana Ketcham, Lyn Nelson, Dan Burke, Tom Smith, Mike Ippolito, Bob Downing, Lauren Elliot, Lisa Villasenor, Mark Duane, Lance Wong, Tom Hsieh

---

<sup>3</sup> Recreation Assessment Report, San Francisco Recreation and Park Department, Leon Younger & PROS, LLC, Aug., 2004: <https://www.slideshare.net/SFOceanEdge/leon-younger-recreation-assessment-report-san-francisco> "Department Weaknesses. Facility Conditions. Although there is a benefit to the community to have a good number of recreation facilities and program space, it is equally important to assure the facilities are kept in good condition and inviting. Many [citizen focus group] comments were made about the deteriorating conditions found at the recreation facilities. These conditions were cited as a reason recreation facilities are not used. . . The Department is at a point where it can no longer reduce maintenance. . . repairs needed to be made to keep the facilities inviting. . . The City does not have an on-going capital improvement budget to address deferred maintenance needs. . . Staff Focus Group Results Summary. The general perception expressed by staff is that recreation facilities are run down and not maintained well." *Id.*, at pages 5-6. . . .  
"Section 6. Implementation Approach. . . The public desires access to quality recreation. . . facilities. . . The five major moves the Department must incorporate . . . [include] . . . Recreational facilities will be valued Community assets by upgrading and maintaining all indoor and outdoor facilities in need of major repair . . ." *Id.*, at page 42.

<sup>4</sup> See, e.g., the published rates at San Mateo's municipal Poplar Creek Golf Course: <http://www.poplarcreekgolf.com/course/rates/>



## FACT SHEET: NUHW and Richmond Area Multi-Services (RAMS)



In October of 2017, mental health providers at RAMS voted by more than a 90% margin to join the National Union of Healthcare Workers (NUHW). Caregivers are now negotiating a labor contract with RAMS administrators.

### About RAMS:

RAMS is a non-profit mental health agency offering over 30 clinical programs at over 130 sites across San Francisco. According to RAMS, it offers “comprehensive services that aim to meet the behavioral health, social, vocation, and education needs of the diverse community of the San Francisco Area.” Included among the RAMS’s programs is its Broderick Street Adult Residential Facility, where it provides board & care, mental health, and medical support services to adult residents who would otherwise be at risk for homelessness. The organization aims to provide culturally competent care with a special focus on Asian & Pacific Islander American and Russian-speaking populations, and serves around 18,000 adults, children, youth and families annually.

### NUHW’s Members at RAMS:

- NUHW represents 107 mental health clinicians at RAMS. These clinicians care for children, adolescents, and adults, and represent over 30 job classifications, including Mental Health Counselors and Consultants, Behavioral Health Counselors, Clinical Supervisors, Psychiatric Nurse Practitioners, among others.
- 65% of NUHW’s RAMS members live in San Francisco, with the largest concentration living in the 94121 ZIP code (Richmond/Outer Richmond). Nearly 10% of members live in Oakland, with others commuting to San Francisco from as far away as Richmond and San Jose.
- On average, NUHW’s RAMS members have worked at the organization for 3.5 years, with four employees having worked at RAMS for over 20 years.
- Workers’ median hourly wage rate is \$24.04. The lowest wage rate is \$18.00 (a Case Manager/Outreach Worker). At RAMS, the average hourly rate earned by licensed mental health clinicians is \$24.46, significantly lower than the City and County of San Francisco start rate of \$40.25 for similar classifications (MFTs), nearly 45 percent below the comparable start rate of \$44.95 for MFTs working at Kaiser Permanente, and \$3 to \$12 lower than the start rate at local mental health nonprofits, including La Clinica de la Raza and Asian Health Services.
- Nearly one-third of NUHW’s RAMS members have active licensure in a psychology or mental health profession (i.e., MFT, LCSW, PsyD, among others).

### RAMS’ Finances:

RAMS receives the majority of its funding from ongoing contracts with the San Francisco Department of Public Health (DPH). For the year ended June 30, 2016, RAMS received \$18 million in government grants and contracts. For the year ended June 30, 2017, RAMS reported \$19.94 million in total revenues and \$369,702 in net income. In 2018, RAMS contracted with a new third-party administrator for health benefits. As part of this arrangement, the health plans being offered to employees are now different. For example, the 2018 Kaiser plan offered to employees is a high deductible plan instead of a traditional Kaiser HMO plan as was offered in prior years. This new arrangement is expected to save RAMS a significant amount in the coming years.



**RAMS's Financial Performance (Source: Audited Financial Statements)**

|                   | FYE June 30, 2017 | FYE June 30, 2016 |
|-------------------|-------------------|-------------------|
| Net Income/(Loss) | \$369,702         | \$421,097         |
| Net Income Margin | 1.85%             | 2.19%             |

Additionally, at the end of June 2017, RAMS held \$5.89 million in cash and investments and reported total net assets of \$4.39 million.

**RAMS's Funding:**

RAMS has an annual operating budget of approximately \$24 million and receives the majority of its funding from the SFPDH's Community Behavioral Health Services (BHS). BHS funds RAMS to provide a range of services, including residential mental health treatment, adult outpatient care, child outpatient care, prevention and early intervention services for children age 0-5, and numerous workforce development programs. RAMS is the primary community partner for San Francisco's Wellness Initiative which implements wellness programs at a variety of SFUSD schools. This particular initiative is jointly funded by SFPDH, SF Department of Children, Youth and Their Families, and the San Francisco Unified School District. About 20% of RAMS members work for the Wellness Centers. RAMS also receives funding from SFPDH Housing & Urban Health, the California Department of Rehabilitation, fee-for-service programs, and private contributions.

**NUHW's Proposal:**

The cost of NUHW's first-year proposal is \$602,751 - this amount factors in the planned 2.5 percent cost-of-living adjustment. NUHW is requesting that \$602,751 be allocated to RAMS during the budget add-back process. The below table provides an overview of how this amount was derived.

The majority of RAMS's NUHW members live in the San Francisco Bay Area, and face high costs of living. Negotiating improved wages and benefits is a priority for RAMS clinicians--and this would also improve RAMS's ability to attract and retain a stable, qualified, and experienced workforce.

NUHW's proposal would enable RAMS workers to earn sustainable, market-rate wages, and continue to provide consistent, high-quality care to the community.

**Estimated Costs of NUHW's Proposal:**

|                                                                            | Annual Increase - Year 1 |
|----------------------------------------------------------------------------|--------------------------|
| NUHW Proposal Cost: Wage Increase                                          | \$678,199                |
| NUHW Proposal Cost: Retirement/Health Insurance Contribution (\$350/month) | \$324,552                |
| City of San Francisco: Nonprofit 2.5% Cost-of-Living Adjustment (COLA)     | (\$400,000)              |
| <b>TOTAL:</b>                                                              | <b>\$602,751</b>         |

Notes: (1) Estimated costs are based on NUHW's 107 bargaining unit members at RAMS and (2) estimated revenues from a 2.5% COLA, pending final approval by the San Francisco Board of Supervisors.

\*

\*

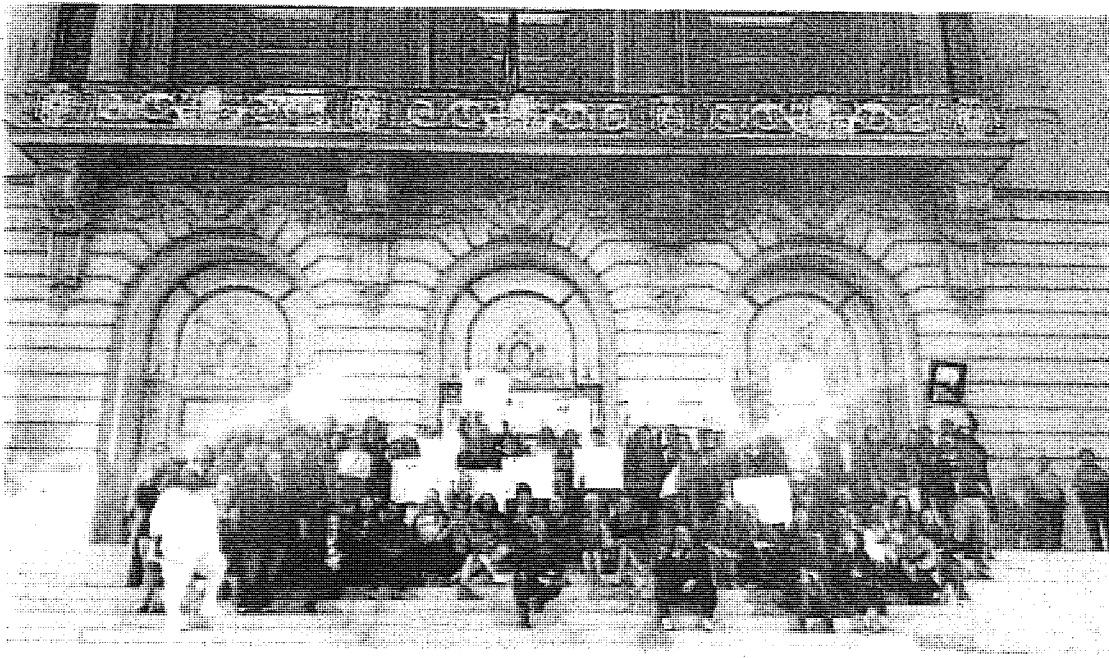
\*

**About NUHW:**

Founded in 2009, NUHW is the nation's fastest growing healthcare union, representing 14,000 mental health clinicians, nurses, nursing assistants, medical technicians, clerks, and service workers. NUHW mental health clinicians are leading the fight to end the stigma surrounding mental illness, provide better access to care, and enforce mental health parity rules so that patients get the treatment they need when they need it.



Addressing  
*Violence Against Women*  
in the  
*FY 18-19*  
*Budget*



*No One Left in the Shadows*  
*The VAW Community*  
*Working Together to Save Lives*



Let's Look at the Data





# Department on the Status of Women



San Francisco, CA 94102  
415.355.2000

San Francisco, CA 94102  
415.355.2000

## Violence Against Women Prevention and Intervention (VAW) Grants Program FY2016-2017 Year-End Performance Summary

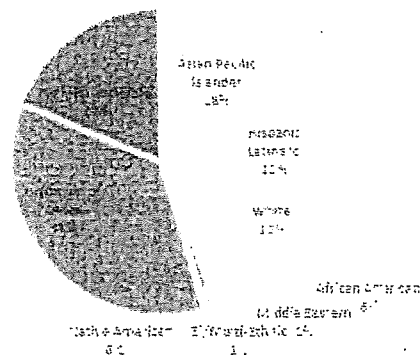
In Fiscal Year 2016-2017 (FY16-17), the Department on the Status of Women distributed grants totaling \$6,106,806, to 39 programs that provided violence against women prevention and intervention services, including domestic violence, sexual assault, and human trafficking, in six core service areas: Crisis Lines, Intervention and Advocacy, Legal Services, Prevention and Education, Emergency Shelter, and Transitional Housing. During FY16-17, Partner Agencies served a total of 23,489 individuals and provided approximately 30,416 hours of supportive services. We saw an 8% increase in funding from FY 2015-2016 and an 11% increase in the number of individuals served.

### Ethnicity, Gender and Age

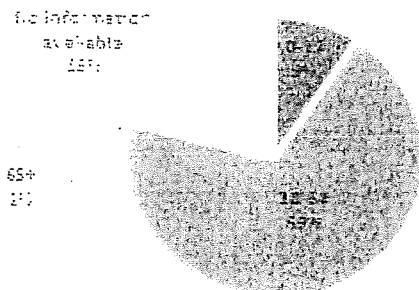
Due to the confidential nature of the work, particularly for crisis line services, the ethnicity and age of many individuals served are unknown. While every effort is made to collect the age and ethnicity of clients, some individuals elect not to disclose or report this information. During FY16-17, Partner Agencies served 23,489 individuals. No demographic information based on ethnicity or age was available for 4,423 clients. The charts and tables below reflect the total number of individuals served, including those who declined to report any demographic information.

| Ethnicity                | Female        | Male         | Trans      | Total         |
|--------------------------|---------------|--------------|------------|---------------|
| Asian Pacific Islander   | 2,883         | 1,306        | 13         | 4,202         |
| Hispanic Latina/o        | 2,073         | 159          | 63         | 2,295         |
| White                    | 2,084         | 143          | 47         | 2,274         |
| African American         | 1,223         | 90           | 49         | 1,362         |
| Middle Eastern           | 212           | 8            | 1          | 221           |
| Bi/Multi-Ethnic          | 205           | 62           | 35         | 302           |
| Native American          | 24            | 4            | 1          | 29            |
| Unknown or Other         | 8,194         | 147          | 40         | 8,381         |
| No information available |               |              |            | 4,423         |
| <b>Total</b>             | <b>16,898</b> | <b>1,919</b> | <b>249</b> | <b>23,489</b> |

Individuals Served  
by Ethnicity (n=23,489)



Individuals Served  
by Age (n=23,489)



| Age                      | Female        | Male         | Trans      | Total         |
|--------------------------|---------------|--------------|------------|---------------|
| 0-17                     | 1,368         | 827          | 13         | 2,208         |
| 18-64                    | 15,163        | 910          | 285        | 16,308        |
| 65+                      | 367           | 182          | 1          | 550           |
| No information available |               |              |            | 4,423         |
| <b>Total</b>             | <b>16,898</b> | <b>1,919</b> | <b>249</b> | <b>23,489</b> |



### Additional Characteristics

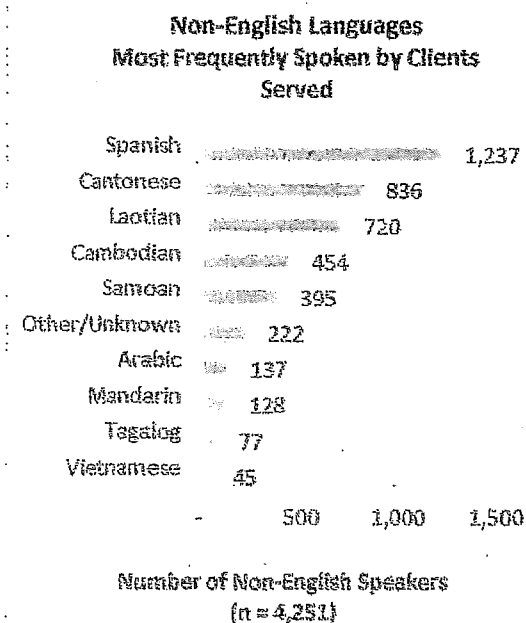
The strength of the Partner Agencies providing services is in their capacity to serve such a broad array of community members. What follows is a summary of the disability status, sexual orientation and languages spoken by clients served by the Violence Against Women Prevention and Intervention Grants Program.

Of the 23,489 individuals served during FY16-17, 4,251 individuals (18%) spoke a language other than English. The left table below presents the most frequently spoken languages. A total 596 individuals identified as Lesbian, Gay, Bisexual, Queer, Questioning, or Other, representing 3% of all individuals served. A total of 1,277 cases of disability were reported by individuals served, though it is possible that some individuals may possess multiple disabilities, and other disabilities were undeclared.

| Language Spoken                         | Total        | %   |
|-----------------------------------------|--------------|-----|
| Vietnamese                              | 45           | 1%  |
| Tagalog                                 | 77           | 2%  |
| Mandarin                                | 128          | 3%  |
| Arabic                                  | 137          | 3%  |
| Other/Unknown*                          | 222          | 5%  |
| Samoan                                  | 395          | 9%  |
| Cambodian                               | 454          | 11% |
| Laotian                                 | 720          | 17% |
| Cantonese                               | 836          | 20% |
| Spanish                                 | 1,237        | 29% |
| <b>Total Non-English Speakers (18%)</b> | <b>4,251</b> |     |
| * less than 1% of all other languages   |              |     |

| LGBQQ Identity                                 | Total      | %   |
|------------------------------------------------|------------|-----|
| Lesbian                                        | 125        | 21% |
| Gay                                            | 122        | 20% |
| Bisexual                                       | 121        | 20% |
| Queer                                          | 143        | 24% |
| Questioning                                    | 19         | 3%  |
| Other                                          | 66         | 11% |
| <b>Total LGBQQ-Identified Individuals (3%)</b> | <b>596</b> |     |
| Straight/Heterosexual                          | 7,258      |     |
| Unknown/Declined to State                      | 15,635     |     |

| Disability                                    | Total        | %   |
|-----------------------------------------------|--------------|-----|
| HIV/AIDS                                      | 21           | 2%  |
| Visual Impairment                             | 23           | 2%  |
| Deaf/Hearing Impairment                       | 34           | 3%  |
| Developmental Disability                      | 38           | 3%  |
| Chemical Dependency                           | 131          | 10% |
| Physical Disability                           | 338          | 26% |
| Mental Disability                             | 351          | 27% |
| Other or Unknown                              | 341          | 29% |
| <b>Total individuals with Disability (5%)</b> | <b>1,277</b> |     |
| No demographic information available          | 22,212       |     |





### **Description of Services Provided**

In FY16-17, the Department funded 39 programs operated by 27 Partner Agencies through our Violence Against Women Prevention and Intervention Grants Program. The VAW Grants Program provides funding for six core service areas: Crisis Lines, Intervention and Advocacy Services, Prevention and Education Services, Legal Services, Emergency Shelter, and Transitional Housing.

The Department funds two crisis lines that operate 24 hours a day, 7 days a week to support survivors of violence in San Francisco. Crisis calls received by the domestic violence and sexual assault hotlines funded by the Department can involve hours of intervention services, including phone counseling and safety planning. In total, the VAW Partner Agencies fielded 15,257 service calls; among these fielded 13,632 of these were crisis calls.

Following a crisis, clients may require long-term counseling and case management to gain stability in their lives. VAW Partner Agencies provided 7,110 hours of counseling in FY16-17, which included individual and group counseling. Intervention and advocacy programs funded by the Department provided a total of 10,047 hours of case management. Advocates of these programs provided accompaniment, case management, safety planning, counseling, information, referrals, and support to empower survivors in leaving and healing from the violence they experienced.

The Department also funds 14 programs to provide prevention and education services, including workshops to survivors, youth, and those at risk in the community. Among the services provided are self-esteem and healthy relationship workshops for youth and young adults, self-defense training sessions for women, life-skills and support groups for survivors of abuse, and training on elder abuse for health and social service providers. Although these Partner Agencies primarily focus on prevention and outreach, often survivors and those at-risk come forward in need of crisis intervention and emotional support. In total, the VAW Partner Agencies provided prevention services, educational workshops and training to 11,029 individuals.

The Department funded five (5) legal services agencies in FY16-17 that provided 13,259 hours of legal and supportive services. A few examples of legal services provided by these agencies include assistance with applying for restraining orders, advocacy and court accompaniment during child custody cases or divorce proceedings, public benefits and support with immigration procedures.

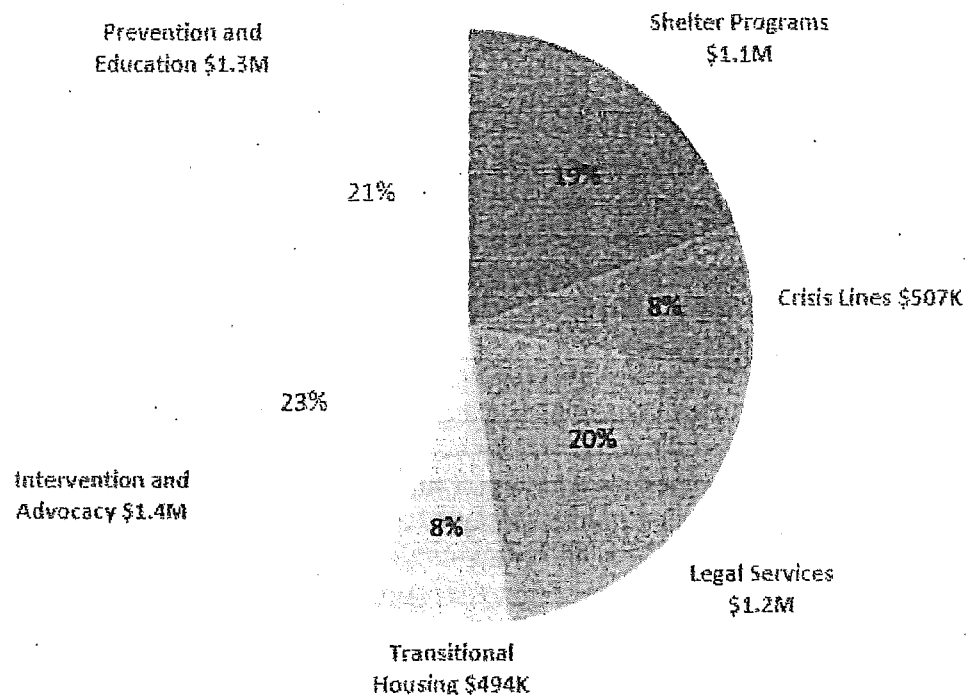
The Department funded three (3) emergency shelter programs in FY FY16-17 which provided 4,057 bed nights to women and their children escaping domestic violence. The Department also funded four (4) transitional housing agencies which provided 15,612 bed nights to women seeking long-term stability. In addition to providing much needed shelter and housing these organizations also provided case management, counseling, and advocacy services. These same organizations turned away 172 women and children from shelter, and 231 women and children from transitional housing.

Technical assistance is another type of service that the Department funds. Technical assistance includes training other community service providers or volunteers about working with a specific population of clients, such as the elderly, transgender, LGBQQ, or limited English speaking clients. Training staff is a necessary component of ensuring high-quality, culturally-appropriate services. This year VAW Partner Agencies provided technical assistance to 527 service providers of other agencies.



## VAW Funding Allocation & Partner Agencies

### VAW GRANT PROGRAM FY2016-2017 FUNDING



The Department on the Status of Women distributes grants to fund violence against women prevention and intervention services. The above graph represents each service area that was funded during Fiscal Year 16-17, which received an annual budget of \$6.1 Million. A list of the Partner Agencies providing these services are displayed subsequently.

| Partner Agencies        |                               |
|-------------------------|-------------------------------|
| Crisis Line Services    |                               |
| S.F. Women Against Rape | Sexual Assault Crisis Line    |
| W.O.M.A.N., Inc.        | Domestic Violence Crisis Line |



| <b>Intervention &amp; Advocacy</b>           |                                                               |
|----------------------------------------------|---------------------------------------------------------------|
| APA Family Support Services                  | Home Visitation                                               |
| Asian Women's Shelter                        | San Francisco Options for Comprehensive Action for Youth      |
| Asian Women's Shelter                        | Trans Services                                                |
| Donaldina Cameron House                      | Asian Domestic Violence Advocacy                              |
| La Casa de las Madres                        | Safe Housing – Crisis Intervention for S.F. Housing Authority |
| Mujeres Unidas y Activas                     | Sanando el Alma                                               |
| Not For Safe                                 | Reinvent: Bay Area                                            |
| San Francisco Network Ministries             | San Francisco Safe House                                      |
| S.F. Women Against Rape                      | Sexual Assault Advocacy                                       |
| St. James Infirmary                          | Violence Prevention and Intervention for Sex Workers          |
| W.O.M.A.N., inc.                             | Therapy and Latina Case Management Program                    |
| <b>Prevention, Education, &amp; Training</b> |                                                               |
| Asian Pacific Islander Legal Outreach        | Asian Anti-Trafficking Collaborative                          |
| Asian Women's Shelter                        | Arab Women's Services                                         |
| Community Initiatives                        | El/La Para Trans Latinas                                      |
| Community United Against Violence            | Community Building Services                                   |
| Community United Against Violence            | LBT Women's Prevention & Education Project                    |
| Community Youth Center                       | Young Asian Women Against Violence                            |
| Filipino Community Center                    | Babae Domestic Violence Program                               |
| Glide Foundation                             | Glide Women's Center                                          |
| Horizons Unlimited of San Francisco          | Females Against Violence Peer Leadership Program              |
| LYRIC                                        | Queer and Trans Youth Overcoming Violence                     |
| Mission Neighborhood Centers, Inc.           | Real Arising Issues Creating Empowered Students               |
| S.F. Women Against Rape                      | Sexual Assault Education                                      |
| S.F. Women Against Rape                      | Students Talking About Non-Violent Dating (STAND)             |
| Women in Dialogue                            | In Defense of Prostitute Women's Safety                       |
| <b>Legal Services</b>                        |                                                               |
| Asian Pacific Islander Legal Outreach        | Asian Pacific Islander Domestic Violence Project              |
| Bay Area Legal Aid                           | Domestic Violence Legal Services                              |
| Legal Aid Society – Employment Law           | Project SURVIVE                                               |
| San Francisco Bar Association                | Cooperative Restraining Order Clinic                          |
| San Francisco Bar Association                | Justice & Diversity Center: Legal Services Programs           |
| <b>Emergency Shelter Programs</b>            |                                                               |
| Asian Women's Shelter                        | Domestic Violence Shelter Program                             |
| La Casa de las Madres                        | Domestic Violence Shelter Services                            |
| St. Vincent de Paul – Riley Center           | Rosalie House – Domestic Violence Shelter Services            |
| <b>Transitional Housing</b>                  |                                                               |
| Gum Moon Women's Residence                   | Transitional Housing for Immigrant DV Survivors               |
| Jewish Family and Children's Services        | Dream House                                                   |
| Mary Elizabeth Inn                           | Inn Roads                                                     |
| St. Vincent de Paul – Riley Center           | Brennan House                                                 |



Let's Hear from Those Doing the Work...



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**APA Family Support Services**

According to the 2010 Bay Area Census, Asians and Pacific Islanders represents 34% of San Francisco's population. Citywide, 50% of San Francisco's API residents have limited English skills and 61% are immigrants. Only 38% of Asians in San Francisco have attained a college degree (Census 2004), and Asians' per-capita income in San Francisco is 48% that of whites (SF 2010-14 Consolidated Plan). API children represent the largest number of children living in poverty in the city. In Chinatown alone, a remarkable 81% of households have incomes of less than \$45,000. Low-income immigrant API parents usually are unaware on how to achieve financial stability in the U.S; how to access online information for jobs, benefit and banking; and how to build their family assets as they are unfamiliar with the workings of the US system. Additionally, they often find it hard to adjust in the new environment and need assistance accessing resources in the community. Financial instability can also cause strain in a family's relationship, which may in turn lead to arguments, unhealthy relationships and even domestic abuse.

Many of our clients refuse to acknowledge abuse because of the shame, stigma and because they don't have the financial resources to break free. Our staff plays a crucial role in helping our clients overcome the barriers they face as new immigrants-monolingual, lack of self-sufficiency, limited education, and conditional or no legal residency status. The increasing high cost of living and affordable housing shortages makes it challenging for our clients to find options to transition from an abusive environment and collocated to a safe and healthy home. During this political time, the attitude and response to immigrants are unfavorable adding on to the fear that traps victims in an abusive relationship. A 20% increase will help with staff retention so that we can continue to sustain and output quality services in the prevention of domestic violence and child abuse, and promotion of family economic success. Investing in staff retention is an investment in preserving our families and SF communities. Our staff has built rapport with our clients and the community. Because we cannot address the long-term housing situation, the 20% increase to help retain our staffing, provide our clients a sense of security and reassurance to have staff support to be informed, protect themselves and navigate community resources. A 20% increase will help us to continue to help our clients find their voice, be empowered and seek justice for their abuse by their significant other, a family member and or by the system.



The key to preventing domestic violence is to stop it from happening before it begins. With the 20% increase, we can continue to provide our clients with strategies that promote healthy behaviors in relationships. Our home visitation program provides preventive services to families and young children. Due to language barrier, disability, and fear that prevent them from leaving home and visiting our center or any service centers, our bilingual, trained staff brings information, resources and support to the families. During the home visits, we assess needs and identify goals with the clients and follow-up on progress to achieve goals. We provide information and support, including accompanying them to doctor visits, school appointments and other community events to help them be familiar with their environment and build confidence to go on their own. We connect them to counseling support and other services in our FRC programs as well as other community events opportunity that may benefit the family in their neighborhood. Depending on the level of need and readiness of clients, our case managers provide individualized service plan for each client that includes ESL tutoring, financial literacy and management information, skills and resources; as well as employment, vocational and education assistance. Essentially to help clients build confidence, skills and knowledge to be self-sufficient. Any cuts to our VAW funding and program, will affect our ability to protect our clients, SF families and communities already living in the City's shadows.

Vignette:

Sally is a 26 years old, who came to USA from Thailand as a student four years ago. A year later, she went to live with her boyfriend, a Thai-American who promised to sponsor her to become a US resident through marriage. After two years living with the boyfriend, she found out that he had a lot of debt from gambling. She quit school, lost her legal status in USA, and started to work because he said he needed more income to pay off the debts. Then they could marry and she could get her green card. She helped him pay off his first big debt but there were more. She became stressed out and complained to him that he must stop gambling. He increased his drinking and started verbally and physically to abuse her. She went to the Thai temple and a temple member referred her to Lao Seri Association for help. Lao Seri offered to refer her to legal advice but she refused to go because she had heard about the crackdown on undocumented aliens. She started to come to the Domestic Violence workshop. After individual counseling, she receives help in relocating to another place with a roommate so she could stay away from the boyfriend.

Family advocate continues to work with Sally on personal safety – not to tell the boyfriend where she lives and to be sure to have a mobile phone handy to call the Hotline for emotional support and if he does bother her to call 911 if she feels unsafe. Family advocate is working with her to be informed and build up her confidence, so she can further protect herself by going to a lawyer and get legal advice on her options.





## Legal Outreach

*Formerly Nihonmachi Legal Outreach*

"I'm not formally educated, and I can't read or write. I have always tried to be a good person though. My husband promised me he would stop hurting me once we got to America. I have no family, friends, or support here, and I have two children to raise. He beat me like I wasn't even human, like I was a dog. I had nowhere to go. The police referred me to API Legal Outreach. They spent the time to explain to me the laws in America and my rights and options. They helped me get custody of my children, which is the most important thing, and I am so thankful for that."

**A 20% increase in Department on the Status of Women Violence Against Women Program Funding will sustain** the provision of legal services to the underserved, low-income immigrant women and children, in the languages and cultural contexts these populations are most familiar with. We are a survivor-centered organization, working to empower survivors so they can empower themselves.

Since 1975, we have dedicated ourselves to serving survivors of domestic violence, sexual assault, stalking, and trafficking. We are an active member of San Francisco collaboratives and consortiums, working closely with other local community-based organizations to provide legal and social services to survivors of violence against women and human trafficking.

Our services are holistic—all survivor needs are met through coordinated services from API Legal Outreach and partner organizations, including: counseling, transitional housing, protection orders, and more. If a survivor requires assistance with immigration, housing, public benefits, or another legal issue, they are represented in those areas as well. To truly promote the safety and well-being of survivors, we acknowledge that their widespread needs are interconnected and must therefore all be addressed. Our holistic service model is effective, but can weigh heavily on our funding.

**A 20% increase in funds will:**

- ❖ **Enable us to enhance holistic services** through access to additional resources such as psych evaluations for disability waivers for VAW survivors with disabilities.
- ❖ **Help build capacity** such as through potential partnerships with court reporters who can assist with depositions and direct subpoenas to gain critical information from perpetrators of violence.
- ❖ **Alleviate pressures** stemming from costs for parking, phone, legal printing and paper supplies, and other necessary fees that accumulate quickly and are often overlooked by available public and private funding.

The survivors we serve face innumerable barriers due to language, differing cultures, cultural stigma, economic status, and more. We confront their daily struggles with them by working directly in the community, as a part of the community. Our clients often express relief at finding an agency that speaks their language. It is crucial that we continue to strengthen our capacity, so our services remain accessible to these survivors.





AWS has provided comprehensive programs and services for survivors of domestic violence and human trafficking for nearly 30 years. Having grown from a shelter program designed to support Asian immigrant women in establishing lives free from violence, AWS's current programs span residential and non-residential services and community-based education and empowerment programs. AWS serves primarily immigrant and refugee, limited English proficient (LEP) survivors across the gender spectrum. The foundation for of AWS's programs and services is the AWS Multilingual Access Model (MLAM), through which AWS trains 40-50 volunteers, bilingual advocates and interpreters each year. These trained language advocates provide DV-specific interpretation and culturally appropriate emotional support in 42 languages for all residential services and non-residential programs and advocacy efforts. AWS's language access model program also extends to the Citywide MLAM Program—a membership language access program through which four other domestic violence programs have direct access to AWS's trained language advocates, thereby expanding language and cultural access to their services. AWS is nationally recognized for its language access model and interpreter training, and technical assistance on both to other agencies statewide and nationally. AWS is also deeply rooted in its local work, sustaining collaborations, partnerships, and shared funding that build a stronger safety net for San Francisco communities. AWS currently shares funding with WOMAN Inc., LYRIC, and APILO; we regularly share clients and provide complementary services with LYRIC, APILO, CUAV, Cameron House, Riley Center, La Casa, CROC, MUA, BALA, SF WAR, SF Bar Association, Gum Moon, and APA Family Services.

Thanks to recognition by the Major and the Department on the Status of Women, AWS has expanded its programs for survivors over the last several years, paying special attention to heightened vulnerabilities of Arab and Muslim survivors, sex-trafficked youth, and transgender survivors of violence. However, in part because of growing community needs in response to the housing crisis in the city, we continue to depend on individual fundraising and unrestricted funding to cover important agency and program needs, including:

- **Full funding of administrative positions**, including Executive Director, Associate Director, Data and Reporting Officer, and Finance team. The importance of each of these staff positions cannot be overstated, as they relate to agency leadership, representation, quality control, and impeccable financial management.
- **Sustainable program staff positions**: We currently supplement government funding with unrestricted funds to maintain, but not increase, salaries. San Francisco needs a safety net staffed by strong advocates who can actually afford to live in the areas in which they work. More so than ever before, sustainable staff salaries and modest salary growth are critical for our agencies' sustainability.
- **Full funding to meet case management and mental health needs of Arab and Muslim survivors** through AWS's Arab Women's Services Program.
- **Technical needs**, including upgrading of computer equipment, purchasing of software and training in the use of up-to-date documentation and reporting programs, and ongoing IT maintenance for modern and smooth organizational operation. With the rising demands from federal and state funders for hour by hour reporting of staff time, this has become a major task for the agency.
- **Unfunded needs of survivors**: We also use donations and unrestricted foundation funds to try to support needs of survivors including move-in support to independent stable housing, emergency food, transportation, language support, and activities that increase community building for survivors.

**A 20% increase in DOSW Violence Against Women program funding will sustain AWS's four current programs funded by DOSW (AWS Shelter Services, AWS Trans Services, AWS Arab Women's Services, and AWS San Francisco Options for Comprehensive Action for Youth) and help AWS address the funding shortfalls listed above.**

We would be very happy to provide additional information on our services, funding needs, and program successes. Please contact: Orchid Pusey, Acting Executive Director, 415-751-7110, [orchid@sfaws.org](mailto:orchid@sfaws.org).





The intensive, comprehensive representation BayLegal provides survivors of domestic violence and sexual assault is dependent on support afforded through the Department on the Status of Women by the City and County of San Francisco. An increased investment by the City of 20% of the current violence against women funds allocated to CBOs would permit BayLegal to increase some services to clients, improve staff retention, and expand some violence prevention efforts.

**Increased Services:**

- Language Access: Staff in our office can assist clients in Spanish, Cantonese, Mandarin, Vietnamese and Russian. However, given our client volume, scheduling conflicts and occasional requirements for professional interpretation, additional funding focused on language access would permit us to serve more clients more expeditiously in a linguistically competent manner, and would include interpretation services for our deaf clients who require American Sign Language interpretation or Communication Access Realtime Translation services.
- Targeted Outreach: Outreach efforts targeted to populations that are not accessing services commensurate with the levels of domestic violence they are experiencing could be increased. Previous efforts have focused on the African-American and LGBTQ communities, but should be expanded.

**Violence Prevention Initiatives:**

- Gun Relinquishment: Our regional scope has allowed us to participate in innovative prevention efforts that can be replicated in San Francisco. BayLegal was instrumental in the development of the San Mateo county gun relinquishment protocol along with the San Mateo County Sheriff's office. We can bring out experience with the development and implementation of this policy to assist San Francisco to create its own policy regarding those subject to restraining orders.

**Sustainability:**

- Competitive Salaries: This year alone, three senior staff attorneys left BayLegal to pursue higher paying opportunities in our community. Although we routinely use law student volunteers to increase the volume of clients we serve and variety of services we can provide, we have yet to recruit volunteer law students or staff for our family law unit this year. In this economic climate, we need to provide compensation that allows law students, support staff and attorneys to live and work in San Francisco, or nearby.
- Commercial Rents: In 2017, the rent in our San Francisco office increased and we now pay 50% more than we did in the past. Moving forward, our San Francisco office rent will increase by 3% each year. These pressures on non-profit businesses must be factored into the equation of sustainability and cannot be offset by simple cost of living allowance increases.



## There Is A Cost To Saving Lives

**Donaldina Cameron House** is a multi-service agency based in San Francisco Chinatown serving the needs of the community since 1874. We empower generations of Chinese American individuals and their families to fully participate in and contribute positively toward a healthy society. We put our Christian faith in action to help people learn, heal, and thrive.

**“Empowering and Saving Lives.”** Staff at Cameron House may not be wearing life jackets or bullet proof vests in the front line rescuing people each day, but we are truly saving lives. Each day, we are empowering and supporting domestic violence survivors to be safe and equipping them with knowledge and resources so that they can be self-sufficient.

**“Sustainability.”** Because Cameron House has multi-lingual and culturally competent staff who speak Cantonese, Mandarin, and Vietnamese, many in the Asian community may not be able to access these services if budget cuts were to occur. As a reminder, 34% of the population in San Francisco is Asian, and the Chinese population is the largest Asian ethnic group in the city. Without these crucial services, families and the community as a whole will be in dire situations. Because San Francisco is such a diverse city and is a Sanctuary City, there may be more people who are in vulnerable and challenging situations coming into San Francisco for help in addition to people already living in the city. All of us need to be prepared for that. Therefore, there should be NO CUTS to our funding; rather, there should be consideration in increases.

Cameron House's **Asian Domestic Violence Intervention and Advocacy Program** provides holistic services to domestic violence survivors and their children. We provide case management and support services, such as, but not limited to, interpretation, information and referrals to shelters, health, welfare, educational, employment, and legal services, and accompaniment to court and the immigration bureau. Also we have a monthly support group for domestic violence survivors and their children so that they don't have to be isolated. Instead, they will have a sense of belonging to a community and network by meeting others who share similar experiences. Through the support group, survivors grow and heal together. For survivors who are not comfortable to be in groups, we offer individual and family counseling where the healing could be more individualized and tailored to their specific needs.

If Cameron House were to receive a **20% increase** to our Violence Against Women funding through the Department on the Status of Women (DOSW), this will help us build our capacity to provide deeper and more quality programming. The funding increase will help us improve our office technology, pay for staff development and training, offer a more competitive salary and healthcare benefits package to keep multi-lingual and skilled staff in this field of work, and compensate for transportation and parking costs when we accompany survivors to their appointments. Programs do not run on its own. Each day, staff are the ones who support, guide, and empower survivors. They are the ones who save and impact lives. Programs need to survive in order to help people survive.





community united against violence

Community United Against Violence (CUAV) has been working to create sustainable forms of safety within LGBTQ communities, particularly those most affected by violence for 37 years. These survivors receive life-saving and life-affirming services at CUAV, which help mitigate the effects of domestic/intimate partner violence, anti-LGBT violence and harassment, police brutality and state violence. At CUAV we work to create and maintain deep relationships and strong ties with all service providers and organizations in the vein of being part of a strong safety net for survivors of violence.

At CUAV we work to center those most affected by violence, and the support of local government, and departments like the Department on the Status of Women's VAW funds are crucial investments in how people get healthy and find safety, and build safety-creating skills and patterns in their lives, which includes intimate relationships, and friendship circles. Thanks to these funds our Prevention & Education Program creates opportunities for survivors of violence, their allies and friends, service providers and community members to work together to come up with strategies and practices that prioritize healing from violence and safety in their lives.

Our ask again this year is for a 20% increase to have a continuity of quality service provision, of essential services being uninterrupted, despite current the political climate and the economic hardship brought upon the city's most marginalized and vulnerable communities, which include the LGBTQ communities. And this includes providing a competitive salary for our staff.

We cannot stress enough the imperative role a city plays in the health and safety of its constituents. But nothing says more than how the city provides for those most impacted by socio-economic and political struggles and the ones who are there to help. We believe San Francisco and its Mayor want to do all that they can to support and sustain the services organizations like CUAV provide. We are a safety net, but also a strong partner with City Hall. That is some of the connective tissue that makes our work possible and sustainable.

This ask is about building the scaffolding that gives us the long view on violence against women and how to address it and help people heal. This funding is about investing in our communities and our staff, and about the partnering necessary to continue to be here for those we serve.

Thank you.



Impact Statement: A 20% Increase in funding from DOSW/VAW

El/La Para TransLatinas started in 2006, and since then, we have always fought for the rights of translatinas. **El/La is an organization for transgender Latinas that works to build collective vision and action to promote our survival and improve our quality of life in San Francisco.**

A key issue facing the translatinas community in San Francisco is trauma: traumas caused by transphobia, intimate partner and/or anti-immigrant violence. The increasing criminalization of immigrants under the current administration adds fear to that trauma. Our work bridges the LGBTQ, immigrant and anti-violence movements.

With funding from DOSW we provide services called *TU YA!* (*Translatinas Unidas YA!*), which is violence prevention education and healing for the translatina community within the unique safe space we have created. El/La utilizes (1) peer-to-peer outreach and engagement and (2) partnerships to improve cultural competency and access as the primary strategies to engage members of the translatinas community. El/La's outreach workers "meet their peers where they are at," through street and bar outreach, increasing the translatinas community's awareness of the range of programs available through El/La.

For 4 hours per week for 18 weeks (DOSW portion), *TU YA!* (*Translatinas Unidas YA!*) provides a unique safe space for translatinas to cultivate their leadership and advocate for the safety and visibility of their community. Facilitated by guest presenters and El/La staff members, these groups address such topics as Harm Reduction, Healthy Relationships, Self-Esteem, and Non-Violent Communication (NVC). Each year, a minimum of 10 unduplicated translatinas participates in the DOSW-supported portion of *TU YA!*

With a 20% increase in funding, we could increase our outreach efforts, bringing more women into our safe space. Each woman who comes through our door is welcomed like family, and then receives the tools and support to enhance her healing processes. A 20% increase in funding actually has an exponential impact on our capacity. We won't just serve 20% more women, with increased funding, efficiencies are gained, and we can provide more and higher quality services to more individuals.

Violence against transgender individuals is at an all-time high in this country. Similarly, violence against immigrants is at an all-time high. But we are lucky, because San Francisco is a sanctuary city and so we are honored to have the opportunity to increase our services here for Translatinas.



In Defense of Prostitute Women's Safety Project (IDPWS) provides a comprehensive prevention of violence program including community education, public awareness, and education on violence against sex workers. Through these activities, we aim to build public support for city policies which prioritize protection over prosecution with a view to helping prevent rape and other violence including murder. Studies show that sex workers are 40 times more likely to be murdered than other women.

A 20% increase would have a major impact on the work of the IDPWS, a group with one of the smallest grants. Several years ago, we organized a successful campaign to change the rules governing compensation for sex workers so that sex workers who are victims of violence could get compensation. They had been previously denied. More work is needed to inform sex workers of this right and how to apply, and to inform agencies and others of this and other changes in access to compensation. A 20% increase would enable us to strengthen our organizational capacity: by upgrading our technology and other resources to expand our public awareness, education and advocacy on violence against sex workers and allow for more service hours.

IDPWS is one of the few places victims can turn to for help with getting justice and compensation for violence. We also prioritize outreach to immigrant sex workers who are one of the most vulnerable, underground and hidden sectors facing high levels of rape and other violence. Most don't report violence to the police for fear of arrest and deportation. A 20% increase would enable us to print more of our project brochures in Spanish, and increase our outreach to the Latinx community. The more visible our public advocacy is against violence against sex workers, the more concern there is on the part of the public, City officials and others to address this problem. It is also harder for serial murderers and other violent men to operate with impunity with more public scrutiny. Many sex workers are mothers, so the impact of increased services would impact families. This money will help save women and girls' lives.



Mujeres Unidas y Activas (MUA) is a grassroots organization of Latina immigrant women with a dual mission of promoting personal transformation and building community power for social and economic justice. Since 1989, MUA has created a safe haven for Latina immigrant women suffering from domestic violence, poverty, and exploitation. We are a peer-led organization and as such all direct services staff (except for our supervising psychotherapist) are former clients of our program. All our services are conducted in Spanish, with translation services available for immigrant speakers of indigenous languages of Guatemala and Mexico. All services are provided free of charge.

With support from DOSW, we are currently supporting over 300 DV survivors per year at our Mission District office with crisis intervention and advocacy, including:

- Drop-in support groups and peer counseling
- Short term psychotherapy (individual and group)
- Coaching and case management
- Intensive support to file police reports, take batterers to court, and retain child custody
- Help navigating the bureaucracy to access additional services, including CalVCP
- Mental health evaluations that are required to file for a U-Visa
- Leadership training programs for survivors to become state-certified Domestic Violence Advocates
- Childcare for all services with providers trained to support children exposed to early trauma.

We are a safety net agency for women in crisis who often do not receive services due to language barriers or waiting lists. For example, women who qualify for CalVCP (state-funded victims compensation programs) have to wait 8 months before they can begin to receive psychotherapy, and waiting lists at other local agencies with Spanish speaking staff are very long.

A 3% budget cut would require us to significantly cut back hours for our childcare program. Less childcare available would mean fewer women can access our services. We estimate this could result in up to a 15% drop in women receiving services.

A 20% budget increase would allow us to expand our psychotherapy program, currently in very high demand. Over 50% of our therapy clients utilize our services to file for U-visas, which means they can adjust their immigration status, gaining work permits and economic independence. We would also significantly expand our group therapy and group coaching programs, both of which we keep limited to 10 women twice per year, or 40 women total. With increased capacity we would do more community outreach knowing that we would no longer have waiting lists for any of our services. Many more women could gain access to greater support, helping them gain independence and stability more quickly as they recover from the effects of violence.





**Impact of 20% Increase in Department on the Status of Women  
Violence Against Women Program Funding  
FY 18 -19**

Founded in 1973, San Francisco Women Against Rape (SFWAR) is a community-based, anti-sexual assault, social justice organization. We provide support to sexual assault survivors, their families, and communities, and use education and community organizing as tools of prevention. We believe that ending all forms of oppression is integral to ending sexual assault. We are women of color-led and prioritize working with and for communities facing multiple forms of violence and oppression.

A 20% increase in Department on the Status of Women Violence Against Women Program Funding will position SFWAR to sustain and expand our work with San Francisco's most marginalized populations and respond to the increasing cost of living in San Francisco City & County.

In 2006, SFWAR undertook an extensive community mapping project. Through that process we identified five groups that experience critically high rates of sexual violence. Those groups are youth, marginally housed and homeless women, Latina immigrants, queer/LBT women of color, and formerly incarcerated women. In addition, these groups are often very much underserved. Over the past twelve years, SFWAR has diligently worked to build services with and for these communities rooted in cultural humility. An increase in DOSW Violence Against Women Program funding will support SFWAR in enhancing our community specific direct service and prevention education efforts with these vulnerable populations. In addition, increased funding will allow SFWAR to continue to enhance and expand our newly launched Disability & Deaf Services Program.

The current economic context continues to pose unique concerns that impact the sustainability of our critical work with vulnerable populations. It is imperative that SFWAR continue to realign our salary structure to ensure sexual assault survivors skilled staff and to ensure staff a just and living wage. COLA alone will not adequately address the extent of the salary structure realignment necessary. And, as our program work grows, we require additional office space to house our work; skyrocketing rents make this challenging to achieve.

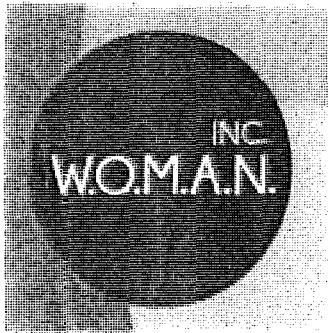
At this time, increased funding with absolutely no cuts is critically necessary for all DOSW funded Violence Against Women Program Partners. Thank you for your thoughtful consideration and your support.

Most Respectfully

Janellé L. White, Ph.D.  
Executive Director

SAN FRANCISCO WOMEN AGAINST RAPE  
3543 18<sup>th</sup> Street #7, San Francisco, CA 94110  
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26 Boardman Pl.  
San Francisco, CA 94103  
Tel: 415.864.4777  
Support Line: 415.864.4722  
877.DVHELPU  
[www.womaninc.org](http://www.womaninc.org)

Thank you for the opportunity to outline the benefits of a 20% increase in funding for W.O.M.A.N., Inc. Based in San Francisco's SOMA neighborhood, W.O.M.A.N., Inc.'s mission is to support those impacted by violence using an innovative approach to services and programs that build stronger, safer communities.

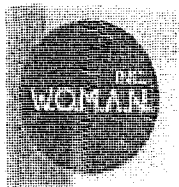
We serve all those impacted by domestic violence in San Francisco (including survivors, their friends and families) with a 24-hour support line, drop-in support, individual and group therapy, support groups, Latinx-specific programming, volunteer programming, and community education and outreach activities. Our community education and empowerment efforts directly address domestic violence, violence against women, and discrimination that disproportionately impacts women (particularly low-income women of color) and LGBTQ communities. Rooted in inclusion and intersectional feminism, our approach to empowerment meets each survivor "where they're at" as the expert of their situation. We provide resources and ongoing support to facilitate self-determination and independent decision-making affecting all facets of a survivor's individual and family life.

W.O.M.A.N., Inc. seeks a model of sustainability for its operations, ensuring access to programs and services for the community. Attracting and retaining qualified trained staff and volunteers is integral in providing these services. In the last few years, the landscape in San Francisco has changed dramatically and W.O.M.A.N., Inc. is responding to those changes. Over half of the core staff have left the City within the last few years due to rising housing [living] costs. W.O.M.A.N., Inc. recognizes the need to compensate key personnel at sustainable levels and has raised salary levels for core staff 57% since 2011; yet W.O.M.A.N., Inc. core staff compensation remains at 2/3 of the median income in San Francisco of \$80,700; for program advocates [at minimum wage] the compensation falls at 1/3 of the median.

W.O.M.A.N., Inc. has adapted to the changing landscape by cutting operational costs where possible, such as moving into a paperless environment as well as ensuring key infrastructure is in place to allow staff to work remotely in serving the community. We remain committed to working collaboratively with funding agencies to enable W.O.M.A.N., Inc. to attract and retain highly skilled trained staff and volunteers.

Cost of living increases in SF impact not only its non-profit organizations, of course. These cost of living increases make low cost/free services for survivors of trauma more important than ever. Many survivors who, at one time, may have been able to pay for expensive mental health services and programs find themselves without the funds needed to maintain these services. Funneling additional funds to VAWA grantees is pivotal during this time of change in the city and in the country. As a result of increased funding, W.O.M.A.N., Inc. could serve more survivors, their family and friends. In addition, we could widen our scope of impact by increasing outreach not only by adding staff but by continuously engaging our Latinx leadership advocates who are trained DV advocates. We could also





## **Women Organized to Make Abuse Nonexistent, Inc.**

move closer to providing equitable compensation for our Latinx staff members who are bilingual/bicultural given that their added skills are vital to the work.

We hope to receive an increase in funding; VAWA grantees will ensure that not only is our funding base strengthened, but the survivors of violence in the city will reap the benefits of our increased capacity.

Thank you!



Our Proposal...

Increase to VAW Funding - \$1,260,493



Department on the Status of Women  
Violence Against Women Prevention and Intervention (VAW) Grants Program

*This is only an approximation and for discussion purposes only....*

| Agency by Service Category                     | Programs                                                       | FY 2017-2018<br>General Fund Base |  | Proposed 20%<br>Increase (Across<br>the Board) |
|------------------------------------------------|----------------------------------------------------------------|-----------------------------------|--|------------------------------------------------|
| <b>Domestic Violence Shelter Programs</b>      |                                                                | <b>W/O MLFs</b>                   |  |                                                |
| Asian Women's Shelter                          | Domestic Violence Shelter Program                              | 212,207                           |  | 254,648                                        |
| La Casa de las Madres                          | Domestic Violence Shelter Services                             | 512,176                           |  | 614,811                                        |
| St. Vincent de Paul (Riley Center)             | Rosalie House                                                  | 235,503                           |  | 282,604                                        |
|                                                | <b>Subtotal for DV Shelters</b>                                | <b>959,886</b>                    |  | <b>1,151,863</b>                               |
| <b>Crisis Line Services</b>                    |                                                                |                                   |  |                                                |
| S.F. Women Against Rape                        | Sexual Assault Crisis Line                                     | 171,798                           |  | 206,158                                        |
| W.O.M.A.N., Inc.                               | Domestic Violence Crisis Line                                  | 359,913                           |  | 431,896                                        |
|                                                | <b>Subtotal for Crisis Line Services</b>                       | <b>531,711</b>                    |  | <b>630,053</b>                                 |
| <b>Legal Services</b>                          |                                                                |                                   |  |                                                |
| Asian Pacific Islander Legal Outreach          | Asian/Pacific Domestic Violence Project                        | 359,045                           |  | 403,854                                        |
| Bay Area Legal Aid                             | Domestic Violence Legal Services                               | 263,443                           |  | 316,132                                        |
| S.F. Bar Volunteer Legal Services              | Justice and Diversity Center (VLSP)                            | 272,550                           |  | 327,060                                        |
| S.F. Bar Volunteer Legal Services              | Cooperative Restraining Order Clinic (CROC)                    | 322,059                           |  | 386,471                                        |
| Legal Aid Society - Employment Law Center      | SURVIVE                                                        | 70,521                            |  | 846,252                                        |
|                                                | <b>Subtotal for Legal Services</b>                             | <b>1,287,618</b>                  |  | <b>1,545,142</b>                               |
| <b>Transitional Housing</b>                    |                                                                |                                   |  |                                                |
| Gum Moon Women's Residence                     | Transitional Housing for Immigrant Domestic Violence Women     | 106,406                           |  | 127,687                                        |
| Jewish Family and Children's Services          | Dream House                                                    | 86,985                            |  | 104,382                                        |
| Mary Elizabeth Inn                             | INNroads                                                       | 159,292                           |  | 191,150                                        |
| St. Vincent de Paul (Riley Center)             | Brennan House                                                  | 336,129                           |  | 403,355                                        |
|                                                | <b>Subtotal for Transitional Housing</b>                       | <b>688,812</b>                    |  | <b>826,574</b>                                 |
| <b>Intervention &amp; Advocacy Programs</b>    |                                                                |                                   |  |                                                |
| APA Family Support Services                    | Home Visitation                                                | 132,219                           |  | 158,663                                        |
| Asian Women's Shelter                          | San Francisco Options for Comprehensive Action for Youth       | 215,754                           |  | 258,905                                        |
| Asian Women's Shelter                          | Trans Services                                                 | 38,700                            |  | 46,440                                         |
| Donaldina Cameron House                        | Asian Domestic Violence Advocacy                               | 225,900                           |  | 271,080                                        |
| La Casa de las Madres                          | Safe Housing Project - San Francisco Housing Authority         | 141,903                           |  | 170,283                                        |
| Mujeres Unidas y Activas                       | Sanando el Alma                                                | 215,121                           |  | 258,145                                        |
| Not For Sale                                   | Reinvent: Bay Area                                             | 70,521                            |  | 84,625                                         |
| San Francisco Safe House                       | Safe House                                                     | 36,643                            |  | 439,716                                        |
| S.F. Women Against Rape                        | Sexual Assault Intervention and Advocacy                       | 232,925                           |  | 2,795,100                                      |
| St. James Infirmary                            | Violence Prevention and Intervention for Sex Workers           | 70,564                            |  | 84,677                                         |
| W.O.M.A.N., Inc.                               | Latina Program                                                 | 86,986                            |  | 104,383                                        |
|                                                | <b>Subtotal for Intervention &amp; Advocacy Programs</b>       | <b>1,467,236</b>                  |  | <b>1,760,683</b>                               |
| <b>Prevention, Education &amp; Training</b>    |                                                                |                                   |  |                                                |
| Asian Women's Shelter                          | Arab & Muslim Services                                         | 86,001                            |  | 103,201                                        |
| Asian Pacific Islander Legal Outreach          | Asian Anti-Trafficking Collaborative                           | 48,380                            |  | 58,056                                         |
| Community United Against Violence              | LBT Prevention and Education Services                          | 109,271                           |  | 131,126                                        |
| Community United Against Violence              | Community Building Services                                    | 57,334                            |  | 68,800                                         |
| Community Youth Center - S.F.                  | Young Asian Women Against Violence (YAWAV) Project             | 203,855                           |  | 244,626                                        |
| El/La Para Trans Latinas                       | El/La Para Trans Latinas                                       | 70,077                            |  | 84,092                                         |
| Filipino Community Center                      | Babae Domestic Violence Program                                | 80,269                            |  | 96,323                                         |
| Glide Foundation                               | Glide Women's Center                                           | 78,206                            |  | 93,943                                         |
| Horizons Unlimited of San Francisco, Inc.      | Females Against Violence Peer Leadership and Education Program | 59,927                            |  | 71,912                                         |
| Lavender Youth Recreation & Information Center | Queer and Trans Youth Overcoming Violence                      | 130,920                           |  | 157,104                                        |
| Mission Neighborhood Centers, Inc.             | Real Arising Issues Creating Empowered Students (RAICES)       | 212,815                           |  | 255,378                                        |
| S.F. Women Against Rape                        | Sexual Assault Education                                       | 54,907                            |  | 65,888                                         |
| S.F. Women Against Rape                        | Students Talking About Non-Violent Dating (STAND)              | 128,839                           |  | 154,607                                        |
| Women in Dialogue                              | In Defense of Prostitute Women's Safety                        | 46,319                            |  | 55,583                                         |
|                                                | <b>Subtotal for Prevention, Education, &amp; Training</b>      | <b>1,367,200</b>                  |  | <b>1,640,640</b>                               |
|                                                | <b>TOTAL</b>                                                   | <b>6,302,463</b>                  |  | <b>7,562,956</b>                               |







To: The Board of Supervisors

June 18, 2018

Re: Add back request for the Japantown Task Force Visitor Learning Center Project

Hello, my name is Kaori Tando from the Japantown Task Force, a member of the API Council. The Japantown Task Force's mission is to preserve and develop San Francisco Japantown, strengthen the ethnic diversity, and create an atmosphere of safety, beauty, vitality, and prosperity. San Francisco is one out of the three remaining Japantowns in the country, the other two being San Jose and Los Angeles. We work to ensure that San Francisco's Japantown will thrive as a culturally rich, authentic, and economically vibrant neighborhood that will serve as the cultural heart of the Japanese and Japanese American communities for generations to come.

Through our Japantown Visitor Kiosk project in 2016, the Japantown Task Force developed a mobile visitor center that provides Japantown visitors information on neighborhood businesses and activities. The mobile Japantown Visitor Kiosk funded by the MOEWD currently serves thousands of Japantown visitors and community members every year, and has been integral in improving visitor experience and providing economic support to the Japantown businesses. We are applying for an addback to fund the expansion of services that the Visitor Kiosk currently has, by opening a Visitor Learning Center. In addition to the current services that the Visitor Kiosk provides, we see the community need of supplying a larger space that acts as a community lounge, gallery, and learning center. Having this Visitor Learning Center would enhance the visitor's experience in Japantown, thus driving greater economic success to the neighborhood and increasing the overall neighborhood vitality.

Sincerely,

Kaori (Coco) Tando



JAPANTOWN TASK FORCE

日本町の経済発展・計画・保存

ECONOMIC DEVELOPMENT, PLANNING & PRESERVATION OF JAPANTOWN

Kaori "Coco" Tando  
Community Aide

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## Keeping San Franciscans Housed and Housing San Franciscans: A Funding Proposal

*Presented by the  
Homeless Emergency Service Providers Association, San Francisco  
April 2018*

San Francisco is in the midst of a humanitarian crisis. According to the Department of Homelessness and Supportive Housing, over 20,000 people experience homelessness in our city each year. The City's Point in Time Count found over 7,000 people experiencing homelessness at any one time. However, we have only 1,400 shelter beds, causing our shelter wait list for single adults to exceed 1,000 shelter seekers. With only 800 housing exits anticipated this year, it is clear that the City and County of San Francisco must address this crisis. San Francisco only spends 2.7% of its entire budget on homelessness, making it a low priority in spending decisions historically. The Homeless Emergency Service Providers Association (HESPA) recognizes this disastrous situation can be mitigated with wise policy decisions and prioritization by our civic leaders. This proposal is not meant to be the complete solution to homelessness – much more revenue over several years is needed to build the supportive housing necessary to end the crisis. However, this is an attempt to do as much as we can in the short term and within the restraints of a two-year budget to keep San Franciscans housed and house San Franciscans, while fortifying key components of our homeless response system.

### **History of HESPA Funding Proposals and Context for Ask**

Since 2012, HESPA has developed proposals to ensure safe and dignified emergency services, replace expired federal Homeless Prevention and Rapid Re-Housing grants, prevent homelessness among people at risk, and create additional exits out of homelessness through subsidies and vacant unit rehabilitation.

Since HESPA's advocacy began, San Francisco's homeless response system has benefited from the following funding allocations:

| <b>Fiscal year</b> | <b>Funding investment from HESPA budget proposals</b>                                                                                |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 2012/13            | \$3 million                                                                                                                          |
| 2013/14            | \$2.95 million                                                                                                                       |
| 2014/15            | \$6.5 million                                                                                                                        |
| 2015/16            | \$4.1 million                                                                                                                        |
| 2016/17            | \$9.2 million (\$2.5 million was funded in June and then removed due to the failed sales tax initiative on the November 2016 ballot) |
| 2017/18            | \$6.7 million                                                                                                                        |

These investments have been indispensable as we strive to alleviate the housing crisis faced by low-income San Franciscans. **As a result of these investments, by the end of this fiscal year, almost 1,252 households will exit homelessness, thousands of households will maintain their housing, and thousands of homeless people will have received deeply enriched emergency services that enable safety and dignity.**



## Summary of Two-Year Budget Request

The goals of HESPA's 2018-19 and 2019-20 budget proposal are to:

- Prevent homelessness among people who are at risk of eviction;
- Provide housing solutions to a greater number of homeless San Franciscans; and
- Respond to the emergency health and mental health and other basic needs of people who are on our streets due to the limited capacity of our current shelter and housing system.

Despite the successes enabled by the City's investments in the homeless service system, significant gaps persist that result in long waits for shelter and housing, visible street-based homelessness, unmet mental health needs among homeless people, and a lack of housing exits from the existing emergency shelter system. **New initiatives and expanded programs are needed to keep pace with the scope of the crisis.** Funding our proposal for 2018-19 and 2019-20 will provide the tools to halt preventable displacement of low-income San Franciscans from rent-controlled housing and relieve the burden on our city's shelters by both expanding shelter capacity and providing housing subsidies to some of our most vulnerable citizens.

This year, we can build on past successes through **an infusion of \$14.8 million in new and baseline funding for FY 2018-19 and \$15.7 million in FY 2019-20 to assist an additional 3,000 homeless people and households.** This budget proposal attempts to both prevent homelessness and create exits out of homelessness, while ensuring an adequate emergency services system for those forced to remain on the streets.

This proposal is the result of a careful, data-driven process to analyze our current housing and homeless system, identify service gaps, and tap into the experience and creativity of our providers to determine the most cost-effective solutions. Please see Attachment 1 for a detailed budget for our proposal.

- **Private Market Housing Subsidies:** Fund 257 new household subsidies to families, Transitional Age Youth (TAY), single adults, elderly, and people with disabilities to allow San Franciscans to move out of homelessness or retain permanent, rent-controlled housing.
- **Homelessness Prevention and Right to Counsel:** Even the playing field and ensure all San Franciscans have a Right to Counsel in eviction proceedings by adding 16 attorneys to serve approximately 600 more people annually who are at risk of eviction.
- **Emergency Services:** Expand emergency services to thousands of individual experiencing homelessness in severely underserved communities. This initiative would provide funding for a new adult shelter in the Bayview, replacement funding for a family shelter, and restore hotel vouchers to families turned away from shelter. It would also expand housing navigation services for homeless people in shelters and drop-in centers, maintain street outreach to homeless LGBTQ TAY and restore cuts, and expand an



emergency housing fund for TAY citywide. Finally, it would fund expanded bathroom services to those who are forced into street homelessness.

- **Employment Services:** Backfill cuts to homeless employment services that benefit 75 homeless job seekers annually.
- **Critical Mental Health Services:** Backfill State Mental Health Service Act (MHSA) funding cuts to programs that provide prevention and early intervention to 75 homeless adults and restore 10 units of supportive housing to TAY with mental illness and provide mental health services to 450 family members residing in shelter.

## **Part 1: Expansion of Private Market Housing Subsidies**

### **Background**

The limited creation of housing units affordable to homeless people in recent years has greatly restricted the available inventory for potential placement of destitute households, resulting in a stagnant shelter system and street homelessness. The lack of affordable units for homeless individuals and families has forced more homeless households to seek housing in the private market. Tenant-based subsidy programs allow homeless households to take advantage of units in new affordable developments that are priced above their income level, and can also allow homeless households to acquire housing in the private market.

### **Summary of Initiatives and Outcomes**

| Initiative                                                                              | Amount requested                                   | Department | Number of people served and outcome                                                                                                                                  |
|-----------------------------------------------------------------------------------------|----------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expand graduated tenant-based subsidies for TAY                                         | FY 2018/19: \$339,843<br>FY 2019/20: \$339,843     | DHSH       | 20 new formerly homeless TAY will exit shelters, time-limited housing, or supportive housing into affordable or market-rate units.                                   |
| Baseline funding for needs-based housing subsidies for families                         | FY 2018/19: \$450,103<br>FY 2019/20: \$450,103     | DHSH       | 12 formerly homeless high-need households will be housed in San Francisco.                                                                                           |
| Expand needs-based housing subsidies for primarily seniors and people with disabilities | FY 2018/19: \$3,000,000<br>FY 2019/20: \$3,750,000 | MOHCD      | 225 households will either be prevented from becoming homeless, or will be able to exit homelessness into housing. Year 2 55 households from 2017 will be baselined. |



### **Expand of Rapid Re-Housing Subsidies for Transition Age Youth (TAY)**

Youth under the age of 25 represent one out of every five individuals experiencing homelessness in San Francisco, and 50% of the city's homeless individuals first experienced homelessness when they were under age 25. Ending homelessness for TAY is critical to the city's larger efforts to prevent and end homelessness. In 2015, the city began a pilot to provide formerly homeless TAY with graduated rental subsidies in market rate units to divert youth from the shelter system, provide a "soft landing" out of time-limited youth housing, or create flow through the supportive housing system for those ready and able to live independently. The subsidies decrease over time so that the lease-holder eventually takes over the full amount of the lease. This funding request would expand the successful program (which provides up to 50 formerly homeless TAY with tenant-based subsidies) by an additional 20 TAY annually.

### **Baseline Funding for Need-Based Subsidy for Families**

The current rapid re-housing subsidy programs have been effective for a sliver of the population: 1) those who require only temporary help until they can cover market rent on their own, and 2) those for whom moving out of San Francisco is a viable option. Most rapid re-housing households, due to the housing crisis, are placed outside San Francisco, disrupting their community ties, employment, and schooling for their children. This system leaves behind those who are unable to increase their income in a relatively short period of time, and those who cannot move outside San Francisco, including families who have special needs children or health conditions, those paroled to San Francisco, or undocumented families with children who would be put at risk leaving San Francisco.

This subsidy is deep enough to enable households to rent in the bottom 20% of the rental market, while contributing 30% of their income toward the rent. Similarly, it is need-based, allowing households to use it as long as necessary. The program fills the gap for those who cannot demonstrate an ability to substantially increase their income, while keeping low-income people of color close to their communities in San Francisco. It also provides the flexibility to be used in non-profit owned buildings, master lease buildings, or in scattered sites.

This program has a track record of success, having moved 20 families with no other housing option into housing last year. The Board of Supervisors demonstrated its commitment to this project through the initial funding and its expansion last year, and yet, with only a single year of committed funding (which was then split over two years, minimizing its impact), its continued success can only be sustained through baseline funding. This funding would complete last year's ask and baseline the funding.

### **Expand Need-Based Subsidy for Primarily Seniors and People with Disabilities**

In 2014, the City funded a successful new pilot subsidy program for households with seniors and people with disabilities that fills a gaping hole in our system through a deep, need-based subsidy targeted at rent levels in San Francisco. Like the family subsidy described above, it is deep enough to enable households to rent in the bottom 20% of the rental market; it is need-based



rather than time-limited; and it can be used in non-profit owned, master-lease buildings, and scattered sites.

This expanded subsidy program will serve the most vulnerable citizens with the highest barriers to stability. One example population is the aging disabled: the LGBT Aging Policy Task Force and the federally mandated Ryan White CARE Council have both identified an emerging crisis need for rental subsidies to keep disabled seniors in their homes when their employer-sponsored long-term disability policies expire as they reach retirement age. 18.9% of aging people with HIV will lose access to their long-term disability programs when they reach retirement age and are no longer considered disabled. 1,700 older adults with disabling HIV/AIDS are in need of rental assistance to remain in their housing. In addition, according to the Human Services Agency Planning Division, 4,600 LGBT seniors need access to permanent rental assistance to remain in their homes. This program would serve those most at risk, keeping them in housing and preventing homelessness. Those served by this program are the most likely to become chronically homeless without intervention, making this both a fiscally sound and humanitarian response to the crisis. This funding in year 1 would complete the partially funded last year, and in year 2 baseline next and last year's funding.

## **Part 2: Keeping San Francisco Housed – Homeless Prevention**

### **Background**

As the Five-Year Strategic Framework for the Department of Homelessness and Supportive Housing (HSH) makes clear, preventing homelessness is a key component of achieving HSH's goals: "Expanding eviction prevention must be part of our efforts to reduce overall homelessness in San Francisco."

San Francisco's eviction crisis is not over, as the demand for eviction defense legal services continues to outpace the ability of service providers to respond. While the increase in the number of eviction defense attorneys has made a significant difference in the number of tenants who receive full representation, and who have as a result retained their housing, the need is far from fully met. As of October 19, 2017, 463 tenants have appeared at mandatory settlement conference without an attorney. In 2016, 624 clients appeared for settlement conference without an attorney. While most of these tenants have been provided with last-minute counsel through the Justice & Diversity Center's Housing Negotiation Project (HNP), that representation lasts for only one afternoon, and must proceed without any investigation or discovery, and with the knowledge that if the case does not settle, the client will be on their own for trial. While this usually results in fairer outcomes for the tenant than if they were left completely on their own, it means that the options for the client are quite limited. In other words, there are still at least 50 clients per month being evicted in San Francisco who have no actual representation. Notably, there are likely many more, as these clients at least succeed in getting a response on file and asking for a jury trial, usually through the Eviction Defense Collaborative. It is unknown how many more tenants lose by default and never get into court.



## Summary of Initiatives and Outcomes

| Initiative                             | Amount requested        | Department | Number of people served and outcome                                                   |
|----------------------------------------|-------------------------|------------|---------------------------------------------------------------------------------------|
| New Eviction Prevention Legal Services | FY 2018/19: \$2,000,000 | MOHCD      | 600 people would receive eviction prevention legal services by 16 new staff attorneys |

## Justification of Funding Request

Given the need and staff time required to represent an additional 50 clients per month, funding would support at least sixteen additional eviction defense staff attorneys in the community, with a particular focus on bilingual attorneys. Ancillary support services would further augment the staff attorneys' work. Experience has shown that the use of paralegal support – to conduct interviews, prepare paperwork, file and serve documents, engage in research and provide other support – enables the attorneys to focus on legal representation much more effectively, increasing both the number of clients served and the quality of the representation. In addition, the involvement of social workers and social service advocates makes a significant difference in the outcome of cases. Especially when the tenant is facing multiple issues that may be contributing to the eviction, a social worker – who can provide or secure ongoing treatment for physical, mental health or substance abuse issues, get a tenant help cleaning their unit, or help the client to obtain rental assistance – can mean the difference between tenants keeping or losing their housing.

Furthermore, the value of legal services cannot be over-stated as part of a system's larger homelessness strategy. First, **legal services are effective**. In fact, full scope representation doubles tenants' chances of staying in their homes (1). The provision of full scope representation by experienced litigators affords tenants the benefit of representation by attorneys who can utilize all the tools of litigation and ensure that their rights are protected. Without the knowledge or ability to propound discovery, properly gather and prepare supporting evidence, or prepare and argue key motions, tenants cannot begin to be adequately prepared for trial, let alone effectively prepare for and conduct their own trial. Even attorneys who step in at the last moment in these kinds of cases have limited options for success with little time to prepare.

Second, **legal services are an efficient use of city resources**. A social return on investment study determined that for every \$1 invested in the Justice and Diversity Center of the Bar Association of San Francisco (JDC)'s housing legal services, the San Francisco community reaped \$11.74 of immediate and long-term benefits by keeping people housed and preventing homelessness (2).

Third, **fighting evictions is a critical strategy in reducing homelessness**. The City cannot build its way out of the housing crisis. The City's Housing Balance Report showed that the City gained 6,559 affordable units between 2005 and 2014; however, landlords took at least 5,470 rent-controlled apartments off the market, due to Ellis Act evictions, owner move-ins, and increased actions by landlords to vigorously pursue other types of evictions against tenants in rent-



controlled units. There are over 8,000 homeless San Franciscans, and new affordable housing alone cannot keep pace with the needs of low-income tenants. Keeping people housed stems the tide.

Finally, **legal services preserve rent-controlled, affordable units.** Each time a tenant is evicted from their rent-controlled home, the city loses yet another affordable unit. But for the work of eviction defense attorneys, hundreds more rent-controlled affordable housing units would be lost in San Francisco, and countless San Franciscans would be added to the ranks of the city's homeless population. Protecting private rent-controlled tenancies is a critically important affordable housing strategy.

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- 1 Stanford Law School - John and Terry Center for Public Service and Public Interest- San Francisco Right to Civil Counsel Pilot Program Documentation Report p. 14.
  - 2 Community Services Analysis LLC Social Return on Investment Analysis of JDC for year ended December 31, 2013.

### **Part 3: Emergency Services**

#### **Background**

It is unacceptable that anyone would have to sleep on the street, and yet the 2017 Point-in-Time count revealed that 4,353 San Franciscans are unsheltered on a given night. The city's outreach, drop-in center, and emergency shelter system is the safety net that individuals rely on to catch them before they reach the street, yet the system is overwhelmed, whole neighborhoods are grossly underserved, and the result is a persistent street homelessness crisis that is inhumane. The response must be multifaceted and targeted in order to fill gaps and make a measurable difference in street homelessness. HESPA's budget request reflects the diversity of needs to fill, including street-based outreach, flexible emergency housing funds, hotel vouchers, adult and family shelter funding, housing navigation services, and expanded bathroom access.

#### **Summary of Initiatives and Outcomes**

| Initiative                                      | Amount requested                                   | Department | Number of people served and outcome                                                                                                            |
|-------------------------------------------------|----------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Replace Adult Shelter in Bayview                | FY 2018/19: \$2,628,498<br>FY 2019/20: \$2,628,498 | DHSH       | Emergency shelter for 100 people at any one time                                                                                               |
| Expand funds for Emergency Shelter for Families | FY 2018/19: \$1,932,506<br>FY 2019/20: \$1,932,506 | DHSH       | Emergency shelter for 100 people or 33 families at any one time                                                                                |
| Restore Hotel Vouchers for Turn Away Families   | FY 2018/19: \$101,194<br>FY 2019/20: \$101,194     | DHSH       | Five hotel nights a month for families seeking emergency shelter who are turned away because First Friendship and Providence shelters are full |



|                                                                       |                                                                   |      |                                                                      |
|-----------------------------------------------------------------------|-------------------------------------------------------------------|------|----------------------------------------------------------------------|
| New Housing Navigators in the Single Adult Shelter & Resource Centers | FY 2018/19: \$1,009,967<br>FY 2019/20: \$1,009,967                | DHSH | Housing Navigation Services for 400 people in drop-ins and shelters  |
| Expand Emergency Housing Assistance Fund for TAY                      | FY 2018/19: \$1,106,603<br>FY 2019/20: \$1,105,603                | DHSH | 50 TAY experiencing homelessness or at imminent risk of homelessness |
| Maintain and Backfill Street Outreach Services for TAY                | FY 2018/19: \$321,255<br>FY 2019/20: \$321,255 (partially funded) | DHSH | 450 TAY experiencing street-based homelessness                       |
| Expand Pit Stops                                                      | FY 2018/19: \$500,000<br>FY 2019/20: \$500,000                    | DPW  | 1,500 additional visits per day                                      |

### **Replace Adult Shelter in Bayview**

Homelessness and racism are deeply and inextricably linked. African Americans are dramatically over-represented in the homeless population – they make up 40 to 50% of people experiencing homelessness in San Francisco even though they represent only 3 – 6% of the city’s population. A legacy of racism, lack of accumulated wealth, real estate speculation, wholesale destruction of public housing, and mass incarceration have all led to this reality. Unfortunately, our homeless service infrastructure reflects these same racial disparities.

The Department of Homelessness and Supportive Housing is part of the Center for Social Innovation’s SPARC Initiative to address the intersection of racism and homelessness. One of the key goals is to address the disparate funding of organizations centered in communities of color. The allocation of shelter funding is an especially egregious example in San Francisco, with programs serving neighborhoods historically dominated by people of color grossly under-resourced. The Bayview, for example, has 40% of our city’s homeless population but only 7% of homeless services.

Homeless and at-risk individuals in the Bayview must access shelter, emergency housing, and related support services outside of the district, putting many at an insurmountable disadvantage if they have mobility issues, lack of resources for transportation, or other circumstances that create barriers to accessing shelter services. The only current shelter is operated out of Providence Church – a site that was meant to be temporary and needs to be replaced. The need for a 100-bed full-service shelter in the Bayview District is critical, as currently the community has only one emergency shelter, which is closed during the day, lacks adequate shower access, and is comprised of mats on the floor. There is also a drop-in center in the neighborhood, and each night elderly homeless people, mostly African Americans, are forced to sit in chairs all night, while their legs swell and they suffer from sleep deprivation.

The proposed 100-bed shelter will be open 24-hours, and provide support services similar to those currently provided at the Next Door and Sanctuary shelter operated by Episcopal Community Services. These support services shall include but not be limited to case management, mental health counseling, life skills training, housing workshops, information and referral, and triage medical services.



According to community-based service providers in the Bayview District, while there is an absence of shelter beds, there are ample collateral services in the area inclusive of medical services through the Southeast Health Center and SFGH, as well as meals, food distribution, and other support services provided by Mother Brown's. The primary gaps that a new full-service adult shelter will fill are:

- **Health Concerns:** Many homeless Bayview residents present with severe and chronic health issues inclusive of hypertension, diabetes, respiratory disorders, and mobility issues. There is also a significant presence of severe and persistent mental illnesses as well as substance use disorders.
- **Seniors:** It has been suggested by Bayview providers that of the proposed 100 beds, 40% should be dedicated to seniors, as there are an overwhelming number of homeless seniors residing the Bayview District; these individuals are most likely to present with complex medical and mobility issues. This fragile population is also most vulnerable to severe weather conditions. Bayview providers have also stated that this population includes frequent and historic users of available services, and are likely to qualify as Priority I for Coordinated Entry housing services.
- **Laundry:** Accessibility to laundry services for homeless people in the Bayview area is a critical need for both health and hygienic purposes.

We suggest using Voter Supported Capitol funds for the securing and rehabbing of an appropriate building.

### **Baseline Emergency Shelter for Families**

The City and County of San Francisco operates emergency shelters for families in two different churches. If the first church is full, families are sent to another church that also shelters single men and women with overflow beds. Families sleep in a relatively small space, on mats on the floor. There are no showers, and not enough bathrooms; babies in diapers have no access to baths. Furthermore, the facility is closed during the day forcing families to rise early, find a place to shower, often times across town at a women's drop-in center, and then get their children to school. They show up night after night, and must bring their belongings with them. This is an untenable situation for families in crisis and provides no foundation for stability. The City of San Francisco passed a bond in 2016 that creates capital funds for shelter. Last year, the Board of Supervisors allocated three months of services funding for a shelter for homeless families in order to give the city enough time to secure a facility. Now, ongoing funding is needed for years 1, 2 and beyond. The facility would serve 100 people or 33 families at one time.

### **Restore Hotel Vouchers for Family Access Points**

When the access points for family shelter were reconfigured, a vital resource was lost. In the past, the City funded program budgets at each shelter access point that could be used for hotel vouchers in extreme situations. There are a variety of extreme cases that this flexible funding was used for in the past, including medical emergencies or a mother about to give birth with nowhere. In addition, the vouchers could be used when families were turned away with nowhere



to go. We propose a small amount of funds for five hotel nights a month be used for families seeking emergency shelter who are in inappropriate placements or unable to be placed in congregate shelters, given out by access points. They would stay in a moderately-priced hotel for one night and then return to the emergency system. This was funded last year and was used for hotel rooms for pregnant women instead, also a critical need. We are asking for it again.

### **New Housing Navigators in the SF Single Adult Shelters and Resource Centers**

Currently, nearly 1,200 homeless people are languishing in San Francisco's single adult shelter system with little hope of a housing exit. Furthermore, other City systems of care such as hospitals frequently use shelters as a "catch-all" for those needing a higher level of care because they have nowhere else to go. The existing SF Single Adult Shelter System and Resource Centers do not currently have the tools, resources or housing opportunities to move people out of shelters into housing, and there is a huge problem of long-term shelter residents who, through no fault of their own, are caught having to stay in shelter for months to years without a housing exit. Homeless shelters were originally planned as a short-term, emergency housing intervention, and are not an appropriate, healthy long-term living environment for anyone. Yet, the shelter system as it currently exists cannot possibly meet housing outcomes without additional resources from HSH.

The existing shelter system for single adults is in need of housing placement services as many shelter users are unable to navigate systems of care on their own. Housing Navigator services are needed in shelter to move people with the most acute needs currently in shelter to appropriate placements. Housing Navigators will ensure HSH's goal of a streamlined Homelessness Response System that effectively identifies and houses those shelter-users with the highest need, opening up new shelter beds for those living out on the streets by providing the following:

- Standardized Assessments and prioritization tools
- Determination of a housing path based on the HSH-designated assessment tool
- Immediate, intensive, onsite Housing Navigator services to those assessed as the highest need, including:
  - Housing-focused case management with development of an individualized housing plan tailored for each participant.
  - Valid IDs, income documentation, benefits advocacy and documentation, credit repair, legal aid, IHSS enrollment, money management, and any other services and documentation required to move a participant into housing
  - Assistance with completing housing applications
  - Assistance with outstanding warrants and criminal records
  - Transportation to property management meetings
  - Advocacy and barrier removal related to prior evictions
  - Move-in assistance (security deposits; furniture; household items, etc.)
  - Follow-up services through leasing process
  - Warm hand-offs to supportive housing case managers
  - Linkages to external mental health, treatment, and primary health providers
  - Input into the ONE system.



### **Expanded Emergency Housing Fund for TAY**

San Francisco currently funds one TAY-specific shelter with a capacity of 40 beds; the Lark-Inn for Youth operates at or near capacity nightly, and a small emergency housing fund has provided for 1 – 2 month stays in SROs for TAY when the shelter is full or when the shelter is not a viable option. Moreover, the Board of Supervisors funded a small flexible housing fund for LGBTQ TAY experiencing street homelessness last year; this fund is extremely flexible and can be used for rental assistance, utility assistance, or other costs that would either help retain housing or quickly obtain housing. This expansion would make this flexible funding pool available to TAY citywide.

### **Maintain and Backfill Street Outreach Services for TAY**

Among youth experiencing homelessness, those who identify as LGBTQ are dramatically over-represented, accounting for a full 50% of unsheltered homeless TAY in the most recent PIT count. This request would extend and baseline expanded street outreach services funded last year to target LGBTQ TAY experiencing street homelessness and link them quickly with housing resources (including the emergency housing fund described above) and other developmentally appropriate support services. It would also backfill cuts to TAY outreach made through DCYF. [Update: Funding to maintain outreach activities for LGBTQ youth has been baselined; cuts made through DCYF remain to be backfilled].

### **Expanded Bathroom Accessibility at Pit Stops**

There is a bathroom accessibility crisis in San Francisco. It is felt by tourists, shoppers, residents out for the day, and most acutely, those living on our streets. The last homeless Point-in-Time count recorded that 4,353 of our homeless neighbors are unsheltered. Assuming on average that each person needs to go to the bathroom 4 times a day, that means that those who are unsheltered need access to a bathroom 17,412 times a day. If we include those who are using shelters but need to leave during the day, and assume they need to use the bathroom twice while they are out, this number surpasses 20,000.

Pit Stops have provided a much-needed response to San Francisco's bathroom access issue felt most significantly by those who are homeless and unsheltered. The Department of Public Works estimates that the 17 Pit Stop facilities are getting 1,700 uses a day. A preliminary survey of one-third of HESPA member agencies estimates that our combined bathroom usage is about 1,300 uses a day for both clients and the public. There remains a deficit of 17,000 bathroom uses every day. Libraries, unmanned JCDecaux toilets, and private institutions cannot make up for that deficit, and thus, people are using the street. This is a public health and humanitarian issue that has drawn attention, including a website on the homeless crisis by Jennifer Wong, which tracks human waste based on 311 calls, [mochimachine.org/wasteland/#](http://mochimachine.org/wasteland/#). Adding more staff coverage to select Pit Stops to increase daily access, we would expect to see a ten-fold increase in their usage. By the Department of Public Works estimation, adding more staff coverage to select Pit Stops we would expect to see up to a ten-fold increase in their usage.



## Part 4: Employment Services

### Background

In alignment with the City's framework for preventing and ending homelessness, homeless job seekers require a continuum of employment supports that enables re-entry into the workforce at a living wage. Cuts to this HSA program will leave 75 job seekers without the support they need to secure employment, contribute to housing stability, and reduce street homelessness.

### Summary of Initiatives and Outcomes

| Initiative                                | Amount requested                               | Department | Number of people served and outcome                                |
|-------------------------------------------|------------------------------------------------|------------|--------------------------------------------------------------------|
| Restore Homeless Employment Collaborative | FY 2018/19: \$140,200<br>FY 2019/20: \$140,200 | HSA        | 75 individuals will have access to an array of employment services |

### Restore Homeless Employment Funds

Homeless Employment Collaborative funding supports a range of employment and workforce development activities specifically targeted for homeless job seekers. For 20 years, the Homeless Employment Collaborative has provided a continuum of employment services, barrier remediation, resume and cover letter writing, interview preparation, employer matching, job coaching, and job placement. Job seekers have access to one-on-one support, barrier remediation such as obtaining documentation/birth certificates, transportation assistance, work-related fees and dues, work tools/supplies, etc. Funds support hiring fairs with a range of employers and assist homeless job seekers with employer outreach, job application, access to computers for tailored job search, mock interviews, interview clothing, composing resumes and cover letters. Funding will restore 1.75 FTE to provide barrier remediation and job seeking support.

## Part 5: Critical Mental Health Services

### Background

Mental Health Services Act (MHSA) funding is a State funding source that supports a wide variety of services for people experiencing homelessness with behavioral health needs. Unfortunately, the funding is unstable and fluctuates depending on the State economy. This year, cuts to San Francisco's MHSA allocation translated to the end of critical prevention and early intervention services to adults who are homeless, and cut 10 units of housing and support services for TAY. In year's past, mental health services for families residing in shelter were also lost.



### Summary of Initiatives and Outcomes

| Initiative                                                                   | Amount requested                               | Department | Number of people served and outcome                                                             |
|------------------------------------------------------------------------------|------------------------------------------------|------------|-------------------------------------------------------------------------------------------------|
| Backfill mental health prevention and early intervention services for adults | FY 2018/19: \$83,500<br>FY 2019/20: \$167,000  | DPH        | 75 adults experiencing homelessness will access low-threshold, peer-based mental health support |
| Restore housing and support services for TAY with mental illness             | FY 2018/19: \$354,813<br>FY 2019/20: \$354,813 | HSH        | 10 TAY with mental illness will receive housing and support services                            |
| Restoration of Mental Health Services for Families Experiencing Homelessness | FY 2018/19: \$887,375<br>FY 2019/20: \$887,375 | DPH        | 5 FTE Clinical Director to serve 450 Households / Families at 5 agencies                        |

#### Backfill Prevention and Early Intervention Services for Adults

MHSA funding supports a range of prevention and early intervention services that are part of Hospitality House's low-threshold, peer-based, drop-in model. Unless restored, 75 people would lose access to case management, housing and benefits advocacy, individual and group therapy, wellness groups, and ancillary client services.

Hospitality House's approach combines harm reduction interventions with structured case management, individual and group therapy, support groups, civic engagement activities and strengths-based wellness recovery plans. All activities promote individual resilience, recovery from psychological trauma, and holistic wellness that reduces need for restrictive instructive and more expensive interventions. Funding would restore 2.5 FTE to provide these critical services.

#### Restore Ten Units of Supportive Housing for TAY with Mental Illness

MHSA funding supports ten scattered site, master leased units for TAY with mental illness. We know that 50% of all individuals who are homeless in San Francisco first experienced homelessness before they were 25. Moreover, TAY with mental illness are among those most at risk of becoming chronically homeless adults if they do not engage early and deeply in housing and support services that are developmentally appropriate to their needs. Unless this funding is restored, these ten units will be lost to San Francisco's housing stock for TAY with mental illness.



## Restoration of Mental Health Services for Families Experiencing Homelessness

Increasing evidence shows that homelessness has a lasting and pervasive impact on all aspects of children's development – even after they transition to stable housing. Homeless children are twice as likely to experience hunger as other children, and they are sick four times more often.<sup>1</sup> They are three times more likely than their peers to develop emotional behavioral problems, and four times more likely to show delayed development.<sup>2</sup> Stress from frequent moves and housing instability has a deleterious effect on school attendance and academic outcomes: children who are homeless are more than twice as likely to repeat a school grade, be expelled or suspended, or drop out of school.<sup>3</sup> Across the board, the stress of homelessness profoundly affects all dimensions of childhood development. Homeless mothers are also extremely likely to be impacted by major depressive episodes (50%), Post-Traumatic Stress Disorder (36%, or triple the rate of the general population) and substance abuse disorders (41%, or double the rate of the general population).

However, research suggests that early intervention can minimize or even reverse the effects of trauma in homeless children and parents. A recent study from the University of Minnesota's Center for Urban and Regional Affairs demonstrated that homeless children's academic success correlates with parental closeness, quality relationships with teachers, and relationships with caring adults.<sup>4</sup> Furthermore, early childhood mental health consultation in shelter settings has been found to be a central contributor to positive change in caregiver's behavior and children's experience. Mental health services help adult caregivers to attend to the needs of children experiencing homelessness and reduce the traumatic impact of the experience on both adult and child.<sup>5</sup> Further, recommendations from Child Trends include ensuring mental health support for children, as well as incorporating play-based strategies to encourage healthy development.

This new body of research represents hope for children recovering from the experience of homelessness. With the necessary support and tools in place, children will be more likely to succeed in school, less likely to experience homelessness as adults, and the entire family will be more likely to recover from the traumatic impacts of homelessness.

Agencies serving families experiencing homelessness in San Francisco have seen funding that supports childhood and family mental health services cut severely during the past five years – including cuts in funding from First 5, and DPH. With the growth in family homelessness due to the current housing crisis in San Francisco, families are finding it harder and taking longer to end the experience of homelessness in their lives – resulting in deeper effects on the mental health of children and their caregivers. The restoration of this funding will support approximately 450 households with on-site direct mental health support in family shelters, transitional housing, and housing subsidy programs - as well as mental health consultation and training for staff working within those programs.

<sup>1</sup> National Center on Family Homelessness. [<http://www.familyhomelessness.org/children.php?p=ts>]

<sup>2</sup> Ibid.

<sup>3</sup> Child Trends. [<http://www.childtrends.org/?Indicators=homeless-children-and-youth>]

<sup>4</sup> Family Housing Fund. [[http://www.fhfund.org/\\_dnld/reports/SupportiveChildren.pdf](http://www.fhfund.org/_dnld/reports/SupportiveChildren.pdf)]

<sup>5</sup> Charles F. Brinamen, Adriana N. Taranta and Kadja Johnston, *Expanding Early Childhood Mental Health Consultation to New Venues: Serving Infants and Young Children in Domestic Violence and Homeless Shelters* (Infant Mental Health Journal, Vol 33(3), 2012), 283- 292.



HESPA Funding Proposal Summary - 2018 – 2020

Keep San Franciscans Housed and House San Franciscans

|                           | Expand Portable Subsidies for TAY | Baseline and Maintain Need-based Subsidies for Families | Expand Need-based flexible subsidies for Elderly or Disabled Adults | New Tenant Right to Counsel | Replace Adult Shelter in Bayview | Baseline Family Emergency Shelter | Restore Hotel Vouchers for Families | New Housing Navigation in Adult Access Points | Expand Emergency Housing Fund for TAY | Maintain Outreach for LGBTQ TAY and backfill cuts | Expand PIT Stops | Backfill Homeless Employment | Backfill MHSA Prevention & Early Intervention Funds | Backfill MHSA funding for TAY with Mental Illness | Restore Mental Health Services for Families Experiencing Homelessness | TOTAL        |
|---------------------------|-----------------------------------|---------------------------------------------------------|---------------------------------------------------------------------|-----------------------------|----------------------------------|-----------------------------------|-------------------------------------|-----------------------------------------------|---------------------------------------|---------------------------------------------------|------------------|------------------------------|-----------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------|--------------|
| Request Fiscal Year 18/19 | \$339,843                         | \$450,104                                               | \$2,999,999                                                         | \$2,000,000                 | \$2,628,498                      | \$1,932,506                       | \$101,194                           | \$1,009,967                                   | \$1,105,603                           | \$321,255                                         | \$500,000        | \$140,200                    | \$83,500                                            | \$354,813                                         | \$887,375                                                             |              |
| Funded by Mayor 18/19     | \$1,000,000                       | \$0                                                     | \$0                                                                 | \$0                         | \$300,000                        | \$300,000                         | \$0                                 | \$0                                           | \$0                                   | \$160,000                                         | \$500,000        | \$0                          | \$0                                                 | \$0                                               | \$0                                                                   | \$2,260,000  |
| Funded by BOS 18/19       |                                   |                                                         |                                                                     |                             |                                  |                                   |                                     |                                               |                                       |                                                   |                  |                              |                                                     |                                                   |                                                                       |              |
| Total Funded 18/19        |                                   |                                                         |                                                                     |                             |                                  |                                   |                                     |                                               |                                       |                                                   |                  |                              |                                                     |                                                   |                                                                       |              |
| Request Fiscal Year 19/20 | \$339,843                         | \$450,104                                               | \$3,771,674                                                         | \$2,000,000                 | \$2,628,498                      | \$1,932,506                       | \$101,194                           | \$1,009,967                                   | \$1,105,603                           | \$321,255                                         | \$500,000        | \$140,200                    | \$167,000                                           | \$354,813                                         | \$887,375                                                             | \$14,467,844 |
| Funded by Mayor 19/20     | \$2,100,000                       | \$0                                                     | \$0                                                                 | \$0                         | \$550,000                        | \$550,000                         | \$0                                 | \$0                                           | \$0                                   | \$160,000                                         | \$500,000        | \$0                          | \$0                                                 | \$0                                               | \$0                                                                   | \$3,860,000  |
| Funded by BOS 19/20       |                                   |                                                         |                                                                     |                             |                                  |                                   |                                     |                                               |                                       |                                                   |                  |                              |                                                     |                                                   |                                                                       |              |
| Total Funded 19/20        |                                   |                                                         |                                                                     |                             |                                  |                                   |                                     |                                               |                                       |                                                   |                  |                              |                                                     |                                                   |                                                                       |              |
| Total Funded over 2 years | \$3,100,000                       | \$0                                                     | \$0                                                                 | \$0                         | \$850,000                        | \$850,000                         | \$0                                 | \$0                                           | \$0                                   | \$320,000                                         | \$1,000,000      | \$0                          | \$0                                                 | \$0                                               | \$0                                                                   | \$6,120,000  |
| Not Funded                | -\$2,420,314                      | \$900,208                                               | \$6,771,673                                                         | \$4,000,000                 | \$4,406,996                      | \$3,015,012                       | \$202,388                           | \$2,211,206                                   | \$322,510                             | \$0                                               | \$0              | \$280,400                    | \$250,500                                           | \$709,626                                         | \$1,774,750                                                           | \$22,424,955 |
| Not Yet Funded Year 1     | -\$660,157                        | \$450,104                                               | \$2,999,999                                                         | \$2,000,000                 | \$2,328,498                      | \$1,632,506                       | \$101,194                           | \$1,105,603                                   | \$161,255                             | \$0                                               | \$0              | \$140,200                    | \$83,500                                            | \$354,813                                         | \$887,375                                                             | \$11,584,890 |
| Not Yet Funded Year 2     | -\$1,760,157                      | \$450,104                                               | \$3,771,674                                                         | \$2,000,000                 | \$2,078,498                      | \$1,382,506                       | \$101,194                           | \$1,105,603                                   | \$161,255                             | \$0                                               | \$0              | \$140,200                    | \$167,000                                           | \$354,813                                         | \$887,375                                                             | \$10,840,065 |







2018 - 2019 Request

|                                   | Housing Subsidies                 |                                                         |                                                                             | Prevention                  | Emergency Services Needs     |                                   |                                     |                                                   |                                       |                                                                     |                  | Job Training                 | Mental Health Services                              |                                                   |                                                                       | Total               |
|-----------------------------------|-----------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------|------------------------------|-----------------------------------|-------------------------------------|---------------------------------------------------|---------------------------------------|---------------------------------------------------------------------|------------------|------------------------------|-----------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------|---------------------|
|                                   | Expand Portable Subsidies for TAY | Baseline and Maintain Need-based Subsidies for Families | Expand On-going Flexible Subsidies Primarily for Elderly or Disabled Adults | New Tenant Right to Counsel | New Adult Shelter in Bayview | Baseline Family Emergency Shelter | Restore Hotel Vouchers for Families | New Housing Navigation in Adult Shelters/Drop Ins | Expand Emergency Housing Fund for TAY | Maintain Outreach for LGBTQ TAY and Restore Cuts [Partially Funded] | Expand Pit Stops | Backfill Homeless Employment | Backfill MHSA Prevention & Early Intervention Funds | Backfill MHSA funding for TAY with Mental Illness | Restore Mental Health Services for Families Experiencing Homelessness | TOTAL               |
| Personnel                         |                                   |                                                         |                                                                             |                             |                              |                                   |                                     |                                                   |                                       |                                                                     |                  |                              |                                                     |                                                   |                                                                       |                     |
| Program Directors                 |                                   | \$0                                                     | \$54,000                                                                    |                             | \$243,000                    | \$222,000                         | \$0                                 | \$0                                               |                                       | \$45,000                                                            | 25,000           | \$40,000                     | \$7,200                                             |                                                   |                                                                       | \$636,200           |
| Services Staff                    | \$42,000                          | \$30,566                                                | \$150,000                                                                   |                             | \$741,650                    | \$707,600                         | \$56,250                            | \$484,744                                         | \$84,000                              | \$150,000                                                           | 204,400          | \$44,000                     | \$40,000                                            | \$100,000                                         | \$425,000                                                             | \$3,260,210         |
| Staff Attorney                    |                                   |                                                         |                                                                             | \$1,200,000                 |                              |                                   |                                     |                                                   |                                       |                                                                     |                  |                              |                                                     |                                                   |                                                                       | \$1,200,000         |
| Eligibility Worker                | \$0                               | \$0                                                     | \$0                                                                         |                             | \$0                          | \$0                               | \$0                                 | \$118,192                                         | \$0                                   |                                                                     | \$0              | \$0                          | \$0                                                 | \$0                                               |                                                                       | \$118,192           |
| Night Counselor/Outreach Workers  | \$0                               | \$0                                                     | \$35,000                                                                    |                             | \$0                          | \$0                               | \$0                                 | \$0                                               | \$0                                   | \$63,000                                                            | \$0              | \$0                          | \$0                                                 | \$0                                               |                                                                       | \$98,000            |
| Total Personnel                   | \$42,000                          | \$30,566                                                | \$239,000                                                                   | \$1,200,000                 | \$984,650                    | \$929,600                         | \$56,250                            | \$602,936                                         | \$84,000                              | \$258,000                                                           | \$229,400        | \$84,000                     | \$47,200                                            | \$100,000                                         | \$425,000                                                             | \$5,312,602         |
| Payroll Taxes and Benefits        | \$10,332                          | \$5,394                                                 | \$71,700                                                                    | \$300,000                   | \$381,360                    | \$371,840                         | \$16,875                            | \$200,979                                         | \$20,664                              | \$26,568                                                            | 45,880           | \$23,000                     | \$12,800                                            | \$24,600                                          | \$150,000                                                             | \$1,661,992         |
| Total Personnel and Benefits      | \$52,332                          | \$35,960                                                | \$310,700                                                                   | \$1,500,000                 | \$1,366,010                  | \$1,301,440                       | \$73,125                            | \$803,915                                         | \$104,664                             | \$284,568                                                           | \$275,280        | \$107,000                    | \$60,000                                            | \$124,600                                         | \$575,000                                                             | \$6,974,594         |
| Client Financial Assistance       |                                   |                                                         |                                                                             |                             |                              |                                   |                                     |                                                   |                                       |                                                                     |                  |                              |                                                     |                                                   |                                                                       |                     |
| Client Support/Housing Barriers   | \$0                               | \$0                                                     | \$0                                                                         | \$0                         | \$0                          | \$0                               | \$10,200                            | \$18,540                                          | \$0                                   | \$0                                                                 | \$0              | \$8,700                      | \$6,900                                             | \$0                                               | \$0                                                                   | \$44,340            |
| Furniture Grants                  | \$0                               | \$3,000                                                 | \$0                                                                         | \$0                         | \$0                          | \$0                               | \$0                                 | \$0                                               | \$0                                   | \$0                                                                 | \$0              | \$0                          | \$0                                                 | \$0                                               | \$0                                                                   | \$3,000             |
| Move-in Assistance Grants         | \$0                               | \$0                                                     | \$0                                                                         | \$0                         | \$0                          | \$0                               | \$0                                 | \$0                                               | \$0                                   | \$0                                                                 | \$0              | \$0                          | \$0                                                 | \$0                                               | \$0                                                                   | \$0                 |
| Subsidies                         | \$254,160                         | \$400,000                                               | \$2,585,000                                                                 | \$0                         | \$0                          | \$0                               | \$0                                 | \$0                                               | \$960,000                             | \$0                                                                 | \$0              | \$0                          | \$0                                                 | \$0                                               | \$0                                                                   | \$4,199,160         |
| Total Client Financial Assistance | \$254,160                         | \$403,000                                               | \$2,585,000                                                                 | \$0                         | \$0                          | \$0                               | \$10,200                            | \$18,540                                          | \$960,000                             | \$0                                                                 | \$0              | \$8,700                      | \$6,900                                             | \$0                                               | \$0                                                                   | \$4,246,500         |
| Operating Expenses                |                                   |                                                         |                                                                             |                             |                              |                                   |                                     |                                                   |                                       |                                                                     |                  |                              |                                                     |                                                   |                                                                       |                     |
| Program Costs                     | \$22,500                          | \$5,000                                                 | \$50,169                                                                    | 285,714                     | \$919,640                    | \$379,000                         | \$6,000                             | \$58,195                                          | \$22,500                              | \$15,000                                                            | 224,720          | \$14,500                     | \$4,300                                             | \$185,280                                         | \$200,000                                                             | \$2,392,518         |
| Construction Costs                |                                   | \$0                                                     | \$0                                                                         |                             | \$0                          | \$0                               | \$0                                 | \$0                                               | \$0                                   | \$0                                                                 |                  |                              |                                                     |                                                   |                                                                       | \$0                 |
| Total Operating Expenses          | \$22,500                          | \$5,000                                                 | \$50,169                                                                    | \$285,714                   | \$919,640                    | \$379,000                         | \$6,000                             | \$58,195                                          | \$22,500                              | \$15,000                                                            | \$224,720        | \$14,500                     | \$4,300                                             | \$185,280                                         | \$200,000                                                             | \$2,392,518         |
| Indirect Costs                    | \$10,851                          | \$6,144                                                 | \$54,130                                                                    | \$214,286                   | \$342,848                    | \$252,066                         | \$11,869                            | \$129,317                                         | \$18,439                              | \$21,687                                                            | \$0              | \$10,000                     | \$12,300                                            | \$44,933                                          | \$112,375                                                             | \$1,241,244         |
| <b>Total Expenses</b>             | <b>\$339,843</b>                  | <b>\$450,104</b>                                        | <b>\$2,999,999</b>                                                          | <b>\$2,000,000</b>          | <b>\$2,628,498</b>           | <b>\$1,932,506</b>                | <b>\$101,194</b>                    | <b>\$1,009,967</b>                                | <b>\$1,105,603</b>                    | <b>\$321,255</b>                                                    | <b>\$500,000</b> | <b>\$140,200</b>             | <b>\$83,500</b>                                     | <b>\$354,813</b>                                  | <b>\$887,375</b>                                                      | <b>\$14,854,856</b> |
| Cost/household:                   | \$16,992                          | \$37,509                                                | \$13,333                                                                    | \$3,333                     | \$26,285                     | \$19,325                          | \$1,687                             | \$2,525                                           | \$22,112                              | \$714                                                               | \$1,667          | \$1,869                      | \$1,113                                             | \$35,481                                          | \$1,972                                                               |                     |
| Households Served:                | 20                                | 12                                                      | 225                                                                         | 600                         | 100                          | 100                               | 60                                  | 400                                               | 50                                    | 450                                                                 | 300              | 75                           | 75                                                  | 10                                                | 450                                                                   | 2,927               |



2019- 2020 Request

|                                          | Housing Subsidies                          |                                                                     |                                                                                                  | Prevention                             | Emergency Services Needs           |                                            |                  |                                                        |                                                |                                                                                       |                     | Job Training                                   | Mental Health Services                                          |                                                               |                                                                                             | Total               |
|------------------------------------------|--------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------|--------------------------------------------|------------------|--------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------|---------------------|------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------|
|                                          | Expand<br>Portable<br>Subsidies for<br>TAY | Baseline and<br>Maintain<br>Need-based<br>Subsidies for<br>Families | Baseline On-<br>going Flexible<br>Subsidies<br>Primarily for<br>Elderly or<br>Disabled<br>Adults | Expanded<br>Tenant Right<br>to Counsel | New Adult<br>Shelter In<br>Bayview | Baseline<br>Family<br>Emergency<br>Shelter | Feel             | New Housing<br>Navigation In<br>Adult Access<br>Points | Expand<br>Emergency<br>Housing Fund<br>for TAY | Maintain<br>Outreach for<br>LGBTQ TAY<br>and Restore<br>Cuts<br>[Partially<br>Funded] | Expand Pit<br>Stops | Backfill<br>Homeless<br>Employment<br>Services | Backfill MHSA<br>Prevention &<br>Early<br>Intervention<br>Funds | Backfill MHSA<br>funding for<br>TAY with<br>Mental<br>Illness | Restore<br>Mental<br>Health<br>Services for<br>Families<br>Experiencing<br>Homelessnes<br>s | TOTAL               |
| <b>Personnel</b>                         |                                            |                                                                     |                                                                                                  |                                        |                                    |                                            |                  |                                                        |                                                |                                                                                       |                     |                                                |                                                                 |                                                               |                                                                                             |                     |
| Program Directors                        | \$0                                        | \$0                                                                 | \$54,000                                                                                         | \$0                                    | \$243,000                          | \$222,000                                  | \$0              | \$0                                                    |                                                | \$45,000                                                                              | \$25,000            | \$40,000                                       | \$14,400                                                        |                                                               | \$425,000                                                                                   | \$643,400           |
| Services Staff                           | \$42,000                                   | \$30,566                                                            | \$315,000                                                                                        | \$0                                    | \$741,650                          | \$707,600                                  | \$56,250         | \$484,744                                              | \$84,000                                       | \$150,000                                                                             | \$204,400           | \$44,000                                       | \$92,300                                                        | \$100,000                                                     |                                                                                             | \$3,477,510         |
| Staff Attorney                           |                                            |                                                                     |                                                                                                  | \$1,200,000                            |                                    |                                            |                  |                                                        |                                                |                                                                                       |                     |                                                |                                                                 |                                                               |                                                                                             | \$1,200,000         |
| Eligibility Worker                       | \$0                                        | \$0                                                                 | \$0                                                                                              | \$0                                    | \$0                                | \$0                                        | \$0              | \$118,192                                              | \$0                                            |                                                                                       | \$0                 | \$0                                            | \$0                                                             |                                                               |                                                                                             | \$118,192           |
| Tenant Counselor/Outreach Workers        | \$0                                        | \$0                                                                 | \$35,000                                                                                         | \$0                                    | \$0                                | \$0                                        | \$0              | \$0                                                    | \$0                                            | \$63,000                                                                              | \$0                 | \$0                                            | \$0                                                             |                                                               |                                                                                             | \$98,000            |
| Total Personnel                          | \$42,000                                   | \$30,566                                                            | \$404,000                                                                                        | \$1,200,000                            | \$984,650                          | \$929,600                                  | \$56,250         | \$602,936                                              | \$84,000                                       | \$258,000                                                                             | \$229,400           | \$84,000                                       | \$106,700                                                       | \$100,000                                                     | \$425,000                                                                                   | \$5,537,102         |
| Payroll Taxes and Benefits               | \$10,332                                   | \$5,394                                                             | \$121,200                                                                                        | \$300,000                              | \$381,360                          | \$371,840                                  | \$16,875         | \$200,979                                              | \$20,664                                       | \$26,568                                                                              | \$45,880            | \$23,000                                       | \$25,600                                                        | \$24,600                                                      | \$150,000                                                                                   | \$1,724,292         |
| <b>Total Personnel and Benefits</b>      | <b>\$52,332</b>                            | <b>\$35,960</b>                                                     | <b>\$525,200</b>                                                                                 | <b>\$1,500,000</b>                     | <b>\$1,366,010</b>                 | <b>\$1,301,440</b>                         | <b>\$73,125</b>  | <b>\$803,915</b>                                       | <b>\$104,664</b>                               | <b>\$284,568</b>                                                                      | <b>\$275,280</b>    | <b>\$107,000</b>                               | <b>\$132,300</b>                                                | <b>\$124,600</b>                                              | <b>\$575,000</b>                                                                            | <b>\$6,561,794</b>  |
| <b>Client Financial Assistance</b>       |                                            |                                                                     |                                                                                                  |                                        |                                    |                                            |                  |                                                        |                                                |                                                                                       |                     |                                                |                                                                 |                                                               |                                                                                             |                     |
| Client Support/Housing Barriers          |                                            | \$0                                                                 | \$0                                                                                              | \$0                                    | \$0                                | \$0                                        | \$10,200         | \$18,540                                               | \$0                                            | \$0                                                                                   | \$0                 | \$8,700                                        | \$13,800                                                        | \$0                                                           | \$0                                                                                         | \$51,240            |
| Furniture Grants                         |                                            | \$3,000                                                             | \$0                                                                                              | \$0                                    | \$0                                | \$0                                        | \$0              | \$0                                                    | \$0                                            | \$0                                                                                   | \$0                 | \$0                                            | \$0                                                             | \$0                                                           | \$0                                                                                         | \$3,000             |
| Move-in Assistance Grants                |                                            | \$0                                                                 | \$0                                                                                              | \$0                                    | \$0                                | \$0                                        | \$0              | \$0                                                    | \$0                                            | \$0                                                                                   | \$0                 | \$0                                            | \$0                                                             | \$0                                                           | \$0                                                                                         | \$0                 |
| Subsidies                                | \$254,160                                  | \$400,000                                                           | \$3,110,000                                                                                      | \$0                                    | \$0                                | \$0                                        | \$0              | \$0                                                    | \$960,000                                      | \$0                                                                                   | \$0                 | \$0                                            | \$0                                                             | \$0                                                           | \$0                                                                                         | \$4,724,160         |
| <b>Total Client Financial Assistance</b> | <b>\$254,160</b>                           | <b>\$403,000</b>                                                    | <b>\$3,110,000</b>                                                                               | <b>\$0</b>                             | <b>\$0</b>                         | <b>\$0</b>                                 | <b>\$10,200</b>  | <b>\$18,540</b>                                        | <b>\$960,000</b>                               | <b>\$0</b>                                                                            | <b>\$0</b>          | <b>\$8,700</b>                                 | <b>\$13,800</b>                                                 | <b>\$0</b>                                                    | <b>\$0</b>                                                                                  | <b>\$4,778,400</b>  |
| <b>Operating Expenses</b>                |                                            |                                                                     |                                                                                                  |                                        |                                    |                                            |                  |                                                        |                                                |                                                                                       |                     |                                                |                                                                 |                                                               |                                                                                             |                     |
| Program Costs                            | \$22,500                                   | \$5,000                                                             | \$50,169                                                                                         | \$285,714                              | \$919,640                          | \$379,000                                  | \$6,000          | \$58,195                                               | \$22,500                                       | \$15,000                                                                              | \$224,720           | \$14,500                                       | \$8,600                                                         | \$185,280                                                     | \$200,000                                                                                   | \$2,396,818         |
| Construction Costs                       |                                            | \$0                                                                 | \$0                                                                                              | \$0                                    | \$0                                | \$0                                        | \$0              | \$0                                                    | \$0                                            | \$0                                                                                   | \$0                 | \$0                                            | \$0                                                             | \$0                                                           | \$0                                                                                         | \$0                 |
| <b>Total Operating Expenses</b>          | <b>\$22,500</b>                            | <b>\$5,000</b>                                                      | <b>\$50,169</b>                                                                                  | <b>\$285,714</b>                       | <b>\$919,640</b>                   | <b>\$379,000</b>                           | <b>\$6,000</b>   | <b>\$58,195</b>                                        | <b>\$22,500</b>                                | <b>\$15,000</b>                                                                       | <b>\$224,720</b>    | <b>\$14,500</b>                                | <b>\$8,600</b>                                                  | <b>\$185,280</b>                                              | <b>\$200,000</b>                                                                            | <b>\$2,396,818</b>  |
| <b>Indirect Costs</b>                    | \$10,851                                   | \$6,144                                                             | \$86,305                                                                                         | \$214,286                              | \$342,848                          | \$252,066                                  | \$11,869         | \$129,317                                              | \$18,439                                       | \$21,687                                                                              | \$0                 | \$10,000                                       | \$12,300                                                        | \$44,933                                                      | \$112,375                                                                                   | \$1,273,419         |
| <b>Total Expenses</b>                    | <b>\$339,843</b>                           | <b>\$450,104</b>                                                    | <b>\$3,771,674</b>                                                                               | <b>\$2,000,000</b>                     | <b>\$2,628,498</b>                 | <b>\$1,932,506</b>                         | <b>\$101,194</b> | <b>\$1,009,967</b>                                     | <b>\$1,105,603</b>                             | <b>\$321,255</b>                                                                      | <b>\$500,000</b>    | <b>\$140,200</b>                               | <b>\$167,000</b>                                                | <b>\$354,813</b>                                              | <b>\$887,375</b>                                                                            | <b>\$15,710,031</b> |
| Cost/household:                          | \$16,992                                   | \$37,509                                                            | \$15,395                                                                                         | \$3,333                                | \$26,285                           | \$19,325                                   | \$1,687          | \$2,525                                                | \$22,112                                       | \$714                                                                                 | \$1,667             | \$1,869                                        | \$1,113                                                         | \$35,481                                                      | \$1,972                                                                                     |                     |
| Households Served                        | 20                                         | 12                                                                  | 245                                                                                              | 600                                    | 100                                | 100                                        | 60               | 400                                                    | 50                                             | 450                                                                                   | 300                 | 75                                             | 150                                                             | 10                                                            | 450                                                                                         | 3,022               |



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## Employment, Wages and Public Safety October 1, 2007

### Introduction

The United States currently leads the world in the number of people incarcerated in federal and state correctional facilities. There are currently more than 2 million people in American prisons or jails.<sup>1</sup> Overall, individuals incarcerated in U.S. prisons and jails are more likely to report extended periods of unemployment and earning lower wages than people in the general population.

- In the most recent statistics provided by the U.S. Department of Justice (DOJ), one-third of people in jail reported they were unemployed prior to arrest in 2002.<sup>2</sup> In comparison, 4.6 percent of the general population reported unemployment in July 2007.<sup>3</sup>
- Eighty-three percent of people in jail reported income in the month prior to arrest of less than \$2,000 in 2002,<sup>4</sup> one-third lower than the average monthly wage of the general public. In 2003, the average monthly wage of the general U.S. population was slightly more than \$3,000 per month.<sup>5</sup>

Research has shown a relationship between employment, wages and crime rates and a relationship between the economic health of a community and incarceration rates. The impact of policies related to employment and wages is concentrated among people of color, who are more likely to experience unemployment, hold lower-paying jobs and be incarcerated.

The importance of this issue is apparent as the stability of the U.S. economy has recently come into question. Between July and August 2007 the country lost 4,000 jobs, ending a four-year growth. Despite a steady unemployment rate, empirical research has identified a net decrease in the percentage of employed adults, which suggests that the number of people who are neither working nor looking for work—considered neither employed nor unemployed by the

<sup>1</sup>Sabol, William J., Todd D. Minton and Paige M. Harrison. 2007. *Prison and jail inmates at midyear 2006*. Washington, D.C.: Bureau of Justice Statistics.

<sup>2</sup>James, Doris J. 2004. *Profile of jail inmates, 2002*. Washington, D.C.: Bureau of Justice Statistics.

<sup>3</sup>Bureau of Labor Statistics. 2007. *Employment situation summary: July 2007*. [www.bls.gov/news.release/empsit.nr0.htm](http://www.bls.gov/news.release/empsit.nr0.htm), accessed August 27, 2007.

<sup>4</sup>James, Doris J. 2004.

<sup>5</sup>Calculated using the mean annual wage of \$36,210. Obtained at: Bureau of Labor Statistics. September 18, 2007. Online at [http://www.bls.gov/oes/2003/may/oes\\_00A1.htm](http://www.bls.gov/oes/2003/may/oes_00A1.htm).



government—in August 2007.<sup>6</sup> This job loss comes at a time when national statistics show a small uptick in the number of violent crimes.<sup>7</sup>

This research brief will summarize recent findings on what is known about unemployment and wages as both relate to crime trends and public safety. The Justice Policy Institute (JPI) compared state-level employment rates with crime rates and found that, on average, those states with the highest levels of unemployment<sup>8</sup> had higher violent crime rates than states with lower unemployment levels. While there is no single solution that will guarantee that a person will not be involved in criminal activity, and the literature is not conclusive on what single factor will solve every community's various challenges, the research suggests that increased investments in employment opportunities can have a positive public safety benefit. Significant findings from this brief include:

- **Increased employment is associated with positive public safety outcomes.** Researchers have found that from 1992 to 1997, a time when the unemployment rate dropped 33 percent, “slightly more than 40 percent of the decline [in overall property crime rate] can be attributed to the decline in unemployment.”
- **Increased wages are also associated with public safety benefits.** Researchers have found that a 10 percent increase in wages would reduce the amount of hours young men spent participating in criminal activity by 1.4 percent.
- **States that had higher levels of employment also had crime rates lower than the national average.** Eight of the 10 states that had the lowest unemployment rates in the United States also had violent crime rates that were lower than the national average. In comparison, half of the 10 states with the highest unemployment rates had higher violent crime rates than the national average in 2005.
- **The risks of incarceration, higher violent crime rates, high unemployment rates and low wages are concentrated among communities of color.** Communities of color and African Americans, specifically, experience more unemployment and lower average wages than their white counterparts. At the same time, communities of color are more likely to experience higher rates of violence than are white communities, and African Americans are more likely to be incarcerated than are whites.

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<sup>6</sup>Leonhardt, David and Jeremy W. Peters. 2007. Recession fear heightened as 4-year growth in jobs ends. *The New York Times*, September 7. Online at [www.nytimes.com/2007/09/07/business/07cnd-econ.html?\\_r=1&oref=slogin](http://www.nytimes.com/2007/09/07/business/07cnd-econ.html?_r=1&oref=slogin).

<sup>7</sup>FBI Uniform Crime Report, 2007. *Crime in the United States*. Online at [www.fbi.gov/ucr/ucr.htm](http://www.fbi.gov/ucr/ucr.htm).

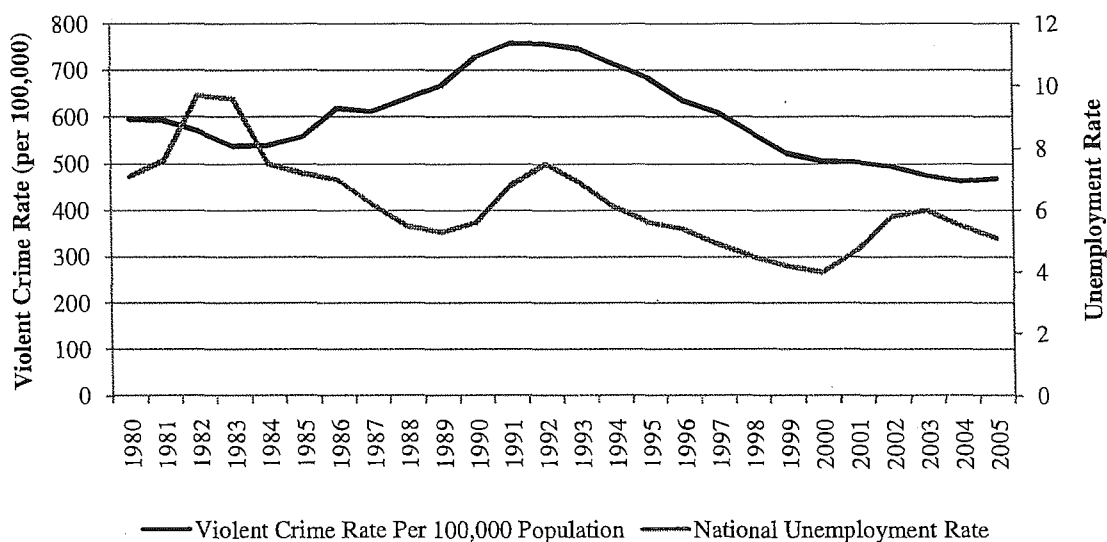
<sup>8</sup>The unemployment rate includes those people who are collecting unemployment insurance per 100,000 in the population. To collect unemployment insurance, a person must meet three criteria: the person must be able and available to work, must not have worked in previous week and must have made an effort to find work. Wages are hourly earnings compiled by the Bureau of Labor Statistics.



**1) Increases in employment and increases in wages are associated with lower crime rates.**

Researchers have conducted a variety of studies examining the relationship of unemployment and wages to crime. Some of the findings indicate that increased employment and wages can contribute to lower crime rates. Nationally, unemployment rates have shown a positive relationship with crime rates. Particularly since 1989, violent crime rates followed a similar pattern to unemployment rates.

**Violent crime rates and unemployment rates.**



Sources: FBI Uniform Crime Report, *Crime in the United States*, 1980-2005;  
Bureau of Labor Statistics, 1980-2005

Although other factors may be acting to decrease crime rates, several researchers have found that increases in employment and wages contribute to specific decreases in certain types of crime, with property crimes and burglary decreasing the most.

**A one percent decrease in the unemployment rate  
relates to the following decreases in crime rate.**

| Type of Crime  | Percentage Decrease in Crime Rate |
|----------------|-----------------------------------|
| Property Crime | -1.6-2.4%                         |
| Violent Crime  | -0.5%                             |
| Burglary       | -2%                               |
| Larceny        | -1.5%                             |
| Auto Theft     | -1%                               |

Source: Raphael, Steven and Rudolph Winter-Ebmer. 2001. Identifying the effects of unemployment and crime. *Journal of Law and Economics* Vol. XLIV.



- The Heritage Foundation found additional public safety benefits in increasing the civilian labor force. According to the report, a one percent increase in civilian labor force participation could be expected to decrease violent crime by 8.8 incidents per 100,000 people.<sup>9</sup>
- A study published in the *Journal of Law and Economics* found that, the crime drop of the 1990s was associated with falling unemployment rates.<sup>10</sup> From 1992 to 1997, during a time when the unemployment rate dropped 33 percent, the country also witnessed a 30 percent drop in the robbery rate, a 15 percent drop in auto theft and burglary rates and a 4 percent drop in larceny rates. The researchers found that “slightly more than 40 percent of the decline [in overall property crime rate] can be attributed to the decline in unemployment.” The authors found the impact on violent crime was weaker, but that it varied for different crimes (such as homicide, and robberies).
- A study published in the *Journal of Labor Economics* indicates that for young men, a 10 percent increase in wages would reduce the amount of hours spent participating in criminal activity by 1.4 percent.<sup>11</sup> Furthermore, this same study directly links the decline of property crime rates in the 1990s with the decline in the unemployment rate.
- A study published in the *Journal of Quantitative Criminology* found that youth involvement in crime seems to be especially affected by employment. This study has indicated that employed youth are less likely to be engaged in property crimes.<sup>12</sup>
- A second study published in the *Journal of Quantitative Criminology* using Bureau of Labor Statistics data indicated that an increase in the number of people unemployed for 15 weeks or more, which is considered long-term unemployment, correlates with increased property crime.<sup>13</sup>
- One 2002 study published in *The Review of Economics and Statistics* found that wage trends account for more than 50 percent of the change in both property and violent crime indices over the time period examined in the study.<sup>14</sup>

<sup>9</sup> Muhlhausen, David B. May 2001. *Do Community Oriented Policing Services grants affect violent crime rates?* Washington, DC: The Heritage Foundation. Online at [www.heritage.org](http://www.heritage.org).

<sup>10</sup> Raphael, Steven and Rudolph Winter-Ebmer. 2001. Identifying the effects of unemployment and crime. *Journal of Law and Economics* Vol. XLIV.

<sup>11</sup> Grogger, Jeff. 1998. Market wages and youth crime. *Journal of Labor and Economics* 16(4): 756-791.

<sup>12</sup> Britt, Chester L. 1997. Reconsidering the unemployment and crime relationship: Variation by age group and historical period. *Journal of Quantitative Criminology* 13(4): 405-428.

<sup>13</sup> Chamlin, Mitchell B. and John K. Cochran. 2000. Unemployment, economic theory, and property crime: A note on measurement. *Journal of Quantitative Criminology* 16(4): 443-455.

<sup>14</sup> Gould, Eric D., Bruce A. Weinberg and David B. Mustard. 2002. Crime rates and local labor market opportunities in the United States: 1979-1997. *The Review of Economics and Statistics* 84(1):45-61.



**2) States that had higher levels of employment also had crime rates lower than the national average.**

JPI examined the 10 states with the highest and lowest unemployment rates alongside the corresponding violent crime rates of those 10 states. Overall, states with unemployment rates that are higher than the national average also have higher violent crime rates than states with lower unemployment rates.

Of the 10 states with the lowest unemployment rates, eight had violent crime rates below the national average in 2005. Of the 10 states with the highest unemployment rates, half had violent crime rates above the national average.

**On average, the states with the highest levels of unemployment also had the highest levels of violent crime.**

Ten states with the lowest unemployment rates and the corresponding violent crime rates.

| State                | Unemployment Rate | Violent Crime Rate (per 100,000) |
|----------------------|-------------------|----------------------------------|
| <b>United States</b> | <b>5.1</b>        | <b>469</b>                       |
| Montana              | 3.9               | 287                              |
| Nebraska             | 3.9               | →607                             |
| Florida              | 3.8               | 449                              |
| South Dakota         | 3.7               | →753                             |
| Wyoming              | 3.7               | 230                              |
| New Hampshire        | 3.6               | 355                              |
| Virginia             | 3.5               | 346                              |
| North Dakota         | 3.4               | 351                              |
| Vermont              | 3.4               | 283                              |
| Hawaii               | 2.7               | 257                              |
| <b>Average</b>       | <b>3.56</b>       | <b>391</b>                       |

Ten states with the highest unemployment rates and the corresponding violent crime rates.

| State                | Unemployment Rate | Violent Crime Rate (per 100,000) |
|----------------------|-------------------|----------------------------------|
| <b>United States</b> | <b>5.1</b>        | <b>469</b>                       |
| Mississippi          | 7.8               | →525                             |
| Alaska               | 6.9               | →632                             |
| Michigan             | 6.8               | 297                              |
| Louisiana            | 6.7               | 112                              |
| South Carolina       | 6.7               | 176                              |
| Oregon               | 6.2               | 425                              |
| Kentucky             | 6                 | →594                             |
| Ohio                 | 5.9               | →509                             |
| Illinois             | 5.7               | 324                              |
| Tennessee            | 5.6               | →530                             |
| <b>Average</b>       | <b>6.43</b>       | <b>412</b>                       |

Sources: Bureau of Labor Statistics 2005; FBI Uniform Crime Report, *Crime in the United States*, 2005



### 3) Why might investments in employment opportunities have a public safety benefit?

According to the available research and the analyses in this brief, jurisdictions with increased employment had positive public safety outcomes when compared with jurisdictions with more unemployment. Why may employment opportunities have a relationship with public safety?

#### *Transforming communities*

Researchers have found a relationship between unemployment, crime and incarceration. Improving employment opportunities encourage reinvestments in oneself, as well as in the community, ostensibly creating an environment for improved public safety. A study by the National Bureau of Economic Research found that places that rely most heavily on incarceration reduce the employment opportunities in their communities compared with places that rely on alternatives to incarceration.<sup>15</sup> Areas with the most rapidly rising rates of incarceration were the areas in which youth, particularly African American youth, have had the worst earnings and employment experience. Other research indicates that neighborhoods with the highest levels of incarceration in one year had higher-than-expected crime rates the following year (compared with other neighborhoods, and controlling factors such as poverty, racial composition, and voluntary mobility).<sup>16</sup>

#### *Creating positive life outcomes for individuals and communities*

Unemployment, low wages, and incarceration have a cumulative effect that creates a cycle that prevents communities and individuals from improving their life outcomes and acquiring social capital. Individuals may have difficulty procuring work after incarceration, something that contributes to growing unemployment rates, thus increasing the unemployment rate in a community, which may further increase the crime rate and the incarceration rate.

- Incarceration impedes job growth, further precluding employment, and continues the cycle. Researchers at Princeton University have found that a formerly incarcerated youth experienced three weeks less work in a year (five weeks less for a formerly incarcerated African American youth) than a youth who had no history of incarceration.<sup>17</sup>
- Many people who have been incarcerated face specific obstacles when attempting to find a job, regardless of job type. One researcher found that jail time reduced the probability of employment by between 15 and 30 percentage points.<sup>18</sup> The impact of incarceration on

<sup>15</sup>Freeman, Richard B. and Joel Rogers. 1999. *What workers want*. Cornell University Press.

<sup>16</sup>Clear, Todd R. 2007. *Imprisoning communities: How mass incarceration makes disadvantaged neighborhoods worse*. New York: Oxford University Press.

<sup>17</sup>Western, Bruce and Katherine Beckett. 1999. How unregulated is the U.S. labor market?: The penal system as a labor market institution. *The American Journal of Sociology* 104: 1030-1060.

<sup>18</sup>Freeman, Richard B. 1991. Employment and earnings of disadvantaged young men in a labor shortage economy. In *The urban underclass*, ed. Christopher Jencks and Paul E. Peterson. Washington, DC: Brookings Institution Press.



employment was greater than for conviction or probation alone, which reduced employment probabilities by six to 10 percentage points.

- A 1996 study found that 65 percent of all employers in five major U.S. cities would not knowingly hire a person with a criminal record, regardless of the offense.<sup>19</sup>
- Youth, in particular, may miss out on opportunities to learn important social and human skills that are necessary for the legal job market, thus making finding and keeping a job more difficult.<sup>20</sup>
- Even if serving time in prison does not necessarily hinder employment prospects, it will diminish an individual's earnings.<sup>21</sup>
- The negative impacts of incarceration appear to be greater for older individuals, including those with white-collar occupations. In a review of existing literature, researchers have found that even if employment prospects are not harmed by incarceration, a person with a history of incarceration could expect a 10 to 30 percent earnings penalty.<sup>22</sup>

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<sup>19</sup>Holzer, Harry J. 1996. *What employers want: Job prospects for less-educated workers*. New York: Russell Sage Foundation.

<sup>20</sup>Bushway, Shawn D. 1998. The impact of an arrest on the job stability of young white American men. *Journal of Research in Crime and Delinquency* 35:4:454-479.

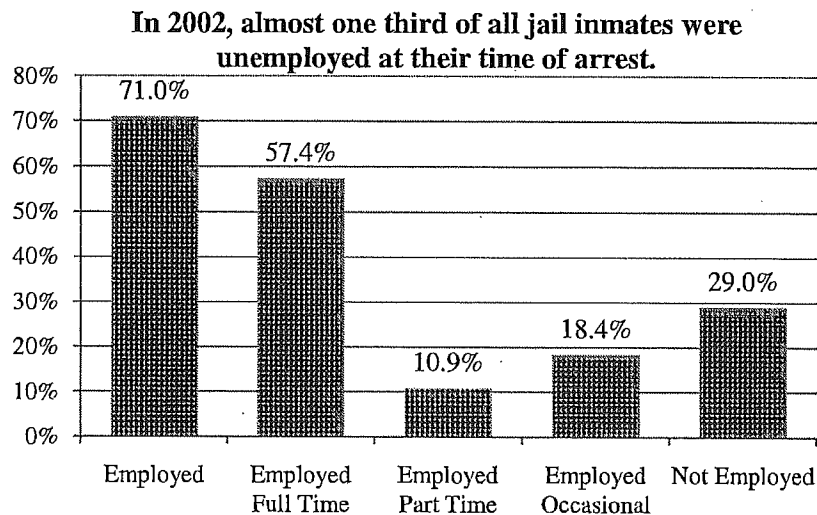
<sup>21</sup>Western, Bruce, Jeffrey R. Kling and David F. Weiman. 2001. The labor market consequences of incarceration. *Crime and Delinquency* 47:410-427.

<sup>22</sup>Western, Bruce, Jeffrey R. Kling, and David F. Weiman. 2001.



**4) The risks of incarceration, higher violent crime rates, high unemployment rates and low wages are concentrated among communities of color.**

Since the 1990s, employment rates have generally improved in the United States; however, people involved in the criminal justice system are far more likely to report unemployment than someone in the general public. Though 71 percent of people in jail in 2002 were employed in the month prior to arrest, more than one-quarter of the people held in jails were not employed.<sup>23</sup> An additional quarter of those held in jail were employed part-time or occasionally. People unemployed or under-employed make up a significant portion of the jailed population. In comparison, the percentage of the U.S. population experiencing unemployment in 2005 was approximately 5 percent.<sup>24</sup>



Source: James, Doris J. 2004. *Profile of jail inmates, 2002*. Washington, D.C: Bureau of Justice Statistics.

Over the past 30 years, employment rates, wages and income have increased for people of color, particularly African Americans.<sup>25</sup> However, people of color are far more likely to experience unemployment than their white counterparts. At the same time, people of color are over-represented in U.S. prisons. Though unemployment is not a definite predictor of criminality or incarceration, research has shown that communities that experience more unemployment also experience higher crime rates and, as a result, are likely to also experience higher incarceration rates.

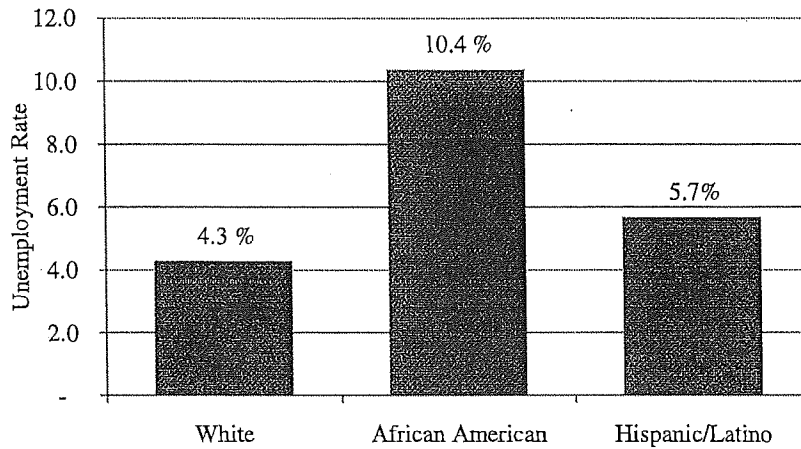
<sup>23</sup>James, Doris J. 2004.

<sup>24</sup>Bureau of Labor Statistics. 2007. *Employment situation summary: July 2007*. [www.bls.gov/news.release/empstat.nr0.htm](http://www.bls.gov/news.release/empstat.nr0.htm), accessed August 27, 2007.

<sup>25</sup>Joint Center for Political and Economic Studies Data Bank, August 27, 2007. [www.jointcenter.org/DB/detail/employment.htm](http://www.jointcenter.org/DB/detail/employment.htm)

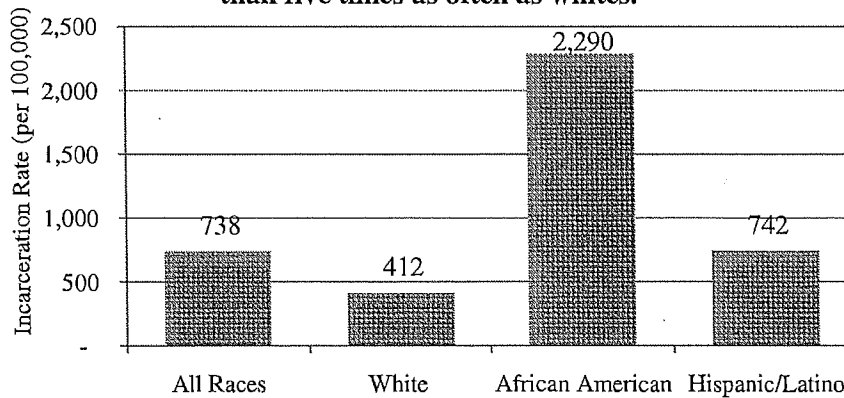


**In 2005, the unemployment rate of African Americans was more than twice that of whites.**



Source: Bureau of Labor Statistics, 2005.

**In 2005, African Americans were incarcerated more than five times as often as whites.**

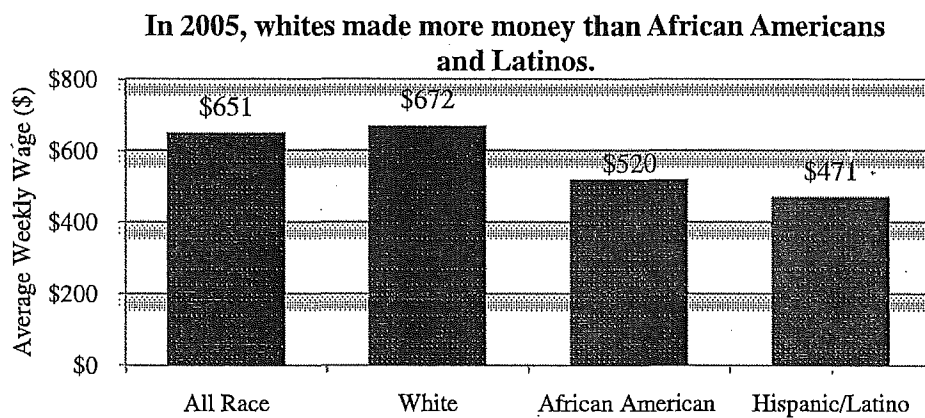


Source: Harrison, Paige M. and Allen J. Beck. 2006. *Prison and jail inmates at midyear, 2005*. Washington, DC: Bureau of Justice Statistics.

People of color are also more likely to be paid less than their white counterparts. Though earning less money is not necessarily an indicator of criminal activity or incarceration, communities with lower wages are more likely to experience higher crime rates. Similarly, research has shown that wage inequalities do have a relationship with crime, particularly violent crime.<sup>26</sup>

<sup>26</sup> Fowles, Richard and Mary Merva. 1996. Wage inequality and criminal activity: An extreme bounds analysis for the United States, 1975-1990. *Criminology* 34(2): 163-182



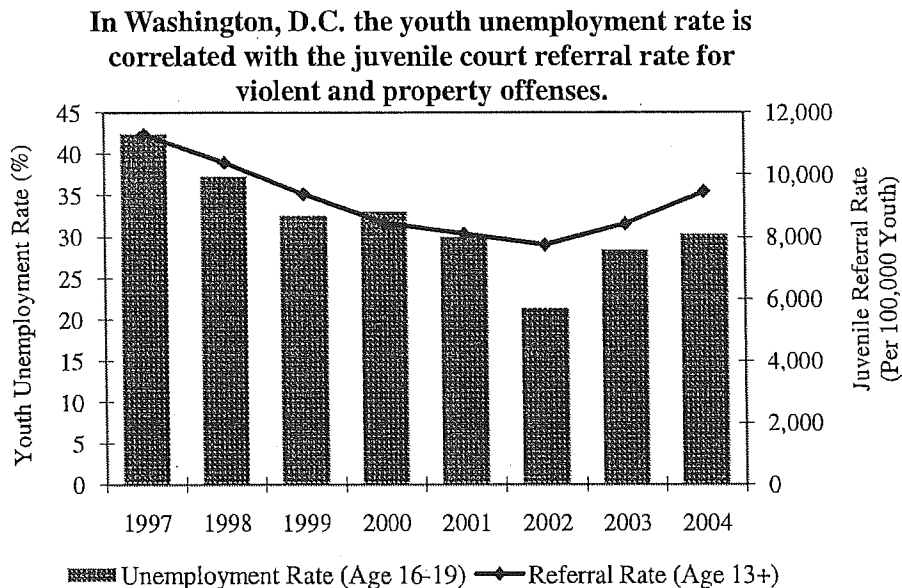


Source: Bureau of Labor Statistics, 2005



**Recommendations**

Investments in employment opportunities can provide important public safety benefits to communities. From 1997 to 2004, Washington, D.C. experienced evidence of the importance of employment opportunities for youth. As the unemployment rate for D.C. youth increased, the referral rate of youth to juvenile court also increased. Rather than focus on corrections, law enforcement and the judiciary when allocating funding, jurisdictions could turn their attention to employment resources, employability training and the availability of well-paying jobs.



Sources: Superior Court of the District of Columbia: Family Court. *Annual Report to Congress, Family Court, 2005*. [www.dccourts.gov](http://www.dccourts.gov); Bureau of Labor Statistics, March 28, 2006. Table: *Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age*. [www.bls.gov/lau/](http://www.bls.gov/lau/)

Compared with people who face barriers to employment, people with enhanced employment opportunities and earning potential would be better able to make other investments in their communities, their families and themselves, including health care, housing, education and other factors that would further benefit public safety.



### Research limitations

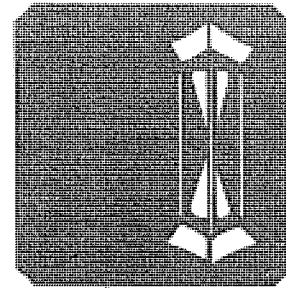
Comparing unemployment and its relationship to crime presents some particular challenges. Because unemployment rates only capture those people collecting unemployment insurance from the government, many unemployed people may not be counted. Unemployment rates are also affected by the seasons.

Although investments in employment, education and other social factors have been shown to promote public safety and healthy communities, there is no single solution that will reduce the chance that a person will be involved in criminal activity. The research is not conclusive on what one factor will solve every community's public safety challenges, as different communities have differing needs and what works for one may not work for another. All of these social factors should be considered in the context of individual communities in order to establish policies that effectively ensure public safety.

### Acknowledgements

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# The High/Scope Perry Preschool Study Through Age 40

## Summary, Conclusions, and Frequently Asked Questions

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This summary is based on excerpts from *Lifetime Effects: The High/Scope Perry Preschool Study Through Age 40* (pp. 194–215), by Lawrence J. Schweinhart, Jeanne Montie, Zongping Xiang, W. Steven Barnett, Clive R. Belfield, & Milagros Nores, 2005, Ypsilanti, MI: High/Scope Press. © 2005 by High/Scope® Educational Research Foundation.



The design and findings of the High/Scope Perry Preschool study and its conclusions are summarized here, along with answers to frequently asked questions, thereby taking advantage of the rich discussion that has surrounded the study over 4 decades. Complete information is available in the study's latest report, *Lifetime Effects: The High/Scope Perry Preschool Study Through Age 40*.<sup>1</sup>

## Summary

The High/Scope Perry Preschool study is a scientific experiment that has identified both the short- and long-term effects of a high-quality preschool education program for young children living in poverty. From 1962 through 1967, David Weikart and his colleagues in the Ypsilanti, Michigan, school district operated the High/Scope Perry Preschool Program for young children to help them avoid school failure and related problems. They identified a sample of 123 low-income African-American children who were assessed to be at high risk of school failure and randomly assigned 58 of them to a program group that received a high-quality preschool program at ages 3 and 4 and 65 to another group that received no preschool program. Because of the random assignment strategy, children's preschool experience remains the best explanation for subsequent group differences in their performance over the years. Project staff collected data annually on both groups from ages 3 through 11 and again at ages 14, 15, 19, 27, and 40, with a missing data rate of only 6% across all measures. After each period of data collection, staff analyzed the information and wrote a comprehensive official report.

The study has produced eight monographs over the years. The findings of program effects through age 40 span the domains

of education, economic performance, crime prevention, family relationships, and health. Key findings for education, economic performance, and crime prevention are summarized in Figure 1.

## Education

The program group significantly outperformed the no-program group on highest level of schooling completed (77% vs. 60% graduating from high school). Specifically, a much larger percentage of program than no-program females graduated from high school (88% vs. 46%). This difference was related to earlier differences between program and no-program females in the rates of treatment for mental impairment (8% vs. 36%) and grade repetition (21% vs. 41%). The program group also significantly outperformed the no-program group on various intellectual and language tests from their preschool years up to age 7; on school achievement tests at ages 9, 10, and 14; and on literacy tests at ages 19 and 27. At ages 15 and 19, the program group had significantly better attitudes toward school than the no-program group, and program-group parents had better attitudes toward their 15-year-old children's schooling than did no-program-group parents.

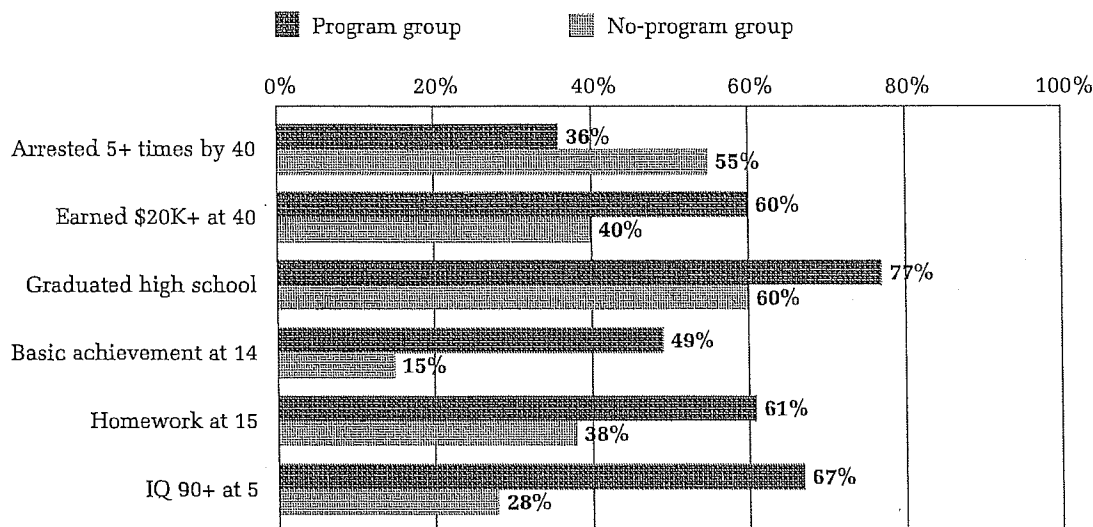
## Economic Performance

Significantly more of the program group than the no-program group were employed at age 40 (76% vs. 62%), which continues the trend from age 27 (69% vs. 56%). At age 40, more program-group males than no-program group males were employed (70% vs. 50%), although at age 27 more program-group females than no-program-group females were employed (80% vs. 55%). The program group also had

<sup>1</sup> The eighth monograph of the Perry Preschool study, *Lifetime Effects: The High/Scope Perry Preschool Study Through Age 40* by L. J. Schweinhart et al. (2005), is available from High/Scope Press, 600 N. River St., Ypsilanti, MI 48198. Contact High/Scope at 1-800-40-PRESS or online at [www.highscope.org](http://www.highscope.org). E-mail Larry Schweinhart at [lschweinhart@highscope.org](mailto:lschweinhart@highscope.org).



**Figure 1**  
Major Findings: High/Scope Perry Preschool Study at 40



significantly higher median annual earnings than the no-program group at ages 27 and 40 (\$12,000 vs. \$10,000 at age 27 and \$20,800 vs. \$15,300 at age 40) and higher median monthly incomes at both ages (\$1,020 vs. \$700 at age 27 and \$1,856 vs. \$1,308 at age 40). There was a consistent tendency for a smaller percentage of the program group than the no-program group to receive regular income from family or friends, which was statistically significant at age 27 (2% vs. 16%).

Rather than paying rent, receiving a subsidy, living with others, or being incarcerated, the program group had significantly more stable dwelling arrangements at ages 27 and 40—that is, more of them owned their own homes (27% vs. 5% at age 27, 37% vs. 28% at age 40). At age 40, program males paid significantly more per month for their dwelling than did no-program males. Significantly more of the program group than the no-program group owned a car at age 40 (82% vs. 60%), especially males (80% vs. 50%), as they had at age 27 (73% vs. 59%). Indeed, at age 27, a significantly larger proportion of the program group than the no-program group had a

second car (30% vs. 13%), especially males (36% vs. 15%). At age 40, significantly more of the program group than the no-program group had savings accounts (76% vs. 50%), especially males (73% vs. 36%).

While the evidence of less use of social services by the program group than by the no-program group is strikingly consistent across various indicators of social services usage, the evidence of a significant group difference in use of social services on individual indicators is equivocal. By age 40, fewer members of the program group than the no-program group reported receiving social services at some time in their lives (71% vs. 86%), but this difference was not significant. At age 27, significantly fewer of the program group than the no-program group reported receiving social services at some time in the previous 10 years (59% vs. 80%). Among the individual categories of social services, the only significant differences between the program group and the no-program group involved family counseling at ages 34 to 40 (13% vs. 24%) and General Assistance from ages 23 to 27 (10% vs. 23%).



## Crime Prevention

The study presents strong evidence that the Perry Preschool program played a significant role in reducing overall arrests and arrests for violent crimes as well as property and drug crimes and subsequent prison or jail sentences over study participants' lifetimes up to age 40. The program group had significantly fewer lifetime arrests than the no-program group (36% vs. 55% arrested 5 or more times) and significantly fewer arrests for violent crimes (32% vs. 48% ever arrested), property crimes (36% vs. 58% ever arrested), and drug crimes (14% vs. 34% ever arrested). Significant group differences in various types of crime occurred at various times of life—crimes other than violent, property, or drug crimes in adolescence (3% vs. 11%); total arrests (7% vs. 29% with 5 or more arrests) and drug crimes (9% vs. 25%) in early adulthood; and violent crimes (14% vs. 31%) and property crimes (15% vs. 32%) in midlife. Consider also that by age 40, compared to the no-program group, the program group had significantly fewer arrests for property felonies (19% vs. 32% ever arrested), drug felonies (7% vs. 28%), violent misdemeanors (19% vs. 37%), and property misdemeanors (24% vs. 41%); significantly fewer arrests for property felonies by age 27 (14% vs. 26%); and significantly fewer arrests from ages 28 to 40 for violent felonies (2% vs. 12%), drug felonies (3% vs. 15%), and property misdemeanors (10% vs. 28%). By age 40, compared to the no-program group, the program group had participated in significantly fewer of 3 of the 78 types of crimes cited at arrest—dangerous drugs (3% vs. 20%), assault and/or battery (19% vs. 37%), and larceny under \$100 (9% vs. 22%). These types of crimes had significant group differences by age 27; assault and/or battery also had a significant group difference at age 28 to 40. Moreover, the program group was sentenced to significantly fewer months in prison or jail by age 40 (28%

vs. 52% ever sentenced), specifically from ages 28 to 40 (19% vs. 43%). Also, from ages 28 to 40, the program group was sentenced to significantly fewer months in prison for felonies (7% vs. 25%) and had served significantly fewer months in prison overall (9% vs. 21% ever served).

## Health, Family, and Children

More program than no-program males raised their own children (57% vs. 30%) and had second marriages (29% vs. 8%). The two oldest children raised by program-group members did not differ significantly from the two oldest children raised by no-program group members in education, employment, arrests, or welfare status. At age 40, more of the program group than the no-program group said they were getting along very well with their families (75% vs. 64%). Fewer program than no-program males reported using sedatives, sleeping pills, or tranquilizers (17% vs. 43%), marijuana or hashish (48% vs. 71%), or heroin (0% vs. 9%).

## Cost-Benefit Analysis

In constant 2000 dollars discounted at 3%, the economic return to society of the Perry Preschool program was \$244,812 per participant on an investment of \$15,166 per participant—\$16.14 per dollar invested. Of that return, \$195,621 went to the general public—\$12.90 per dollar invested (as compared to \$7.16 in the age-27 benefit-cost analysis), and \$49,190 went to each participant—\$3.24 per dollar invested. Of the public return (see Figure 2), 88% (\$171,473) came from crime savings, 4% (\$7,303) came from education savings, 7% (\$14,078) came from increased taxes due to higher earnings, and 1% (\$2,768) came from welfare savings. Preschool program participants earned 14%



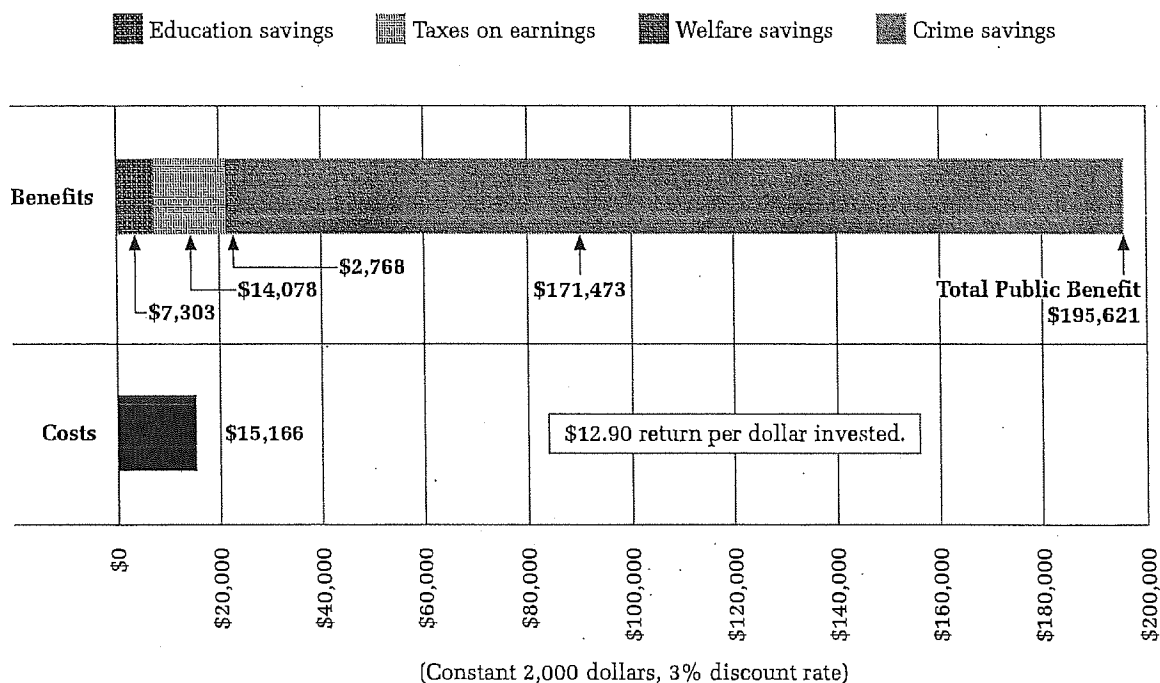
more per person than they would have otherwise—\$156,490 more over their lifetimes in undiscounted 2000 dollars. Male program participants cost the public 41% less in crime costs per person—\$732,894 less in undiscounted 2000 dollars over their lifetimes.

Interestingly, 93% of the public return was due to the performance of males and only 7% to females. This difference is due to the fact that compared to females, males committed substantially more crimes, but program males committed substantially fewer crimes than no-program males. This finding stands in stark contrast to the earlier finding that 84% of the program females, but only 32% of the no-program females, graduated from regular high school. Because education is itself an investment, it is not surprising that education cost more for program females, but it is disconcerting that the greater educational attainment of program than no-program females did not have a larger impact on their earn-

ings, as compared to males for whom program and no-program high school graduation rates were not significantly different. The return to society on program investment due to earnings was \$70,615 for females as compared to \$58,436 for males, only 21% more. We can surmise that program females did not earn more because wage growth for low-skilled jobs has been very low in recent decades; not all females participate in the labor market; and we omitted the benefits of education on household production and family behaviors.

The cost-benefit analysis is reasonably conservative in two respects. One is the omission of benefits that are hard to monetize, such as family, health, and wealth benefits. The other is the conservative assumptions about the earnings profiles and the unit costs of crimes; where multiple data sources were available, we typically chose the source that yielded smaller differences between program and no-program groups.

**Figure 2**  
High/Scope Perry Preschool Program Public Costs and Benefits





## Path Model

A path model of the study (see Figure 3) suggests how preschool experience affects participants' success at age 40. Beginning with preschool experience and children's preprogram intellectual performance, the model traces cause-effect paths to children's postprogram intellectual performance, then to their school achievement and commitment to schooling, then to their educational attainment, then to their adult earnings and lifetime arrests.

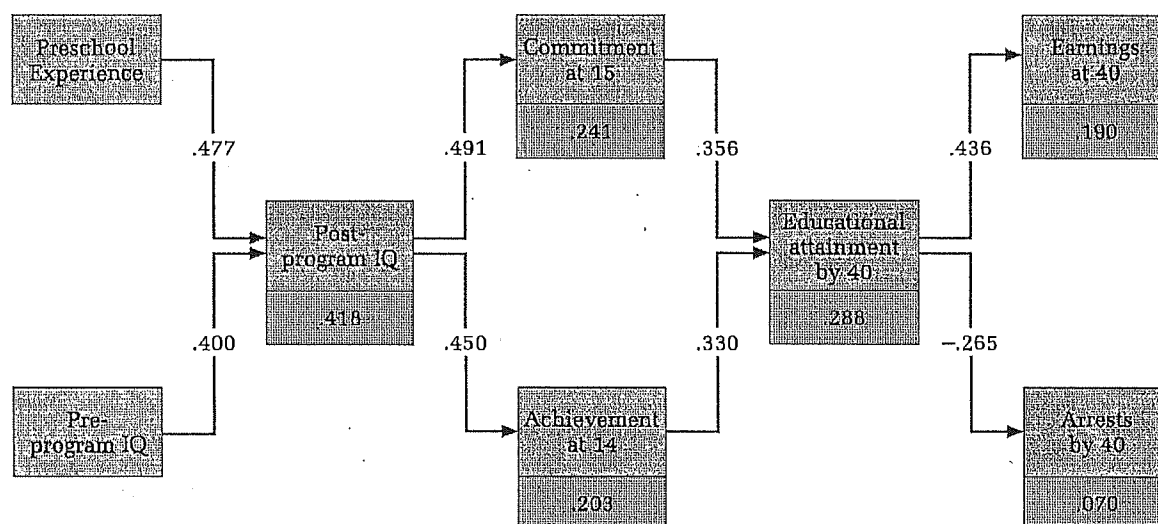
## Conclusions

The major conclusion of this midlife phase of the Perry Preschool research study is that **high-quality preschool programs for young children living in poverty contribute to their intellectual and social development in child-**

**hood and their school success, economic performance, and reduced commission of crime in adulthood.** This study confirms that these findings extend not only to young adults, but also to adults in midlife. It confirms that the long-term effects are lifetime effects. The Perry Preschool study indicates that the return to the public on its initial investment in such programs is not only substantial but larger than previously estimated.

The study draws these conclusions about a 2-year preschool education program for 3- and 4-year-olds living in low-income families. Teachers had bachelor's degrees and certification in education, and each served 5–6 children. They used the High/Scope educational model in daily 2½-hour classes and visited families weekly. In this model, teachers arranged the classroom and daily schedule to support children's self-initiated learning activities, provided both small-group and large-group activities, and helped children

**Figure 3**  
A Model of the Paths from Preschool Experience to Success at 40



*Note.* Path coefficients are standardized regression weights, all statistically significant at  $p < .01$ ; coefficients in each box are squared multiple correlations.



engage in key experiences in child development. Teachers studied and received regular training and support in their use of this educational model.

**The most basic implication of this study is that all young children living in low-income families should have access to preschool programs that have features that are reasonably similar to those of the High/Scope Perry Preschool program.** Findings from this long-term study and others reviewed in this report have motivated policymakers to invest more in preschool programs. But because policymakers practice the art of political compromise, these programs have seldom met the standard of reasonable similarity identified here. Recognizing this problem, more recent efforts, such as the Abbott court decision in New Jersey and the recent ballot initiative in Florida, have sought to require key program standards from the be-

ginning of a program. These are hopeful signs and models for the future.

The High/Scope Perry Preschool study serves as a symbol of what government programs can achieve. The High/Scope Perry Preschool study also offers a challenge, a kind of policy gauntlet, for decision makers at local, state, and national levels. It demonstrates what can be done, and the challenge is to do it. The High/Scope Perry Preschool, the Abecedarian, and the Chicago programs described in the latest Perry Preschool report all have significant benefits. Though they illuminate different aspects of the question of lasting effects of preschool education, they all reflect the same challenge of providing high-quality preschool programs that include low-income children so that these children get a fair chance to achieve their potential and contribute meaningfully to their families and to society.



## Q & A

**B**ecause the long-term High/Scope Perry Preschool study is well known and respected and stands at the fulcrum of decisions about public investment in early childhood programs, it has attracted many questions over the years that deserve thoughtful answers. Many of the questions and answers that follow involve the study's internal and external validity. Its internal validity is the extent to which its two groups are the result of simple random assignment and thus accurately reflect the impact of a good preschool education experience against the impact of no preschool education experience. Its external validity is the extent to which its study participants and treatment resemble the children and programs to which it is generalized.

### ***Don't the departures from random assignment challenge the internal validity of the findings?***

The internal validity of the High/Scope Perry Preschool study is very strong because its design is based on random assignment of children to program and no-program groups. For this very reason, its departures from strict random assignment have received intense scrutiny. These departures and their effects on major outcomes are examined at length in the age 40 report, *Lifetime Effects* (Schweinhart et al., 2005). First, the outcome analyses in this monograph are adjusted for seven background covariates: five that had statistically significant relationships with preschool experience and one or more of the key outcome variables; one (mother's employment) that had a statistically significant relationship with preschool experience due to the random-assignment departure of assigning some children of employed mothers to the no-program

group; and another variable (father at home) that had a nearly statistically significant relationship with monthly earnings at age 40 as well as general policy relevance. Second, because younger siblings were assigned to the same group as their older sibling, we analyzed major outcomes with subsamples that included only one sibling per family. Third, because the sample consisted of five classes of children, we analyzed major outcomes using classes as covariates. The findings for the major outcomes were the same regardless of which of these analyses were used.

### ***Isn't the sample size too small to generate scientific confidence in the findings?***

Statistical significance testing takes sample size into account. To achieve statistical significance, group differences must become larger in magnitude as sample sizes become smaller. Indeed, a problem with very large samples is that educationally trivial group differences can achieve statistical significance. If the High/Scope Perry Preschool study sample were truly too small, none of its findings would have achieved statistical significance, and it would never have become influential.

### ***How can the study be generalized to other programs?***

Because few programs are evaluated by longitudinal studies involving random assignment of study participants, it is desirable to be able to generalize the results of such studies as broadly as possible. The external validity or generalizability of the study findings extends to those programs that are reasonably



similar to the High/Scope Perry Preschool program. A reasonably similar program is a preschool education program run by teachers with bachelor's degrees and certification in education, each serving up to 8 children living in low-income families. The program runs 2 school years for children who are 3 and 4 years of age with daily classes of 2½ hours or more, uses the High/Scope model or a similar participatory education approach, and has teachers visiting families at least every two weeks or scheduling regular parent events. Each term in this treatment definition is examined further below.

- *A preschool education program*—a care and education program that contributes to young children's development.
- *Run by teachers with bachelor's degrees and certification in education*—The teachers in the Perry Preschool study were certified to teach in elementary, early childhood, and special education; of all their education, the early childhood training was most relevant to their classroom practices.
- *Each serving up to 8 children*—The Perry Preschool program had 4 teachers for 20 to 25 children, typical for special education classes (Kakalik, Furry, Thomas, & Carney, 1981). The equally successful classrooms in the subsequent High/Scope Preschool Curriculum Comparison study (Schweinhart & Weikart, 1997a, 1997b) had 2 teachers for 16 children, a ratio of 1 to 8. In general practice, High/Scope preschool classrooms appear to run successfully with 2 adults and up to 20 children (Epstein, 1993).
- *Children living in low-income families*—Children were selected for the study because their parents had low educational attainment (high school graduation or less), low occupational status (unemployed or unskilled), and their homes

had fewer than 3 rooms per person. These families were of lower socioeconomic status than most U.S. residents at that time. The study does not suggest a sharp cutoff point for program eligibility.

- *Offering 2 school years at 3 and 4 years of age*—The study presents no evidence that the program would have had similar effects if it had served children at earlier (infancy–3 years) or later ages (elementary school years). Evidence shows children should attend a similar program for 2 school years (October through May for the Perry Preschool group); one year is enough only if one accepts a generalization from the 13 program-group members in the initial class, who attended the program for 1 school year and experienced the same effects as did the 45 program-group members in the other classes, who attended the program for 2 school years. This study, by itself, offers only weak evidence to support the limitation of many state preschool programs to only serving 4-year-old children. The better argument for this policy is the inequity inherent in serving some children for 2 school years when, as a result, other eligible children are not served at all, because the 3-year-olds served have taken the places of additional 4-year-olds.
- *With daily classes of 2½ hours or more*—The program runs at least 2½ hours a day 5 days a week. A few minutes less should not matter, nor should hours more: Even a full, 9-hour-a-day program, if it meets all the other standards of quality, should produce similar if not greater effects.
- *Using the High/Scope educational model or a similar participatory education approach*—The High/Scope educational model was developed and used in the program (Weikart, Deloria, Lawser, & Wiegink, 1970; Hohmann, Banet, & Weikart, 1979; Hohmann & Weikart,



1995, 2002). In this model, the classroom is arranged and the day is scheduled to support children's self-initiated learning activities along with small-group and large-group activities. Teachers help children as they plan, carry out, and review their own activities. Teachers plan ways to engage children in numerous key experiences in child development covering the areas of personal initiative, social relations, creative representation, movement and music, logic and mathematics, and language and literacy. Teachers study and receive regular training in the educational model and receive support in its use from a supervisor who knows the model and assists in its implementation.

- *With teachers visiting families at least every 2 weeks*—The program included weekly home visits, which might be reduced to every 2 weeks, or changed to an equivalent form of substantial outreach to parents, such as parent group meetings in which staff acknowledge and support parents as partners in the education of their children and model active-learning principles for them. The key is not to require meetings, but rather to ensure that the basic message and lessons of a strong partnership with parents are clearly and repeatedly communicated. Sometimes, issues including the safety of home visitors in the community call for creative solutions to this challenge.

The study provides scientific evidence that its findings apply to reasonably similar programs. Program similarities, however, are defined somewhat more liberally than the actual program characteristics to allow for necessary and reasonable variations—serving up to 8 children rather than 5 or 6, serving children living in low-income families rather than only families living in poverty, home

visits every 2 weeks rather than every week (or regular parent meetings and events). These characteristics are structural, that is to say, they are relatively easy to name, count, legislate, regulate, and monitor. One of them, use of the High/Scope educational model, is structural in its simplest meaning, but encompasses process characteristics as well, that is, what actually happens in the classroom, such as the nature of teacher-child interaction. Programs with similar features, regardless of model used, can expect similar results. In curriculum provision, it's not what you say you do but what you actually do that counts.

### ***Were the findings due to curriculum or other aspects of the program?***

The High/Scope Preschool Curriculum Comparison study (Schweinhart & Weikart, 1997a, 1997b), which immediately followed the High/Scope Perry Preschool study, suggests that the curriculum had a lot to do with the findings. The comparison study found that young people born in poverty experienced fewer emotional problems and felony arrests if they attended a preschool program that used the High/Scope model or a traditional Nursery School model rather than a Direct Instruction model.

Since 1967, the study has followed the lives of 68 young people born in poverty who were randomly assigned at ages 3 and 4 to one of three groups, each experiencing a different curriculum model:

- In the **Direct Instruction model**, teachers followed a script to directly teach children academic skills, rewarding them for correct answers to the teacher's questions.<sup>2</sup>
- In the **High/Scope model**, teachers set up the classroom and the daily routine so children could plan, do, and review

<sup>2</sup> This 1960s model has undergone subsequent development and current versions differ from the one in this study.



their own activities and engage in active learning key experiences in child development individually, in small groups, and in whole-class groups.

- In the **traditional Nursery School model**, teachers responded to children's self-initiated play in a loosely structured, socially supportive setting.

Program staff implemented the curriculum models independently and to high standards, in 2½-hour classes held 5 days a week, and conducted 1½-hour home visits every 2 weeks, when children were 3 and 4 years old. Except for the curriculum model, all aspects of the programs were nearly identical. The findings presented here are corrected for differences in the gender makeup of the groups.

By age 23, the High/Scope and Nursery School groups had 10 significant advantages over the Direct Instruction group, and the High/Scope and Nursery School groups did not differ significantly from each other on any outcome variable (Schweinhart & Weikart, 1997b). The High/Scope and Nursery School groups both had two significant advantages over the Direct Instruction group at age 23:

- Only 6% of either group needed treatment for emotional impairment or disturbance during their schooling, as compared to 47% of the Direct Instruction group.
- More of the High/Scope group (43%) and the Nursery School group (44%) had done volunteer work, as compared to only 11% of the Direct Instruction group.

The High/Scope group had six additional significant advantages over the Direct Instruction group:

- Only 10% had ever been arrested for a felony, as compared to 39% of the Direct Instruction group.
- None of the High/Scope group had ever been arrested for a property crime, as

compared to 38% of the Direct Instruction group.

- At age 15, 23% of the High/Scope group reported that they had engaged in 10 or more acts of misconduct, as compared to 56% of the Direct Instruction group.
- Fewer of the High/Scope group (36%) said that various kinds of people gave them a hard time, as compared to 69% of the Direct Instruction group.
- With regard to marriage, 31% of the High/Scope group had married and were living with their spouses, as compared to none of the Direct Instruction group.
- Of the High/Scope group, 70% planned to graduate from college, as compared to 36% of the Direct Instruction group.

The Nursery School group had two additional significant advantages over the Direct Instruction group:

- Only 9% of the Nursery School group had been arrested for a felony at ages 22–23, as compared to 34% of the Direct Instruction group.
- None of the Nursery School group had ever been suspended from work, as compared to 27% of the Direct Instruction group.

Through age 10, the main finding of the Preschool Curriculum Comparison study was that the overall average IQ of the three groups rose 27 points—from a borderline impairment level of 78 to a normal level of 105 after 1 year of their preschool program—and subsequently settled in at an average of 95, still at the normal level. The only curriculum group difference through age 10 was measured as the preschool programs ended: the average IQ of the Direct Instruction group was significantly higher than the average IQ of the Nursery School group (103 vs. 93). Throughout their school years, curriculum groups did not



differ significantly in school achievement, nor did their high school graduation rates differ significantly. The conclusion at that time was that well-implemented preschool curriculum models, regardless of their theoretical orientation, had similar effects on children's intellectual and academic performance. However, time has proved otherwise. Tightly scripted teacher-directed instruction, touted by some as the surest path to school readiness, seems to purchase a temporary improvement in academic performance at the cost of a missed opportunity for long-term improvement in social behavior.

***Does the High/Scope Perry Preschool study apply to Head Start and state preschool programs?***

Because of the demand for knowledge of the lasting benefits of preschool education programs, there has been a tendency to generalize the High/Scope Perry Preschool study's findings beyond reasonably similar programs. Several of these generalizations deserve discussion here.

The most common generalizations of the High/Scope Perry Preschool study findings relate to the national Head Start program. Indeed, news reports have often imprecisely referred to the Perry Preschool Program study as a Head Start program (see discussion by Woodhead, 1988). News reporters would argue that this conflation of terms is a useful convenience to simplify the story in that both the Perry Preschool program and Head Start serve young children living in poverty and began in the U.S. in the 1960s. Nonetheless, Head Start, as nationally defined by its Program Performance Standards (U. S. Administration for Children and Families, 2001), clearly does not meet the standard of reasonable similarity with the Perry Preschool program for generalization purposes:

- Most Head Start teachers do not have a bachelor's degree. In 2000, only 28% of Head Start teachers had a bachelor's degree, while 19% had an associate's degree, 32% had some college experience but no degree, and 74% had a Child Development Associate credential or state-awarded preschool certificate (Zill et al., 2003). Teacher salaries in Head Start average \$21,000—about half of the average of \$43,000 for public school teacher salaries (National Institute for Early Education Research, 2003)—while teacher salaries in the High/Scope Perry Preschool program were at public school teacher salary levels at the time of the study, with a 10% bonus for participation in a special program.
- Head Start serves most but not all participating children for 2 or more program years. In FY 2003, for example, 34% of Head Start children were 3 years old, 53% were 4 years old, 5% were 5 or older, and 8% were under 3 (U. S. Administration for Children and Families, 2004). In FY 2002, 36% of Head Start children were 3 years old, and it is reasonable to assume that these children continued in Head Start as 4-year-olds in FY 2003, so that most of the 4-year-olds in Head Start in FY 2003 (36% among the 53%) had been in the program the previous year. We can therefore surmise that in FY 2003 only 17% of Head Start 4-year-olds attended the program for only one year.
- Only 20% of Head Start programs report using the High/Scope educational model, while 39% report using the Creative Curriculum model, and 41% report using some other curriculum approach (Zill et al., 2003). The Creative Curriculum model has goals similar to the High/Scope model, but emphasizes different practices to attain these goals (Dodge, Colker, & Heroman, 2002).



- Head Start Program Performance Standards require only 2 home visits a year.

The Head Start Family and Child Experiences Survey (FACES) found that children gained 4 points in standard scores on the Peabody Picture Vocabulary Test during their Head Start year (Zill et al., 2003). Children in the High/Scope Perry Preschool study gained 8 points in their first year and a total of 14 points in 2 years. In other words, on average Head Start programs are achieving some success, but could be doing more to help children reach their potential.

Forty states have now invested in state preschool programs for young children living in poverty or otherwise at special risk of school failure (Barnett, Robin, Hustedt, & Schulman, 2003; National Prekindergarten Center, 2003). As these programs have developed, especially in the past 2 decades, policymakers have paid attention to program quality, thereby acknowledging the argument from the High/Scope Perry Preschool study and similar studies that only high-quality preschool programs for poor children are known to have long-term benefits for participants and a strong return on public investment. However, politics is the art of compromise, and the high quality of the High/Scope Perry Preschool program (as defined earlier) is seldom if ever achieved in state preschool programs (Gilliam & Zigler, 2004).

The simple scientific conclusion is that the findings of the High/Scope Perry Preschool study do not apply to typical Head Start or state preschool programs, but may apply to exemplary ones and could apply to typical ones if policymakers and administrators chose to implement the standards of high quality described here. It is important to get this point just right, neither overstating nor understating the Perry Preschool program study's generalizability. While the findings do not apply to typical Head Start programs as they exist today, it is not because the program studied was an unattainable ideal run by super-educators, the

likes of which will never be seen again. To borrow a phrase from Lisbeth Schorr, the programs and findings presented in the Perry Preschool study monographs are completely and realistically "within our reach" (Schorr, 1989, p. i.).

### ***Does the study apply to child care programs?***

Several studies of U.S. child care centers have concluded that their quality is unacceptably low (Cost, Quality, & Child Outcomes Study Team, 1995; Whitebook, Phillips, & Howes, 1993). In terms of the quality criteria listed here, child care programs have certain seemingly insurmountable financial problems. Unlike Head Start and state preschool programs, which are fully paid for by the government, an estimated 60% of child care costs are borne by the participating families (Stoney & Greenberg, 1996). While child care programs can certainly aspire to be genuine preschool education programs and maintain a ratio of no more than 8 children per teacher, the need for child care includes, but also extends well beyond, 3- and 4-year-old children. By definition, these programs could serve all children whose parents are employed or in school outside the home, a definition that includes but is not limited to low-income children.

For the most part, the average pay for child care teachers is less than half that of public school teachers (\$43,000). The average annual wage for child care workers in 2002 was \$23,820 in local-government programs, \$18,279 in state and federal programs, \$15,155 in private programs, and \$11,507 for self-employed child care workers (National Child Care Information Center, 2004a). It should come as no surprise that only one state, Rhode Island, requires child care teachers to have bachelor's degrees, and only 15 states have any educational requirements at all for child care teachers (National Child Care Information Center, 2004b).



The High/Scope educational model widely influences teaching practices in child care programs; but the meager funds available for training in child care programs mean that few providers actually receive much training in the High/Scope model. Daily classes certainly do run more than 2½ hours, and there is no reason to think that their additional duration per se prevents program staff from delivering as much or more quality education as briefer programs. Teachers do not provide regular home visits to families, but that would not be the correct standard to use in these cases. Rather, the child care programs' challenge is to develop teacher-parent relationships of mutual respect and understanding that are of the same quality as those that result from biweekly home visits or regularly scheduled parent meetings.

### ***Does the study apply to open-enrollment preschool programs?***

The relatively new open enrollment preschool programs have also been linked to the High/Scope Perry Preschool study findings. These programs are sometimes called universal and other than age and residence requirements, have no demographic restrictions (such as poverty) on program enrollment. The findings of the High/Scope Perry Preschool study and similar studies would apply only to children served by these programs who are reasonably similar to children living in poverty or otherwise at risk of school failure.

It is important to keep in mind, however, that poverty is not an inherent trait of children but is rather a socioeconomic extreme of settings in which they live. A good preschool program offers a productive early childhood educational environment, while early childhood poverty by and large offers an unproductive early childhood educational environment. So the longitudinal preschool studies provide evidence that the

degree of educational productivity in early childhood settings has a large influence on young children's subsequent lives. All young children spend their time in settings that vary in their educational productivity, so the findings apply in this way to all children. But if it is a setting's educational productivity that matters, early childhood programs are not inherently more educationally productive than children's homes; nor are children's homes inherently more productive than early childhood programs. Young children from educationally productive homes who attend less educationally productive early childhood programs would suffer negative effects on their development. The survey of existing preschool settings in the previous paragraphs gives reason to be seriously concerned about this reverse application of the findings of the longitudinal preschool program studies.

### ***Does the study apply to early childhood programs in other countries?***

As the characteristics of a country's children and programs diverge from the characteristics of the Perry Preschool study's children and programs, applications become less certain. Generalization of the study to other industrialized countries, such as Great Britain, seems probable, but generalization of the study to less industrialized countries requires greater caution. The challenge of such applications becomes clear as one considers the practical ranges of outcome variables in various countries. Improving the high school graduation rate, for example, is a reasonable goal in industrialized countries, but not in some less industrialized countries. One might reasonably argue, however, that a high-quality preschool program would improve children's educational performance in less industrialized countries, but that this effect would be expressed in ways other than an improved high school graduation rate. For example, the



Turkish Early Enrichment Project (Kagitcibasi, Sunar, & Bekman, 2001) found evidence of long-term program effects on children's educational success and social adjustment in a very different culture. Cost-benefit analysis is particularly sensitive to such differences between countries.

***Did the Perry Preschool program occur too long ago to apply to current programs?***

The Perry Preschool Project operated from 1962 through 1967. The rapid pace of technological change in modern society—including the advent of widespread use of computers, worldwide electronic communication, and increased transportation, among other advances—is unprecedented in history. But there is no compelling reason to assume that this rapid pace of technological change would alter basic principles of human behavior and education. Throughout most of the history of the world, few would have regarded half a century or even a century as a sufficient amount of time to permit profound changes in traditions, let alone profound changes in human nature that would affect how children respond to an educational program. Indeed, the education and social sciences in general are quests for timeless principles, not for principles that must be rediscovered once or twice a decade. The argument that the finding of such studies have limited applicability to the present because of rapid change is quite similar to a belief that because each human experience is unique, scientific generalization is impossible. A current manifestation of this belief is the postmodernism movement (Dahlberg, Moss, & Pence, 1999). Postmodernism is essentially a nonscientific movement, even antiscientific. In contrast, the scientific approach adopted in the High/Scope Perry Preschool study is the logical application of the principle that similar expe-

riences have similar effects on human development—what might be called the principle of external validity or generalizability.

***Does the evidence of the effectiveness of the High/Scope educational model come only from programs run decades ago?***

No. The Head Start FACES study (Zill et al., 2003) is a nationally representative study of 2,800 children who entered Head Start in fall 2000. It found that 4-year-olds in Head Start classes that used High/Scope improved from fall to spring in letter and word identification skills and cooperative classroom behavior and decreased their behavior problems:

- On a scale of letter and word recognition, children in High/Scope classes registered a highly significant gain ( $p < .01$ ) of 12.6 scale points, significantly more ( $p < .05$ ) than children in classes using Creative Curriculum or other curricula.
- On teacher ratings of cooperative classroom behavior, children in High/Scope classes experienced a highly significant gain ( $p < .01$ ) of half a standard deviation, significantly more ( $p < .05$ ) than children in classes using Creative Curriculum or other curricula.
- On teacher ratings of total behavior problems, particularly problems involving hyperactive behavior, children in High/Scope classes dropped significantly ( $p < .05$ ) during the year, significantly more ( $p < .05$ ) than did children in classes using Creative Curriculum or other curricula.

Of the 91% of Head Start teachers who used one or more curriculum models, 39% used Creative Curriculum, 20% used High/Scope, and 41% used some other curriculum,



such as High Reach, Scholastic, or Los Cantos Los Niños. The quality of Creative Curriculum and High/Scope classes was significantly higher than the quality of classes that used other curricula, particularly with respect to language. On the 7-point Early Childhood Environment Rating Scale (Harms, Clifford, & Cryer, 1998), with 5 identified as good, High/Scope classes averaged 5.04, Creative Curriculum classes averaged 5.02, and classes using other curricula averaged 4.55. On its language items, average scores were slightly higher, but the differences were about the same. On a quality composite, the average scores for High/Scope and Creative Curriculum were nearly half a standard deviation higher than the average scores for other curricula—clearly an educationally meaningful difference.

The High/Scope Training for Quality study (Epstein, 1993) also offers evidence for the effectiveness of the High/Scope preschool model as practiced throughout the U.S. Half of High/Scope-certified trainers in the study were in Head Start, 27% were in public schools, and 20% were in private child care agencies. They had a median 15 years of early childhood experience, 88% had completed college, and 85% had teacher-training responsibility—spending an average of 8 hours a week training teachers. At the time of the study, the High/Scope Registry listed 1,075 early childhood leaders in 34 states and 10 other countries who had successfully completed High/Scope's 7-week trainer certification program in the past decade. The average trainer had trained 15 teaching teams, so an estimated 16,125 teaching teams, including 29% of all Head Start staff, had received High/Scope model training from these trainers. Since trainers regard 45% of these classrooms as examples of the High/Scope model, they would nominate an estimated 7,256 early childhood classrooms throughout the U.S. and around the world as examples of the High/Scope model. High/Scope classrooms were

rated significantly better than comparison classrooms in terms of classroom environment, daily routine, adult-child interaction, and overall implementation. The children in High/Scope programs significantly outperformed the children in comparison programs in initiative, social relations, music and movement, and overall child development.

***Didn't the High/Scope Perry Preschool program achieve a level of quality that cannot be duplicated in ordinary preschool programs?***

This criticism is rooted in the fact that the High/Scope Perry Preschool program paid teachers public school salaries and added a 10% bonus because the program was a special one. There is no reason to think that such pay would have attracted teachers who were substantially better than other public school teachers, and in fact the teachers who worked in the program were hired locally by ordinary search and hiring procedures. Nevertheless, current child care (and Head Start) teacher salaries average only about half as much as average public school teacher salaries (National Institute for Early Education Research, 2003). More and more preschool programs, however, are hiring teachers at public school salaries. It has also been suggested that the quality of the Perry Preschool program was due, in part, to the charismatic leadership of the program's director, David Weikart (Schorr, 1989). While Weikart's leadership was certainly essential to the program's success, there is every reason to believe that any dedicated preschool program director could exercise similar leadership with respect to assuring the quality of the programs under his or her supervision. Such leaders insist on program quality and fidelity to a validated educational model and strive to provide program staff with all the resources and encouragement they need to achieve them, including adequate salaries.



***Although the program had a strong effect on children's intellectual performance, didn't it fade out over time?***

It is true that the High/Scope Perry Preschool program had a statistically significant effect on children's IQs during and up to a year after the program, but not after that. This pattern has been found in numerous other studies, such as those in the Consortium for Longitudinal Studies (1983). The pattern raises two questions: How far does it generalize, and what does it mean?

For some time, the pattern of children's intellectual performance found in this study was taken to represent all outcomes of this and similar programs. It was concluded that the program had strong effects that faded out over time. However, all of the subsequent findings of program effects in this study (effects on school achievement, high school graduation, adult earnings, and crime prevention) disprove this conclusion. Indeed, so many studies have now found evidence of long-term effects of high-quality preschool programs that the opposite conclusion is practically indisputable: *High-quality preschool programs for young children living in poverty do have long-term effects.*

So what is the meaning of the fadeout of program effect on children's intellectual performance? More than anything else, it teaches us about the nature of multiage intelligence tests. Unlike most achievement tests that are age-specific, most intelligence tests, like the Stanford-Binet (Terman & Merrill, 1960), are designed to be used with individuals of a wide range of ages, from early childhood to adulthood. Also unlike achievement tests, intelligence tests were not designed to assess program effects, and so the way they function in this role was not, and is not, well under-

stood. Multiage intelligence tests actually consist of a series of age-specific test batteries (the Stanford-Binet has 6 items per battery) designed to function with a specific age level, such as children 4 years old or children 4 years and 6 months of age. The preschool studies found effects at the ages during and a year or two after the program, but not subsequently. Children with preschool program experience got more items right on those age-specific batteries, but did not get more right on age-specific batteries designed for older children. It seems reasonable to conclude that, when used to assess preschool program outcomes, intelligence tests functioned more like achievement tests than intelligence tests, and indeed that is precisely the use to which they were put. Imagine if achievement tests for grades 4-8 were all combined into one grand multiage test of achievement. It would not be at all surprising if a really good grade 4-classroom improved children's achievement test scores on this test at grades 4 and 5, but not at grades 6, 7, and 8. That is precisely what happened in the temporary effects of high-quality preschool programs on children's intellectual performance.

To take this thinking to a theoretical level regarding children's intellectual performance, we might simply say that the preschool studies showed intellectual performance to be environmentally sensitive—it went up in intellectually stimulating preschool settings and down in less intellectually stimulating elementary school settings. Or, to put it in terms of program and no-program groups, it went up when the program group's experience was more intellectually stimulating than that of the no-program group and returned to the same level as that of the no-program group when both found themselves in the same elementary school settings.



***Was the preschool program's effect on intellectual performance critical to its success and can this goal be replaced by another goal, such as early literacy skills and other content?***

The causal model presented in the *Lifetime Effects* monograph (Schweinhart et al., 2005) identifies intellectual performance as the gateway from the preschool program to all subsequent program effects. However, the original hypothesis was that a good preschool program would increase children's intellectual performance permanently, not temporarily; and typically, after early childhood, intellectual performance does not change much (Terman & Merrill, 1960). Perhaps rather than identifying the gateway variable as early childhood intellectual performance, we should call it the preschool intellectual boost.

The High/Scope educational model was originally called the Cognitively Oriented Curriculum (Weikart et al., 1970) because it focused on cognitive, logical processes identified in Piaget's theory of education (Piaget & Inhelder, 1969)—such as representation, classification, and seriation. Tests of early childhood intellectual performance demonstrably tap these processes. So the High/Scope preschool classroom provides a preschool intellectual boost as measured by these tests. It also provides other experiences that facilitate these intellectual processes, such as planning and reviewing one's activities, exploring what one is curious about, and developing a sense of personal control over the events of one's life—what might be called intellectual performance, broadly defined.

It makes sense to combine or supplement this emphasis on intellectual processes with a focus on early literacy or mathematics skills found to predict later achievement, but it does not make sense to replace the first with the second. To do so runs the risk of sacrificing the known long-term effects on school achievement, high school graduation rates, lifetime earnings, and crime prevention.

***Why did the High/Scope Perry Preschool Program affect males and females differently?***

Males and females in this study differed substantially from each other on educational attainment and lifetime arrests.

Evidence of stronger program effects on females appears for regular high school graduation rate, repeating a grade, and treatment for mental impairment. Over 2½ times as many program females as no-program females graduated from regular high school (84% vs. 32%), whereas about the same percentages of program and no-program males graduated from regular high school (50% vs. 54%). Half as many program females as no-program females repeated a grade (21% vs. 41%), while slightly more program males than no-program males repeated a grade (47% vs. 39%). Less than one-fourth as many program females as no-program females (8% vs. 36%) were treated for mental impairment, while only two-thirds as many program males as no-program males were treated for mental impairment (20% vs. 33%).

Evidence indicates that the program effect on criminal arrests was stronger for males than for females, partly because males had more arrests: 69% of no-program males, but only 34% of no-program females, were arrested five or more times. The apparent program effect in persons with five or more arrests was a reduction of about one third for males (45% vs. 69%) and for females (24% vs. 34%), but because the percentages were higher for males, the reduction in number of arrests was greater. The starkest gender difference was in arrests for drug crimes, for which less than half as many program males as no-program males were arrested (18% vs. 49%), while the percentages were about the same for program and no-program females (8% vs. 11%).

A possible explanation for this pattern is that teachers and school staff responded differently to girls and boys whose academic



performance improved as a result of receiving the preschool program. As would be expected, educators responded to the preschool program's effect on girls' early academic performance by keeping them in regular classes rather than by having them repeat a grade or by assigning them to special classes for mental impairment. Girls who were not tracked into repeated grades or special classes were more likely to graduate from regular high school. On the other hand, boys in the program and no-program groups were retained in grade and assigned to special classes for mental im-

pairment at about the same rate, despite better performance on intellectual tests by the group who had preschool. This may be because teachers and school staff focused primarily on classroom misconduct (more common in both groups of boys than in the girls) rather than on objective measures of academic performance such as intellectual tests. For this reason, the intellectual gains made in preschool by the male program group may not have translated as expected to gains in high school graduation rate and in other long-term indicators of educational success.



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**Wong, Linda (BOS)**

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**From:** Sara Hicks-Kilday <sara@ecesf.org>  
**Sent:** Tuesday, June 26, 2018 12:13 PM  
**To:** Wong, Linda (BOS)  
**Subject:** CPAC Add-back Budget Request for FY2018-19 & FY2019-20 Budget  
**Attachments:** CPAC Add-back Budget Request 2018.docx

Dear Linda Wong,

CPAC requests support for an increase in funding for Early Care and Education. Please see the attached request for dollar amounts and rationale.

This request has also been shared directly with Budget Committee members and aides.

Sara Hicks-Kilday  
On behalf of CPAC

--

Sara Hicks-Kilday  
San Francisco Child Care Providers' Association  
415-891-7322 (Cell)  
[sara@ecesf.org](mailto:sara@ecesf.org)  
[www.ecesf.org](http://www.ecesf.org)

*Many educated and talented young people rightly view early childhood education jobs as a pathway to poverty. Even the most well-paid pre-K teachers in school-sponsored settings earn, on average, only three-quarters of the compensation of kindergarten teachers. In community-based public pre-K and Head Start programs, teachers with bachelor's or higher degrees earn only slightly more than half the average income of comparably educated women, and slightly more than one-third of comparably educated men. Teachers in child care centers fare even worse.*

*The services intended to ameliorate poverty should not generate it.*  
MARCY WHITEBOOK  
Berkeley, Calif., Jan. 30, 2014  
NYTimes Letter to the Editor





June 25, 2018

To: San Francisco Board of Supervisor's Budget Committee  
Re: CPAC's FY2018-19 Budget Request

Dear Supervisors Cohen, Fewer, Stefani, Yee, and Sheehy:

San Francisco voters continue to demonstrate their commitment to early care and education as a priority area of need. With consistent dedication to grow revenue we can meet the goals the San Francisco community and leaders agreed to in the San Francisco Early Care & Education (ECE) Citywide plan, including:

- Building a citywide ECE system which enables all families with children 0-5 years old to access high quality early education and care
- ECE compensation parity with TK-3 educators

CPAC urges San Francisco leaders to act on the recognition of ECE as an urgent policy priority and equity issue, and increase San Francisco's annual funding for ECE by at least \$300 million within the next 5 years. While the current San Francisco budget and add-back process cannot meet the entire need, with **consistent dedication** to grow revenue by both securing new revenue sources, such as the recently passed Proposition C, and **matching this with annual increases** through budget allocations.

Our request of \$10 million in immediate investments for FY 18-19 came out of a close examination of cost estimates and need provided by the Office of Early Care & Education, as well as input from direct providers. Proposition C funds, while all but officially passed, may face challenges delaying access of funds. ***We must not backslide just as the voters have shown their priority to push forward on funding ECE.*** We respectfully ask for ***as much of the \$10 million as possible***, but no less than \$5 million, to be ***split between increased services to families of infants and toddlers as well as increased educator compensation*** to build the stable educator workforce needed for current and expanded service.

Rationale:

- The ECE workforce crisis is acute.
  - Early educators, a large majority of which are women of color, are the lowest paid of any profession requiring degree attainment. With incomes that are far below that of SFUSD TK-12 teachers and classroom support staff, nearly all early childhood early educators earn below the self-sufficiency index for San Francisco.
  - This makes retaining and attracting qualified staff extremely difficult and constrains the capacity of the ECE sector to meet the needs of San Francisco's families and children. Currently sites identify lack of teachers as the top barrier to increasing services. ***An investment in compensation is an investment in the quality care needed by San Francisco families and children.***





- Investing more in early care and education is a key strategy for ensuring San Francisco is a city in which socio-economically diverse families can live. ***Currently, there are 3,000 eligible children on the waitlist for child care subsidies. 2/3 of them are infants and toddlers.***
  - Parents and guardians need quality, reliable child care so that they can be productive members of the work force, increase self-sufficiency, and advance our city's goal of equitable opportunities for all children and families in our diverse community.
  - Early care and education is often a larger expense for families than housing. When we help families pay for early care and education, they can afford more for housing.

On behalf of San Francisco's families and children, we thank you for your consideration and support for our request.

Sincerely,

CPAC Executive Committee

Monica Walters, Chair  
Gretchen Ames  
Santee Blechman  
Kelly Dodson  
Sara Hicks-Kilday  
Bev Melugin  
Elaine Merriweather  
Matt Pemberton



Written Testimony- Submitted for the Record  
City of San Francisco, Board of Supervisors  
June 25, 2018

Received in  
Committee  
6/25/18  
JFR



June 19, 2018

City of San Francisco  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place  
City Hall  
San Francisco, CA 94102

RE: This letter is written to address the on-street parking program for car share vehicles being considered for substantial change by the San Francisco Board of Supervisors and the SFMTA

Dear San Francisco Board of Supervisors and SFMTA,

I have been a Zipcar member since Zipcar first came to San Francisco. Their on-street parking is essential to continue our way of life. I sold my car upon becoming a Zipcar Member here in San Francisco and have found it is cheaper and more convenient than car ownership. Without this program, I would have to buy another car adding to our already congested city. Being disabled Zipcar has been played an essential part in helping me to make it to Doctor Appointments and has allowed me to remain independent. Zipcar also allows me to shop where I could not go before. Living here in Hayes Valley there are no grocery stores that are within walking distance.

The Zipcar on-street parking program has become a convenient and essential way of living in our neighborhood. I could not imagine having to buy another car. Think of all the cars that are eliminated from our city streets with everyone sharing one car in the Zipcar on-street parking program. I urge the San Francisco Board of Supervisors and the SFMTA to PLEASE make a positive change and continue to allow or expand the Zipcar on-street parking program.

Thank you!

Richard Rodriguez  
Zipcar Member, Hayes Valley Resident



Received  
in Committee  
6/25/18  
Jr

Written Testimony- Submitted for the Record  
City of San Francisco, Board of Supervisors

June 25, 2018

Witness: Franco Arieta, Regional General Manager, Zipcar



Good morning. My name is Franco Arieta, and I am the Regional General Manager for Zipcar's West Coast region. Zipcar is the world's leading car-sharing network, driven by a mission to enable simple and responsible urban living. With more than one million members worldwide and vehicles in 500 cities and towns, Zipcar enables its members to live car-free or car-lite by providing on-demand access to "wheels when you want them."

Zipcar launched in San Francisco in 2005, and today we enable tens of thousands of San Francisco residents to live car free or car light. Members have access to our local network of over 1,000 vehicles in the Bay Area by the hour or by the day, as a convenient and cost-effective alternative to car ownership.

Since our founding, we've believed that car sharing is a vital part of the city's transportation ecosystem. We've been working closely with the SFMTA since 2014, with the start of a pilot program for on-street car share parking. Since then, we've located over 120 cars in on-street locations from the Bayview to the Sunset to SOMA, making car sharing more accessible for all residents.

On-street car share parking permit fees are scheduled to increase 17% on July 1<sup>st</sup>, 2018 and another 15% on July 1<sup>st</sup>, 2019. With this 35% increase over the course of the next 13 months, Zipcar will be forced to take a critical review of our footprint in San Francisco, possibly retracting a substantial number of our vehicles from the on-street spaces. These proposed increases are a step backwards for the success of sustainable, accessible, and shared mobility options in San Francisco.

Independent research has found that each Zipcar eliminates the need for up to 13 personally owned vehicles on the road. After joining Zipcar, households see a monthly reduction of transportation expenses by 70 percent and a personal reduction of carbon emissions by up to 1,600 pounds per year. In San Francisco, 54% of our members did not own a car in year before joining Zipcar. After joining Zipcar, this number increased to 72%.

Our vision has long been a world where car sharers outnumber car owners, and we believe we've never been closer to that vision thanks to partnerships like the one with the SFMTA.  
Thank you for your continued support and for the opportunity to testify today.



## Wong, Linda (BOS)


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**From:** Somera, Alisa (BOS)  
**Sent:** Tuesday, June 26, 2018 12:47 PM  
**To:** Wong, Linda (BOS)  
**Subject:** FW: SF Chamber Letter re: Budget Allocation to Increase Police Staffing  
**Attachments:** 6.22.18 Police Department Staffing Budget.pdf

For file

### *Alisa Somera*

Legislative Deputy Director  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102  
415.554.7711 direct | 415.554.5163 fax  
[alisa.somera@sfgov.org](mailto:alisa.somera@sfgov.org)

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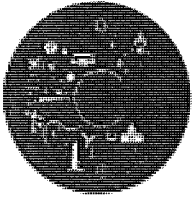
From: Calvillo, Angela (BOS)
Sent: Sunday, June 24, 2018 4:08 PM
To: Somera, Alisa (BOS) <alisa.somera@sfgov.org>; Mchugh, Eileen (BOS) <eileen.e.mchugh@sfgov.org>
Subject: FW: SF Chamber Letter re: Budget Allocation to Increase Police Staffing

From: Alexander Mitra [<mailto:amitra@sfchamber.com>]
Sent: Friday, June 22, 2018 11:22 AM
To: Cohen, Malia (BOS) <malia.cohen@sfgov.org>
Cc: Calvillo, Angela (BOS) <angela.calvillo@sfgov.org>; Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Tang, Katy (BOS) <katy.tang@sfgov.org>; Breed, London (BOS) <london.breed@sfgov.org>; Kim, Jane (BOS) <jane.kim@sfgov.org>; Yee, Norman (BOS) <norman.yee@sfgov.org>; Sheehy, Jeff (BOS) <jeff.sheehy@sfgov.org>; Ronen, Hillary <hillary.ronen@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>; MayorMarkFarrell (MYR) <mayormarkfarrell@sfgov.org>; Power, Andres (MYR) <andres.power@sfgov.org>
Subject: SF Chamber Letter re: Budget Allocation to Increase Police Staffing

Dear Supervisor Cohen,

Please see the attached letter from the San Francisco Chamber of Commerce supporting the Police Department's pending request to increase police officer staffing.

Thank you,



Alex Mitra

Manager, Public Policy

San Francisco Chamber of Commerce

235 Montgomery St., Ste. 760, San Francisco, CA 94104

(O) 415-352-8808 • (E) amitra@sfchamber.com



Wong, Linda (BOS)

From: Jessica Lum <jessical@sfrtravel.com>
Sent: Friday, June 22, 2018 4:26 PM
To: Wong, Linda (BOS)
Cc: DPH - cassandra
Subject: Letter of Support for Police Staffing Levels - SF Travel
Attachments: SF Travel - Letter of Support for Increase Police Staffing.pdf

Hello Linda,

I hope you are well. San Francisco Travel would like to submit the attached letter of support urging the Budget and Finance Committee to approve the proposed increase of 250 uniformed police officers to the Police Department.

Could you please distribute the attached letter to the board and put it on file?

Thank you!

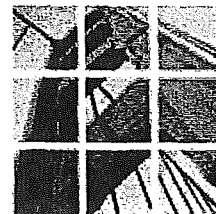


Jessica Lum | Director, Public Policy & Executive Office Programs
E jessical@sfrtravel.com | T 415.227.2623 | F 415.227.2668

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June 22, 2018

The Honorable Malia Cohen
Chair, Budget and Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, #244
San Francisco, CA 94012

Re: Police Department Staffing Budget

Dear Supervisor Cohen,

On behalf of the San Francisco Travel Association, which represents over 1,300 businesses, I am urging the Budget and Finance Committee to approve the Police Department's funding request to increase staffing levels to meet the City's growing needs.

The Charter "minimum" police staffing levels, set by voters in 1994, was fixed at a time when the population was approximately 724,000, 20% lower than it is today. In 2017, San Francisco welcomed over 25 million visitors, compared to only 16 million visitors in 1999. This is an increase of approximately 25,000 more visitors per day from when the staffing levels were established.

There is a clear need for increased staffing. We believe the best way to deter crime and threatening street behavior is to put more officers on the beat in popular tourist attractions, neighborhood commercial districts, and transit hubs. We must also ensure that the City remains ahead of the curve with retirements and assure that response times to all crimes in progress are met. Our growing city needs to increase police staffing levels.

San Francisco Travel urges the Board of Supervisors to approve Mayor Farrell's four-year plan to increase the Police Department's uniformed force by 250 officers.

Sincerely,

Joe D'Alessandro
President and CEO



235 Montgomery St., Ste. 760, San Francisco, CA 94104
tel: 415.352.4520 • fax: 415.392.0485
sfchamber.com • twitter: @sf_chamber

June 22, 2018

The Honorable Malia Cohen
Chair, Budget and Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place, #244
San Francisco, CA 94012

Re: Police Department Staffing Budget

Dear Supervisor Cohen:

The San Francisco Chamber of Commerce, representing the interests of thousands of local businesses, urges the Budget and Finance Committee to approve the funding request of the Police Department to increase staffing levels to meet the growing needs of the city's residents, workers and visitors.

The Charter "minimum" police staffing levels, set by voters in 1994, was fixed at a time when the city's population was approximately 724,000, 20% lower than it is today. In fact, it was based on a staffing level set by Mayor Feinstein's administration when the population was under 700,000.

With the transfer of jurisdiction for Treasurer Island and Hunter Point Shipyard to the city, the geographic area the Departments polices has expanded. Our day-time workforce population has increased from 595,000 in 1994 to over 800,000 workers today. And, while serious crimes have declined, the type of crimes that impacts residents on a daily basis have increased by an alarming rate.

There is clearly a need for increased staffing. We believe the best way to deter crime is to put officers on the beat; downtown, at transit hubs and stations and on neighborhood retail streets. At the same time, we must remain ahead of the curve with retirements and assure that response times to serious crimes in progress are met. In our growing city this can only be accomplished by adding to the Department's uniformed and civilian workforce.

The Chamber of Commerce urges the Board of Supervisors to approve Mayor Farrell's four-year plan to increase the Police Department's uniformed force by 250 officers.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Lazarus", with a long horizontal line extending to the right.

Jim Lazarus
Senior Vice President of Public Policy

Cc: Clerk of the Board, to be distributed to all Supervisors; Mayor Mark Farrell



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David W. Parke II, MD
Chief Executive Officer

June 19, 2018

London Breed, Mayor
Office of the Mayor
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Breed,

Congratulations on your election. You have a big job ahead of you. I'm writing to you today as the CEO of a national professional association, the American Academy of Ophthalmology. The Academy has about 200 local employees and has been headquartered in San Francisco since 1979. Our main office is at 655 Beach Street near Fisherman's Wharf.

Besides being a local employer, the Academy also has a large annual convention that rotates through San Francisco. Our meeting is scheduled to rotate here next in 2019. Typically, our convention brings about 26,000 visitors to San Francisco for up to a week. Our convention's economic impact on the city is between \$70 and \$100 million, and as a local company we have historically been proud to show off our city and benefit our fellow citizens. However, as an employer and a convention organizer, I've become concerned about the decline of San Francisco the last few years. The streets are filthy and unsafe. I'm embarrassed to take our out-of-town Board members to dinner, as I never know what we might see and/or experience. Scenes of public drug use, urination, defecation, and panhandling more than offset the scenes of Coit Tower and the Golden Gate Bridge!

My apprehension has grown after speaking with the Executive Director of the American Urological Association (that just had their meeting here in May). He said that they had several attendees physically accosted within blocks of Moscone and that their international attendance was down because of their stated fear for safety in San Francisco.

San Francisco has always been an expensive city in which to hold a convention—the most expensive of any of the cities in our rotation. However, most SF conventions would also experience an offsetting registration bump due to San Francisco's popularity. If that bump no longer occurs due to what is happening

in our streets, then we (and others) will reconsider our future attendance dates. Currently we are scheduled to return to San Francisco again in 2023 and 2027, but we will definitely revisit this decision based on our experience here next year. As Past-President of the national association of medical societies, I know others are having similar thoughts. Since most organizations of our size book meetings 10 years in advance, it takes a decade or more for a city to fully economically recover from the loss of convention business.

I understand that the issues facing San Francisco are complex and that it will take years to resolve most of them fully. However, something must be done now to make the streets clean and safe again so that San Francisco remains a popular and safe, albeit expensive, destination.

Sincerely,

A handwritten signature in black ink, appearing to read "David Parke", with a stylized, cursive script.

David W. Parke II, MD
Chief Executive Officer

Wong, Linda (BOS)

From: Board of Supervisors, (BOS)
Sent: Friday, June 15, 2018 1:05 PM
To: BOS-Supervisors; Wong, Linda (BOS)
Subject: FW: Don't cut library evening hours

From: Carl Russo [mailto:c_russo@hotmail.com]
Sent: Friday, June 15, 2018 12:23 PM
To: Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>
Subject: Don't cut library evening hours

Dear Supervisors:

I am a user of the San Francisco Public Library. We are fortunate to have such a rich, varied, and accessible public library system. Many San Franciscans, however, work long hours and may not make it to the library by 9 p.m.

Now the SFPL is proposing to cut late-night hours back from 9pm to 8pm, along with other schedule cuts. Personally, I often ride my bike to a branch that is open till 9pm. Please support keeping opening hours as they are now.

Thank you,

Carl Russo
1965 Page Street, Apt, 303
San Francisco, CA 94117

Wong, Linda (BOS)

From: Deetje B <deetje@aol.com>
Sent: Monday, June 11, 2018 12:26 PM
To: Cohen, Malia (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)
Cc: Wong, Linda (BOS)
Subject: Budget Committee item: SFPL RFID funding

Dear Supervisor:
hold

Budget Committee: Request to put funding of SFPL's RFID on

I'm writing to urge the Budget Committee put the proposed RFID system in the SF Public Library on hold until the new City Librarian has been selected and is up and running. For the following reasons:

1. As an active patron of the public library I am not in favor of the Interim City Librarian's proposal to switch the SF Public Library's check-out system from its perfectly working bar code system to radio frequency technology (RFID). I urge that your committee put this item on hold until a new City Librarian is installed and has a chance to evaluate the necessity and/or desirability of this very expensive change to the Library's circulation system. Perhaps s/he will prefer to invest these millions in *more open hours* or in filling the holes in the collection (for instance, for a good example, replacing Let the Glory Out by Sen. Al Gore, Sr. Indeed, there are a lot of titles I've had to borrow through Link+ because they are not in our collection or do not circulate -- as in the case of The Rev. Martin Luther King, Jr.'s Where Do We Go From Here: Chaos or Community? (any of which Link+ borrowings the Library should but does not keep track of, but I have a long (available) list of the ones I've had to borrow through Link+ because they are not available here). Plus, I understand there's talk of opening up several new branches in the developing parts of the City, which will put additional strains on the budget.

2. Just because a new technology exists is not necessarily a reason to use it. And I wonder who is benefitting from this proposed purchase? Not the public! Not the staff! Then who? The vendor, I suppose. And who is that? Has the Committee been informed?

3. I am opposed also because of the threat of tracking, if only a PERCEIVED threat, to the library patrons' privacy. At this anxious point in our highly technologized and surveilled society, concerns about our privacy are uppermost, and it would be a great shame if people felt that the Library, of all institutions, constituted a threat to their freedom to read and research without surveillance by any party! The Library has in the past (e.g., the Patriot Act's attack on library borrowers' privacy) firmly established that it honors and will protect patron's privacy by never divulging to anyone what titles any patron borrows from the library. That is their position and they should stick to it. Even the mere suspicion on the part of the public that the RFID system has the ability to track borrowers or their books is unacceptable -- and completely unnecessary if we keep our present bar code system. After all, the public library serves as a major pillar of our democracy, providing equal access to all to our heritage and serving as an educational institution available to all, rich and poor, young and old. And everyone should feel free to avail themselves of its treasures unwatched.

The Board put this decision on hold the last time RFID came up. I strongly urge that you do so again, at least until a new City Librarian is installed and has a chance to review the proposed change and, if it were to be made, be in a position to deal with any problems that might come up in installing it and managing it as time passes. Additionally, the new City Librarian might instead choose to use the millions needed to purchase and install this unnecessary new system for other things, such as more open hours or for

filling holes in the collection. After all, the main function and purpose of the public library system is to provide maximum access to books for all of our City's residents.

Thank you for your attention.

Respectfully,

Deetje Boler



Gorsha Sur, Esq.
Versus Advocates, P.C.
1700 Shattuck Ave., Suite 210
Berkeley, CA 94709
gsur@versusadvocates.com
+1 (650) 209-0090

May 16, 2018

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee,

I am writing in support of the proposed budget for the San Francisco Law Library.

It is no secret that small law firm lawyers and solo practitioners provide essential legal services to small business, nonprofits and individuals who find the hourly rates charged by big law firms prohibitively high. To provide quality representation to these budget conscious clients, lawyers must have free access to legal research tools and databases available at law libraries, avoiding hefty subscription fees. Losing this vital resource or attaching a cost to it will mean additional overhead passed on to clients.

Law libraries also offer a place for continued education and social gathering for the lawyers who often work alone and can become isolated.

In light of the above, I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Sincerely,

Gorsha Sur
Principal / Lawyer
Versus Advocates, P.C.

Wong, Linda (BOS)

From: David Wright <david@dwimmigration.com>
Sent: Wednesday, May 16, 2018 7:35 PM
To: Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)
Cc: Wong, Linda (BOS)
Subject: Law Library Budget

Bd of Supervisors Budget & Finance Committee
1 Dr Carlton Goodlett Place
San Francisco, CA 94102

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

I am an immigration lawyer in solo practice serving the legal needs of low income families and individuals. The resources available at the SF Law Library are far too expensive for me to afford on my own, yet they are essential to my ability to provide the most reliable professional service to my clients. I hope you will support the San Francisco Law Library's proposed budget so the library can continue providing these important legal resources to the people of our city.

Thank you for your attention to this request.

Sincerely,

David S. Wright
Attorney at law

Law Office of David S. Wright
1232 Market Street, Suite 102
San Francisco, CA 94102

Tel. 415 421 1264
Fax 415 861 2309
david@dwimmigration.com

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Wong, Linda (BOS)

From: Nancy Brandt <nsbrandtlaw@gmail.com>
Sent: Tuesday, May 15, 2018 12:38 PM
To: Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)
Cc: Wong, Linda (BOS)
Subject: Support for the San Francisco Law Library

Dear Members of the SF Budget & Finance Committee:

I am a vice-president of the California Appellate Defense Counsel organization (cadc.net) and, more importantly in this context, co-chair of the San Francisco Bay Area Chapter of CADC. I'm writing on behalf of the local members of our organization to encourage you to continue to fund (generously) the Law Library located at 1145 Market Street.

Our chapter meets regularly at the library for continuing education sessions (MCLE) that are both critical to our work as appellate attorneys and necessary per California Bar requirements. Most appellate attorneys work in solo offices and need the opportunity to acquire the MCLE credits we offer. The library provides a perfect location for our meetings.

In addition, because we are almost all practicing as court appointed attorneys, our pay is far lower than that of attorneys in the private sector, which means that the legal research resources at the SF Law Library are extremely valuable to us and our indigent clients.

Please do not overlook this extremely important resource in your budget.

Sincerely,
Nancy Brandt

Nancy Brandt
nsbrandtlaw@gmail.com
510-545-4920

Wong, Linda (BOS)

From: Kai Haswell <kai@alrp.org>
Sent: Tuesday, May 15, 2018 3:14 PM
To: Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)
Cc: Wong, Linda (BOS)
Subject: Re: SF Budget Committee Meeting 5/17/2018
Attachments: Letter of Support - San Francisco Law Library.pdf

Dear Supervisors,

Please find attached a letter of support for the San Francisco Law Library, in consideration of the SF Budget Committee Meeting on May 17, 2018. Please feel free to contact me if you have any questions.

Regards,

Kai Haswell

Staff Attorney | AIDS Legal Referral Panel

1663 Mission St., Suite 500 | San Francisco, CA 94103

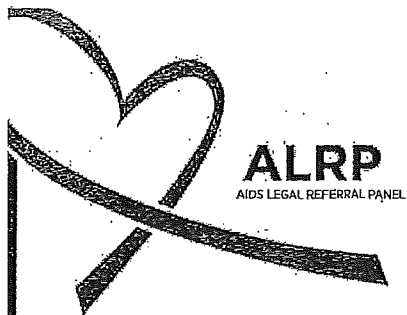
P: (415) 701-1200 ext. 323 | F: (415) 701-1400 kai@alrp.org | www.alrp.org

Pronouns: she/her

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1663 Mission St., Suite 500
San Francisco, CA 94103
alrp.org

415.701.1200 phone
415.701.1400 fax

Via Email

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

May 15, 2018

Re: Letter in Support of the San Francisco Law Library

Dear Supervisors,

My name is Bill Hirsh and I am the Executive Director of the AIDS Legal Referral Panel (ALRP) in San Francisco, CA. ALRP provides free legal resources, counseling, and representation to people living with HIV/AIDS throughout the seven Bay Area counties. Our in-house staff provides services in numerous legal areas, including housing, immigration, and benefits counseling, among many others. We also have a network of over 700 private attorneys on our referral panel, who contract with us to represent our clients pro bono or on a sliding-scale basis.

I am writing in strong support of the San Francisco Law Library and the services it provides to the public interest legal community in San Francisco. ALRP staff attorneys and ALRP panel attorneys frequently use the services provided by the Law Library in order to provide the highest level of representation to our clients, most of whom are low-income and living with multiple disabilities.

Given ALRP's limited resources and space, the Law Library has been an invaluable resource in providing us with free conference rooms in order to meet with clients, stakeholders, and other attorneys, as well as providing a neutral space for us to conduct depositions and mediations. Our panel attorneys also frequently use the Law Library services for similar purposes.

The Law Library is an essential part of San Francisco's efforts to expand access to justice for the most vulnerable members of our community. I strongly urge you to continue supporting the Law Library and the many low-income residents it serves.

Regards,

Bill Hirsh
Executive Director
AIDS Legal Referral Panel

Cc: Linda Wong, Clerk
Linda.wong@sfgov.org

Malia Cohen, Chair
malia.cohen@sfgov.org

Sandra Lee Fewer
Sandra.fewer@sfgov.org

Catherine Stefani
Catherine.stefani@sfgov.org

Jeff Sheehy
Jeff.sheehy@sfgov.org

Norman Yee
Norman.yee@sfgov.org

C H I O S S O L A W

ANTHONY C. CHIOSSO
TONY@CHIOSSOLAW.COM
LICENSED ATTORNEY IN CA

May 15, 2018

VIA US MAIL
Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

RE: SF LAW LIBRARY APPROPRIATION

Dear Sir or Madam,

I am a frequent user of the San Francisco Law Library and I am writing to encourage this committee to maintain or increase its funding of this important resource. As a solo practitioner, it is impossible to duplicate the resources of large firms. The SF Law Library's resources help even the playing field so that I can fairly represent clients that large firms won't take on as clients. The staff are incredibly helpful and they routinely go above and beyond to assist patrons. Without this valuable resource, many of the most vulnerable members of our society will be at even more risk of being taken advantage of by those with more resources.

I am available to discuss this matter with you at your convenience, you can also contact me via email at: tony@chiossolaw.com.

Regards,



Anthony C. Chiosso
Attorney

Cc: Linda Wong, Clerk
Linda.wong@sfgov.org

Malia Cohen, Chair
malia.cohen@sfgov.org

201 MISSION ST., SUITE 1200 • SAN FRANCISCO, CA • 94105
PHONE: 415-964-1321 • FAX: 415-358-4315
WWW.CHIOSSOLAW.COM

Sandra Lee Fewer
Sandra.fewer@sfgov.org

Catherine Stefani
Catherine.stefani@sfgov.org

Jeff Sheehy
Jeff.sheehy@sfgov.org

Norman Yee
Norman.yee@sfgov.org

O'Grady Law Group

May 15, 2018

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Members of the Committee:

I am writing in support of the San Francisco Law Library's proposed budget.

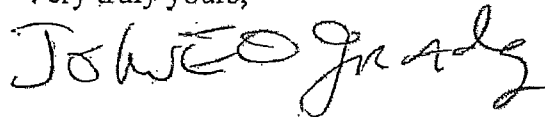
I'm a long-time user of the law library as well as a presenter of library seminars. I began using the library when I was in law school and I've been using it extensively for more than 30 years.

As the only public law library in San Francisco, the San Francisco Law Library is open to everyone and provides free resources to the public as well as legal practitioners. For example, the library offers support for solo and small firm attorneys such as myself.

I have attached a flyer for my presentation at the library on Thursday entitled "Celebrating Human Greatness in the Law." I wish that you could attend, but it will be at roughly the same time as your hearing. I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources, such as these presentations, to San Francisco's people and legal community.

Members of the San Francisco legal community such as myself know how important it is that the resources provided by the San Francisco Law Library be available to us and the people of San Francisco. Thank you for your consideration.

Very truly yours,



John E. O'Grady

Enclosure

SINCE



1870

SAN FRANCISCO
LAW LIBRARY

Brown Bag Lunch Thursday, May 17, 2018 Noon to 1:15



Celebrating Human Greatness in the Law

Celebrating Human Greatness in the Law is a group conversation about how the human spirit gets expressed in high conflict situations. We share stories of times that greatness touched our lives, enriching each other with our memories and re-connecting with our own greatness. Many of us will tell stories from our rich experience in our work as lawyers, mediators, paralegals, and legal workers. Get to know lawyers and others on the journey while being inspired to live and work fully in the moment. When have you acted in greatness? Have you seen others acting in the spirit of greatness? Bring your stories. Our meeting will be facilitated by John O'Grady. John guides people to navigate family conflicts about guardianship, aging, death, taxes, inheritance, and property rights while addressing the underlying conflicts, salvaging important relationships, and staying connected and in conversation for a lifetime. This end result is priceless.

Presented by Attorney & Mediator John E. O'Grady
O'Grady Law Group

John O'Grady is an estate planning lawyer and a mediator of inheritance battles. He has been practicing in San Francisco for more than twenty-five years. He served as the 2012 Chair of The Estate Planning, Trust & Probate Section of The Bar Association of San Francisco.
www.ogradylaw.com

Programs are Free and Open to Everyone

San Francisco Law Library
1145 Market Street, 4th Floor
San Francisco, CA 94103
415-554-1772

www.sflawlibrary.org

Seating is on a first-come, first-served basis
Civic Center Bart & Muni stops outside the building, between 7th & 8th

May 15, 2018

Dear Budget & Finance Committee Supervisors,

The San Francisco Law Library is a remarkable institution, and deserves your support—as well as the gratitude of all of us here in San Francisco.

What is important to me about the library is that it is open to all of us who live here in San Francisco. That is, any one of us who wishes to know what the law is, whether of this city, this state, or this country, can walk into the library and seek it out, and ask for help from one of its librarians.

The library is in this respect, I believe, unique in San Francisco. It certainly is in comparison with the two principal law school libraries (Golden Gate and Hastings) to which admission is substantially restricted.

It is worth a quick check of the library's website (sflawlibrary.org). There under "Policies and Rules" you will see that "The San Francisco Law Library is open to all". You will also see on its home page an admirable example of its outreach, an upcoming, free noon time session on "How to File a VA Disability Claim".

All this is done at a modest cost , particularly given the value of what is provided. My understanding is that the budget last year for the library from the City was \$1.4million. That is a bit less than \$2 per San Francisco resident.

Please recognize the value of this library to all of us who live here—and perhaps even be proud of what it does!

Sincerely yours,

Joe Luttrell

28 Napier Ln
San Francisco CA 94133

Wong, Linda (BOS)

From: Warren Jackson <warrenajackson@outlook.com>
Sent: Tuesday, May 15, 2018 8:04 PM
To: Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)
Cc: Wong, Linda (BOS)
Subject: Law library funding

Dear Members of the Budget & Finance Committee:

I write to implore you to do everything you can to support the law library. I understand that the budget and funding are intended to remain consistent, but that the drastic decrease in civil filing fee revenue has unintentionally resulted in a severe decrease in the law library's funding.

I have been a grateful user of the law library's services for many years as a small-firm and contract attorney (you may recall that there used to be at least two other branches, but we are now down to just one library for the entire city). The law library is a crucial resource, and not only for people like me-- every time I go to the library I encounter non-lawyers who would be lost without the resources and services the library provides in helping them with life matters from employment to divorce to probate issues. I don't know if most people realize how important the law library is, so it's critical for me to share my experience and observations with you.

Thank you for your time and for your attention to this important issue.

Yours truly,

Warren Jackson

P.S. The address below is my business address, but I live in the 94109 ZIP code, in Ms. Stefani's district. Congratulations on your appointment, Ms. Stefani-- I look forward to meeting and working with you!

Warren A. Jackson, Esq.
601 Van Ness Avenue
#E340
San Francisco, California 94102
415-640-2993
warrenajackson@outlook.com

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JAMES A. MICHEL
ATTORNEY AT LAW
2912 DIAMOND STREET #373
SAN FRANCISCO CA 94131-3208
TEL.: 415/ 239-4949

May 15, 2018

By Email to:

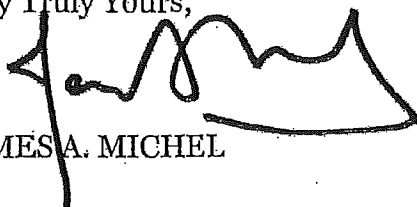
San Francisco Board of Supervisors
Budget & Finance Committee
Hon. Malia Cohen, Chair
Hon. Sandra Lee Fewer
Hon. Catherine Stefani
Hon. Jeff Sheehy
Hon. Norman Yee
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

RE: San Francisco Law Library Proposed Budget

To the Honorable Members of the Budget & Finance Committee:

I am a San Francisco resident and self-employed attorney who uses the San Francisco Law Library on a regular basis, and have done so since I began practicing law more than 21 years ago. Especially after the Law Library moved to its current location, I have come to depend on the Law Library's resources and services multiple times per week for legal research. I regularly use the Law Library's conference rooms for meetings with clients have conducted depositions there. I also participate in the community events hosted by the Law Library. I depend on the Law Library for my continued success and I know of a dozen others you will not hear from who would say the same. For those reasons, I humbly request that the Budget Committee increase its continued support for the Law Library.

Very Truly Yours,



JAMES A. MICHEL

cc: Linda Wong, Clerk



Miller Property Law

May 16, 2018

Via Email Only

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. Small law firm lawyers and solo practitioners balance every day the desire to help those who are almost able to pay with the reality of the cost of keeping the lights on in a law office.

These small law firm attorneys and solo practitioners have often given up the comforts of big firm life in order to pursue their sense of justice for the underdog. They keep rates lower for consumers by foregoing the conveniences of subscription research tools (and sometimes even offices) by utilizing the databases made available at the law library. Losing this resource or attaching a cost to it will mean additional overhead that must and will, in the grand scheme, be passed on to clients.

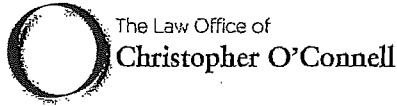
The library also provides a place for continued education and social gathering for these lawyers who often work alone and can become isolated.

I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Thank you for your consideration.

Sincerely,

Inga M. Miller



May 16, 2018

Via email

Budget and Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: San Francisco Law Library budget

Dear Supervisors Cohen, Fewer, Sheehy, Stefani, and Yee:

I'm writing in support of the San Francisco Law Library's proposed budget.

I am an estate planning lawyer with a solo practice. The Law Library is invaluable to me as a research tool. It gives me access to treatises, practice manuals, and other materials that I simply would not have access to otherwise. In that way, the Library serves the public by enabling practitioners like me to do the best possible work for our clients.

I've also seen the Library serve the public more directly. In my visits there, I've seen the staff assisting people who are not lawyers with everything from basic legal research to specific questions. Our city should be proud to provide, and continue providing, this kind of help with understanding the law, which is the foundation of our democratic society. (And the librarians are unfailingly patient and helpful.)

I respectfully urge you to maintain this investment in what I see as public education and fairness.

Sincerely,

/s/ Chris O'Connell

GYEMANT PARIS LAW

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May 16, 2018

Via Email Only

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. Small law firm lawyers and solo practitioners balance every day the desire to help those who are almost able to pay with the reality of the cost of keeping the lights on in a law office.

These small law firm attorneys, and solo practitioners have often given up the comforts of big firm life in order to pursue their sense of justice for the underdog. They keep rates lower for consumers by foregoing the conveniences of subscription research tools (and sometimes even offices) by utilizing the databases made available at the law library. Losing this resource or attaching a cost to it will mean additional overhead that must and will, in the grand scheme, be passed on to clients.

I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Thank you for your consideration.

Sincerely,

Anne Gyeant Paris

JAMES A. CARTER
ROBERT T. FRIES
DOV M. GRUNSCHLAG
MICHELLE Q. CARTER
BRIAN M. CARTER-OF COUNSEL
DAVID J. ROMANSKI-OF COUNSEL



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SUITE 2405
SAN FRANCISCO CA 94104
PHONE 415.989.4800
FAX 415.989.4864

WWW.CARTERFRIES.COM

May 16, 2018

Via Email Only

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I write in support of the proposed budget for the San Francisco Law Library.

Our small law firm relies on the Law Library for research and volumes that are not available to us. Losing this resource or attaching a cost to it would mean additional overhead that either would be passed on to our clients or reduce our ability to do first-rate work.

The library also provides a place for continued education and social gathering for small-firm lawyers who often work alone and can become isolated.

Please support the San Francisco Law Library's proposed budget so that the library may continue to provide the valuable resource that has been a wonderful help to our firm.

Thank you for your consideration.

Sincerely yours,



Robert T. Fries



Matthew J. Gluck
415.510.2604 (direct)
mgluck@gluckdaniel.com

May 16, 2018

Via Email Only

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

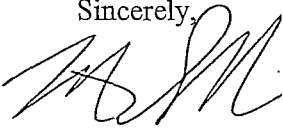
In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. Small law firm lawyers and solo practitioners balance every day the desire to help those who are almost able to pay with the reality of the cost of keeping the lights on in a law office.

These small law firm attorneys and solo practitioners have often given up the comforts of big firm life in order to pursue their sense of justice for the underdog. They keep rates lower for consumers by foregoing the conveniences of subscription research tools (and sometimes even offices) by utilizing the databases made available at the law library. Losing this resource or attaching a cost to it will mean additional overhead that must and will, in the grand scheme, be passed on to clients.

The library also provides a place for continued education and social gathering for these lawyers who often work alone and can become isolated.

I urge you to support the San Francisco Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community.

Thank you for your consideration.

Sincerely,

Matthew J. Gluck



Rowena C. Seto
ATTORNEY AT LAW

582 Market Street, Suite 306
San Francisco, CA 94104

Office: (415) 851-9887

Facsimile: (415) 851-9882

E-mail: Seto@MedinaSetoLaw.com

www.MedinaSetoLaw.com

May 16, 2018

Via Electronic Mail

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I write this letter in support of the proposed budget for the San Francisco Law Library.

The San Francisco Law Library is an invaluable resource to the legal community, particularly those in small firms, solo practices and the non-profit community. When I resigned as a partner from one of the largest defense firms in the nation four years ago, I did so to open this law firm with the goal of representing plaintiffs and providing legal representation to underserved communities and people who otherwise could not afford it. Medina Seto Law Group is able to provide legal representation for reduced rates or on contingency bases and take on smaller cases that large firms would bypass. Without the significant resources that the Law Library provides, including costly subscription legal search engines such as Westlaw and Lexis, my firm's annual operating budget would increase significantly, and I would be forced to rethink my business model and/or pass on the increased costs to my clients. Frankly, I have trouble imagining how my firm could operate without having the Law Library as a resource.

The Law Library's staff is also amazing. Reference librarian Andrea Woods and her colleagues are always welcoming, helpful and impressively knowledgeable. My firm's Of Counsel and I have said to each other more than once, "I love the Law Library!" I look forward to the times I have a reason to go, and have even asked whether they have Law Library t-shirts because if they did, I would buy one and wear it proudly.

I strongly urge you to support the San Francisco Law Library's proposed budget. It is an inestimable resource to San Francisco, its legal community and its underserved communities that many Law Library members endeavor to serve.

Budget & Finance Committee
San Francisco Board of Supervisors
May 16, 2018

Page | 2

Please feel free to contact me with any questions. Thank you for your consideration and your time and attention to this important matter.

Very Truly Yours,

A handwritten signature in black ink, appearing to read 'Rowena C. Seto', with a long horizontal flourish extending to the right.

Rowena C. Seto of
MEDINA SETO LAW GROUP

cc: Linda Wong (via electronic mail)



Timothy S. Kirk
ATTORNEY AT LAW

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May 16, 2018

Via Email Only

Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library. The Law Library provides a vital service to the local legal community.

I recently left my long-time practice with a large national defense firm, in order to pursue my work in a two-lawyer firm representing individuals and small businesses instead of insurers and large corporations. Often our clients come to us with "sticker shock" after inquiring with large law firms about representation.

As you are no doubt aware, the cost of legal services in San Francisco is more than most people can afford. The cost of practicing law here is made more expensive by the subscription rates of various legal research tools and databases. By offering those services to local attorneys, the Law Library helps us keep our own rates affordable to those who might otherwise have to go without legal representation.

The Law Library also offers a very pleasant place to work. The staff are extremely courteous and helpful. I urge you to support the Law Library's proposed budget so that the library may continue to provide valuable resources to San Francisco's people and legal community. Thank you for your consideration.

Very Truly Yours,

Timothy S. Kirk of
MEDINA SETO LAW GROUP



May 16, 2018

VIA EMAIL

Budget and Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Re: San Francisco Law Library Budget

Dear Supervisors Cohen, Fewer, Stefani, Sheehy, and Yee:

I am writing in support of the proposed budget for the San Francisco Law Library.

The Law Library provides a tremendous service to the community. As a solo practitioner who works primarily with small businesses, I rely heavily on the Law Library. The Law Library provides access to subscription services that only the largest of big firms can afford. In fact, I wish I had known more about the Law Library's services during my 15 years at the City Attorney's Office, because it has access to subscriptions that are even too expensive for that office to maintain.

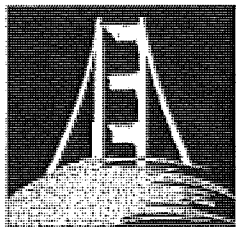
Additionally, the Law Library is an essential service for the general public. Every time I am there I see people who are not lawyers accessing the very valuable information that is available at the library.

The availability of print and online legal resources, not to mention the incredibly knowledgeable and helpful reference librarians, should be protected. In this age where the income gap is widening, so widens the gap between those who can afford representation and those who cannot. The Law Library enables small law firm lawyers and solo practitioners to provide a wide range of services to San Francisco's individuals and businesses. I urge you to support the San Francisco Law Library's proposed budget.

Thank you for your consideration.

Sincerely,

Rose-Ellen Heinz Fairgrieve



THE BAR ASSOCIATION OF
SAN FRANCISCO

2018 OFFICERS AND
BOARD OF DIRECTORS

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May 16, 2018

Linda Wong, Clerk
Budget & Finance Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4689

Dear Ms. Wong:

The San Francisco Law Library has been a partner with The Bar Association of San Francisco (BASF) to bring important legal education sessions to the public and the legal community and we strongly oppose reduction in funding for the library without which the delivery of critical services to the public and attorneys, especially our solo and small firm attorneys, will be gravely affected. In an era where legal standards are challenged, due process and access to counsel are under attack, and the rights and protections of vulnerable populations are at risk, the services available through the San Francisco Law Library cannot be diminished.

We have partnered with the SF Law Library to bring educational seminars to the public and to attorneys, free of charge, on a variety of legal topics including mediation, a critical component to reducing the costs of litigation in the City. In particular, BASF's Conflict Intervention Service has greatly benefitted from the partnership with the library to provide a neutral space for participants to mediate conflicts in the affordable housing context thereby reducing the risk of eviction for those most vulnerable. For these reasons, the BASF strongly supports continued funding for the San Francisco Law Library to help meet the critical needs in the San Francisco attorney community and the public overall.

Sincerely,

Malcolm A. Heinicke
BASF Board President

Wong, Linda (BOS)

From: Paul Kim <pkim@ifpte21.org>
Sent: Wednesday, May 16, 2018 1:56 PM
To: Cohen, Malia (BOS); Fewer, Sandra (BOS); Stefani, Catherine (BOS); Sheehy, Jeff (BOS); Yee, Norman (BOS)
Cc: Wong, Linda (BOS); Debra Grabelle
Subject: The Union's Request in Regards to the Proposed SF Port Budget
Attachments: Letter to the BOS_SF Port Budget.pdf; Program Delivery Assessement Memorandum_SF Port.pdf

Honorable Commissioners,

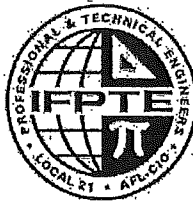
The Union, IFPTE Local 21, wanted to reach out to all the Budget and Finance Committee members in regards to the Mayor's Proposed Budget for the Port of San Francisco. There are a number of exciting projects that our members are participating in at the Port, but the Department has not budgeted a parallel staffing plan to account for the increase in work. I've attached a report from Parsons/Lotus Water recommending the hiring of more technical full time staff to meet the deadlines set forth by the Port Commission and department management. We'd like you to consider this when approving the budget for this upcoming session. If you have any questions please free to contact me.

In Solidarity,

Paul Kim
Lead Representative/Organizer

IFPTE Local 21
1167 Mission St, 2nd Floor
San Francisco, CA 94103
(415) 914-7351





PROFESSIONAL & TECHNICAL ENGINEERS, LOCAL 21, AFL-CIO
An Organization of Professional, Technical, and Administrative Employees

May 16, 2018

Sent via Email

Honorable Budget and Finance Committee Members
City and County of San Francisco
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Honorable Members of the Budget and Finance Committee,

The Port of San Francisco currently has 70 active projects with an overall total project cost of \$196 million. The Engineering Division at the Port of San Francisco executes the delivery of these infrastructure facilities and their enhancements. As the Port of San Francisco has been aggressive in its vision of modernizing its facilities in preparation for increased activity, climate change and potential natural disasters, it has not had the equivalent foresight in hiring/training staff to execute this increase in work.

The Port of San Francisco consulted with Parsons/Lotus Water, a joint venture of two different consultant firms, to assess current project delivery and to recommend work efficiencies, including an estimate of adequate staffing to complete these projects. Currently the Port has 11 full time staff available for design and construction support. The study's assessment is that 25 more full time internal Port design and construction support staff will need to be hired for all 70 projects to be completed on schedule.

The Union, IFPTE Local 21, has concerns with what this increase in work load to existing staff will do to efficiencies. We also have concerns that only exempt Project Managers positions have been hired and not actual design and construction support positions, which would be engineer positions. The Union respectfully requests that the Committee take this into account when evaluating the proposed budget and recommend that more full time Permanent Civil Service Engineer positions be opened up for hiring. If you have any questions or would like to discuss this further please feel free to contact me. I can be reached by telephone at (415) 914-7351 or by email, pkim@ifpte21.org.

In Solidarity,

Paul Kim
Lead Representative/Organizer

MEMORANDUM

TO: Rod Iwashita, Port of San Francisco

DATE: 1/15/2018

FROM: Rodney Pimentel, Parsons

PHONE: (510) 907-2172

SUBJECT: Program Delivery Assessment Memorandum (Task 3) – FINAL DRAFT

1 Executive Summary

The Engineering Division of the Port of San Francisco (Port) executes the delivery of infrastructure facilities and their enhancement to meet many Port objectives. As the number of capital projects grows, more efficient project delivery becomes necessary.

1.1 Objective

The primary goal of this memorandum is to assess current project delivery and recommend improvements, including an estimate of adequate staffing to complete a list of 70 active capital projects. It also identifies options to refine these estimates and improve project delivery through more efficient project management.

1.2 Existing Projects

The Port currently has 70 active projects, with an overall total project cost of \$196 million (M), inclusive of construction. For this analysis, Port staff broke these down into three categories:

- High-Priority projects – 26 projects equaling \$125M (schedules available)
- Priority projects – 14 projects totaling \$24M (schedules available)
- Low-Priority projects – 30 projects totaling \$45M (no schedule data available)

Together, the Prioritized projects (those with schedules; that is High-Priority and Priority projects) total \$149M.

Figure 1-1 shows an overall program schedule reflecting data from the 40 projects with schedule data from Project Summary Reports. These 40 projects represent approximately \$32M of total project cost per year (inclusive of construction). All 70 projects represent approximately \$42M per year.

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Figure 1-1. Prioritized Projects by Phase

(See full-size schedule in Attachment A)

1.2.1 Resource Needs

The combination of data from existing schedules for the 40 Prioritized projects (Priority and High-Priority projects) and an estimate for additional Low-Priority projects without schedules¹ show a peak need of 42 full-time equivalents (FTE) (assuming all Port staff) in 2018 Q1 for all 70 projects. This peak reduces to 32 FTE if all Low-Priority projects are deferred until 2019 and after. Table 1-1 summarizes the total number of projects in each key phase, the FTE needed to support delivery for the Prioritized projects, and an estimate for Low-Priority projects.

¹ Assumptions:

- Soft costs for each project estimated as a percentage of construction cost include:
 - 19% of construction cost for design and permitting services and
 - 15% of construction costs for construction/contract management services.
- An average hourly rate of \$77.25 per hour was used to calculate equivalent FTE at 160 hours per month with a 150% multiplier for Port staff and a 300% multiplier for contract staff.
- FTE for the 30 projects without schedule data were generated using a direct ratio of FTE/total project cost for the 40 projects with schedules.

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Table 1-1. FTE Demand for 40 Prioritized Projects

	2018 Max FTE (Annual Average FTE)	2019 Max FTE (Annual Average FTE)	2020 Max FTE (Annual Average FTE)	2021 Max FTE (Annual Average FTE)
Permitting/Design	17 (12)	3 (1)	0 (0)	0 (0)
Construction	15 (13)	14 (10)	8 (5)	4 (2)
Key Phase total	32 (25)	17 (11)	8 (5)	4 (2)
Estimate for Low- Priority Projects	10	10	10	10

1.3 Existing Staffing Resources

Estimates of current available resources for Port projects are based on approximations of last year's level of effort provided by the Port, and include vacancies that are expected to be filled in the short term.

For this analysis, current resources in the Engineering Division include 35 overall FTE, including 18 FTE for capital projects. Of these, 11 FTE are available for design and construction support² services. There are also approximately \$2.7M remaining of existing on-call contracts. Using all remaining capacity for design and construction support services equates to approximately 6 consultant FTE over a 1-year period.

Assuming ongoing use of on-call contracts, current resources could produce roughly \$17M to \$25M of total project cost per year. This converts to a general estimate of approximately \$1M to \$1.5M of total project cost per Design & Construction FTE. These general estimates are also in line with past average performance of approximately \$16M to \$25M per year for the last 10 years.

Summary of Available Design and Construction Support for 2018:	Estimated production rate per Design & Construction Support FTE (from 2018 schedule):
• Port: 11 FTE	\$32M (project cost)/32 FTE = \$1M to \$1.5M/FTE
• Consultant: 6 FTE	

1.4 Options to Meet Staffing Requirements

Options to meet staffing requirements focus on design and construction support services critical for project delivery. Special development projects have dedicated project managers, while most

² Special development projects have dedicated project managers, while most other capital projects are led by Engineering staff also responsible for project support and other non-capital projects. Design and construction support services are critical for this reason and are the focus of analysis.

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other capital projects are led by engineering staff also responsible for project support and other non-capital projects. Design and construction support services are critical for this reason.

1.4.1 Staffing Requirements

To deliver the current schedule of 70 projects, a total of 42 Port FTE for design and construction support services would be needed at peak demand in 2018 Q1. This includes 32 FTE for the 40 Prioritized projects as scheduled and 10 additional FTE for the Low-Priority projects.

1.4.2 Options

Options to achieve this rate of project delivery are:

- **Add resources:**
 - To complete all 70 projects as scheduled:
 - Add 25 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.
 - Add \$6M to \$11M of external contracts for as-needed and specialty work for 2018 for approximately 12 to 25 FTE.
 - Identify a mix of internal staff and outside contracts, targeted to address the project peak of 42 FTE in 2018 Q1 for all 70 projects.
 - To complete only the 40 Prioritized projects as scheduled:
 - Add 15 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.
 - Add \$3M to \$7M of external contracts for as-needed and specialty work for 2018 for approximately 7 to 15 FTE.
 - Identify a mix of internal staff and outside contracts, targeted to address the project peak of 32 FTE for Prioritized projects in 2018 Q1 for all 70 projects.
- **Reprioritize and Reprogram Projects to Reduce Peak:**
 - Alone, or in combination with adding staff, prioritize and reprogram all projects to a pre-determined target rate of production. The list of current Prioritized projects in 2018 requires the addition of 1 design and construction support FTE per \$1M to \$1.5M in project cost delivered.
 - To achieve a Port target of \$20M to \$25M of delivered facilities per year would require additional resources, but fewer than the currently scheduled \$32M per year of Prioritized projects demands. To achieve the target of \$20M to \$25M in capital costs, a minimum of an additional 10 FTE would be needed, based on the production rate of \$1M to \$1.5M of project cost associated with each design and construction FTE. This number would also depend greatly on the specific scope and type of the prioritized projects.
 - Projects previously deferred to maintain an optimal staffing rate and/or new projects can be initiated upon the completion of the previously prioritized projects. This would likely push the overall schedule for all 70 projects beyond 2021.

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1.4.3 Staff Resource Mix

Based on interviews and other discussions with the Port, the following potential key technical support gaps have been identified:

- Contract services manager or support (internal)
- Scheduler or program controls lead/manager (internal)
- Manager or liaison for internal requests/stakeholder liaison (internal)
- Plan review/plan check support (on-call contract)
- Costing and other specialty contract services (on-call contract)
- Environmental and external permitting support (on-call contract)
- Maintenance staff or capacity (other division)

1.5 Future Actions to Enhance Staffing Decisions and Project Delivery

Additional options to improve the resource estimate or improve project delivery and efficiency include:

- **Improve Data:** Additional data are needed to further refine the recommended resource options, to improve accuracy, and to identify specific staff role needs. These data include:
 - Updated schedules, especially those for the Low-Priority projects that did not have schedule data available
 - Complete and consistent project budgets containing cost elements of a consistent work breakdown structure (WBS) and consistent inclusion of soft costs
 - Identification of in-house/contract roles such as the use of Port staff or contracts for the design and construction phases
- **Develop Procedures and Tools to Improve Efficiency:** Updated procedures and tools are essential to improve communication and lead to improved data and project delivery. Key elements include:
 - Updated and documented project development process
 - Overall project schedule
 - Program approach (5-year master plan)
 - WBS to track resource needs for each phase of work
 - Project management information system/control system database
 - Project management plan/project execution plan

1.6 Overall Approach

The recommended approach is to add Port staff for key functions and use additional on-call contracts for 2018. This would allow a core team to develop and implement related project delivery improvements, refine staffing needs, and build toward a long-term solution. In addition, reprioritization of projects is recommended to “smooth out” personnel demands and achieve realistic production rates of \$20M to \$25M capital project work per year using available resources.

2 Introduction and Approach

The Port of San Francisco (Port), a department of the City and County of San Francisco (City), is striving to improve its project execution. This memo report is one part of an initial effort to meet this goal. It focuses on assessing current project delivery priorities and providing recommendations for future improvement. It will be followed by development of a project management plan (PMP) template for ongoing Port use (Task 2).

This memo summarizes:

- Project delivery timelines and resource needs for a subset of prioritized projects
- A high-level delivery rate for remaining active Port projects
- Recommendations for how to improve the Port's project delivery rate

Input data and information for the 4-week analysis include:

- Project list of 26 High-Priority projects, 14 Priority projects, and 30 Low-Priority projects
- Project Status Reports (PSRs) for 26 High-Priority projects and 14 Priority projects, each containing scope summary, current schedule, budget, and project lead, provided by Port Management on November 15, November 27, and December 6, 2017.
- Port management comments to supplement PSRs
- Organizational breakdown structure (org chart) and estimated resource allocation for the last year
- Fifteen interviews with Port staff, primarily project leads in the engineering division

Interviews discussed workflow, budget, and organization elements of the project delivery process, as well as needs and requirements to achieve a successful outcome.

One component of this memorandum is to recommend adequate staffing levels for the Port's 5-year Capital Improvement Project (CIP) based on the data gathered.

This recommendation is a high-level estimate of resourcing options (internal and external staffing) to achieve a favorable CIP outcome for the Port. The existing organizational breakdown structure and resource allocation were considered in evaluating the project data to determine anticipated staffing levels for the duration of the 5-year CIP.

Approach

The approach taken to assess the current delivery process and define recommendations entailed three basic steps.

- Analysis of the existing state includes a compilation of data and definition of current project delivery:
 - List of projects (High-Priority projects identified)
 - High-level phased schedule of projects
 - Summarized process for project delivery
 - Identification of available resources
 - Interviews with division staff

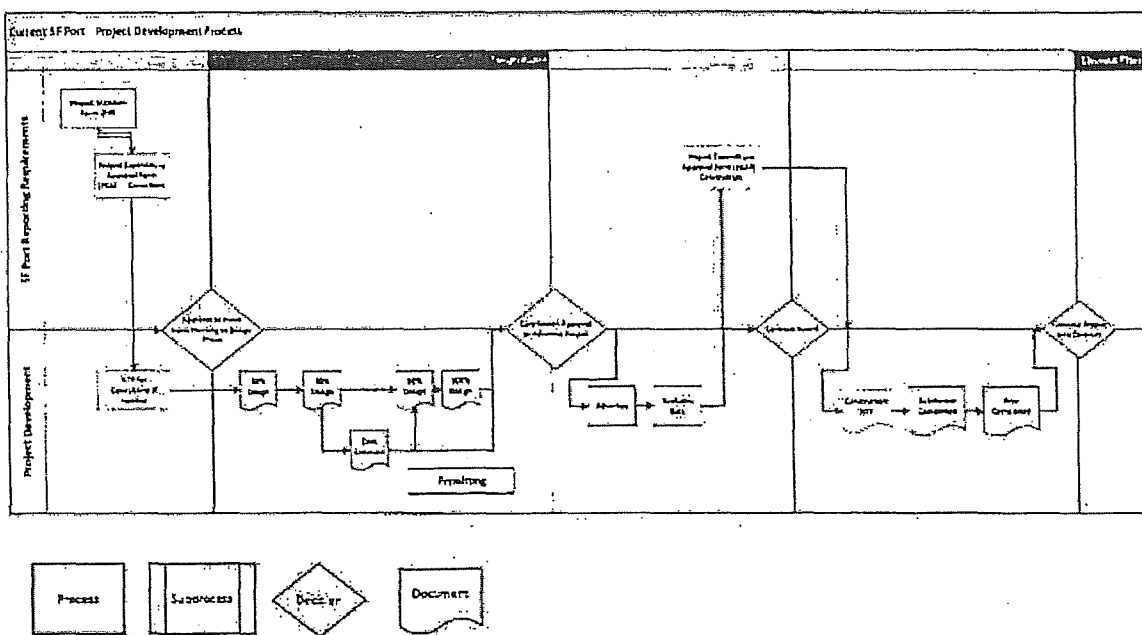
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- Evaluation of a future state includes determination of Port's expected level of service and project delivery expectations:
 - Project schedule review and projection
 - Discussion with engineering division management
- Gap assessment identifies options for how to bridge the gap between existing and future states:
 - Resources
 - Options for organizational structure
 - Delivery method options

Figure 3-2. Prioritized Projects by Phase

(See full-size schedule in Attachment A)

Figure 3-3. Current Project Development Process



(See full-size diagram in Attachment B)

3.1.1.1 Schedule Assumptions

The following assumptions were used to prepare the schedule for the 40 Prioritized projects:

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- Information to populate the schedule and cashflow was taken from PSRs provided by Port Management on November 15, November 27, and December 6, 2017. Comments from Port Management pertaining to budget and schedule were incorporated.
- To determine a full time equivalent (FTE) estimate, the phased schedule was cost loaded for design and construction services based on a straight-line spend curve of the costs as described below.
- Unless otherwise stated within the PSRs provided, design and permitting services were assumed to be 19% of construction cost, and contract/construction management costs were assumed to be 15% of construction cost. These percent allocations were based on planning phase estimates used by the San Francisco Public Utilities Commission.
- Due to their large construction values, Crane Cove Park Phase 1 and Mission Bay Ferry Landing design and permitting services and contract/construction management services were assumed to be contracted outside of Port staff. The portion of work assumed to be attributed to Port staff for design and permitting services was 2.5% of the project value stated within the PSR. The same percentage was used for contract/construction management services.
- Once design and construction totals were assigned to each project, average staff rates were applied similarly across all projects. A raw rate of \$71 per hour was used for design and permitting, and \$77.25 per hour was used for contract and construction management resources. These averages rates were based on comparable positions at the San Francisco Public Utilities Commission. A multiplier of 150% was then applied to account for fringe charges to determine an overall number of hours of effort to be expended by Port staff within a given period.
- One FTE is assumed to be 160 working hours per month.
- Cost escalation was not accounted for in the estimates.

3.1.2 Summary of Procedures for Project Delivery

This section summarizes the current project delivery process based on input gathered through staff interviews. Projects are currently initiated with the submission of a Project Initiation Form (PIF), principally by Engineering staff or project sponsors in Real Estate and Maritime Divisions. PIFs include project description, information about entitlements, dependencies, and a preliminary schedule and budget. The Capital Committee reviews and prioritizes project proposals for funding and inclusion in the following two-year budget cycle.

Once a project is ready to expend funds, a Project Expenditure Approval Form (PEAF) is completed to use funds for approved projects. This includes a more detailed cost breakdown and a list of the funding sources. Figure 3-3 conceptually shows a PEAF completed for the design phase, and a second completed for construction. Milestones within the design phase include 30%, 60%, Construction Cost Estimate, 90%, and 100% design.

Interdivisional signoffs occur for each milestone to approve work and move to the next milestone. Permitting activities usually are conducted during the design phases when permits are required. Figure 3-3 provides an overview of the current project development process.

Once a project manager or project lead is assigned to an approved project, the ongoing requirements for management of that project include providing a biweekly project status report

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and a separate database for management review. An informal checklist can be completed at any time throughout the duration of the project. The checklist includes various items and has locations for the project manager and review manager to check off activities as completed. The items range from project upfront folder set-up, to filing, to close-out of the project. Use of the checklist should be actively monitored throughout the project lifecycle to effectively assist project delivery. Other guidance documents (e.g., those outlining contracting processes and forms) should be revised and made more accessible to Port staff.

3.1.3 Available Resources

All projects require resources; key resources include staff and budget.

Table 3-1 presents the total FTE for Port staff resources available for the last year. Based on available data provided by Port and interviews conducted primarily during the week of November 13, 2017, the resource allocation was summarized and categorized based on functional groups within the organizational chart. A tally of each staff's time allocation was divided into two categories:

- Non-Capital Project Assignments
 - Plan checking
 - Rapid structural assessments
 - Small maintenance projects
 - Document requests
 - Requests from other Port divisions
- Capital Projects Assignments
 - Projects over \$100,000, either constructed by Port maintenance or outside contractors
 - Support for special development projects

The total FTE of 34.52 provides the technical and project management support for non-capital and capital projects.

In addition to Port staff, as-needed contract vehicles are established. A total of \$6M was budgeted for four contracts (each approximately \$1.5M) for a duration of 4 years. For the past 17 months, a total of \$2.7M (approximately 55%) of the budget has been used to support various aspects of current projects.

Special development projects are managed by designated project managers, while all other projects are managed by Engineers/Architects. Figure 3-4 shows an organizational chart for the Engineering Division that illustrates organizational structure, key roles, and a summary of existing resource allocation associated with each group and overall design/construction function. Pie charts show the resources division associated within each group for both non-capital and capital projects. Total capital project FTE (not including the project managers who are designated to special development projects) associated with project management for non-development projects, design support services, and construction support services for the entire Engineering Division are also shown.

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Table 3-1. Summary of Total FTE for Capital and Non-Capital Projects

Group	Non-Capital Projects	Capital Projects	Total
Deputy Director	0.80	0.20	1.00
Executive Secretary	0.78	0.23	1.00
Facilities Manager	0.53	0.48	1.00
Civil/Survey	1.915	1.085	3.00
Facilities Assessment	1.72	2.28	4.00
Utilities	2.285	2.715	5.00
Architecture	0.64	1.36	2.00
Construction and Contracts	1.35	3.65	5.00
Bldg Permits	6.92	0.00	6.92
Project Management	0.1	5.50	5.60
Total	17.03	17.49	34.52
Percent of Total	49.3%	50.7%	

Notes:

Student interns are not loaded in the calculations.

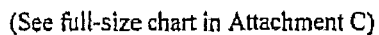
Vacancies on the organizational chart are assumed to be filled.

Additional requests currently in process are included.

Project Managers are designated to special development projects.

Due to rounding, the sum of a group's non-capital projects and capital projects may not exactly match the total.

ORGANIZATION & RESOURCES



4 Existing State and Future State Analysis

4.1 Key Observations

The observations in this section are based on interviews conducted thus far with the following Port staff members:

- Rod Iwashita
- Uday Prasad
- Ananda Hirsch
- Tiffany Tatum
- Winnie Lee
- Kenneth Chu
- Peter Luong
- Johnathan Roman
- Wendy Proctor
- Tim Leung
- Kathryn Purcell
- Dan Hodapp
- Rich Berman

People, policies and procedures, and tools work together and support effective communication, decision making, and project delivery. In the existing state of project delivery at the Port, these three are not fully aligned. Staff have identified various suggestions for improvement, which they shared during interviews. Observations are described for each of these categories in Sections 4.1.1 through 4.1.3.

A successful outcome for Port Management would be the delivery of \$20M to \$25M capital project work per fiscal year. Beyond communicating this goal to the rest of the organization, three key elements—people, policies and procedures, and tools—need to be in place to be successful. Managing each project consistently within the overarching governance of all three elements will help to achieve this goal.

The subsequent sections provide more detail on people, policies and procedures, and tools that can assist with delivering the CIP. Key observations are presented in bold font.

4.1.1 People

The People category refers to organization structure, communication, and how staff interface with other groups, divisions, or agencies.

Dynamic work environment

- The existing state is a dynamic work environment where staff manage and respond to many tasks and requests. Overall, the team desires to be responsive to requests that come from various other divisions within the Port, particularly Real Estate and Maritime.

Work is divided between capital and non-capital projects

- Non-capital projects include plan checking, rapid structural assessments, small maintenance projects, requests from Maritime or Real Estate, and document requests.
- Capital projects include
 - Capital projects completed by Port maintenance,
 - Capital projects completed through outside contractors,
 - Special development projects, and

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- o Regulatory and encroachment permitting.

Priorities can be unclear at multiple levels

- Staff often respond to urgent or political items in the City (e.g., an important tenant or a high-profile project). This leads to schedule delays on other High-Priority projects.
- Scope changes come from project sponsors, or priorities may change or may not be clear to engineering staff. Stakeholders themselves may need to prioritize requests and are not aware of the implications of new requests or changes on existing projects.
- The establishment of Port-wide priorities, shared with all divisions, would improve scheduling and resource decisions.

Unclear or uncertain workflow

- Long-term schedules can be unclear or undefined, which can make long-term work planning difficult. At times, this can affect project delivery and responsiveness.

4.1.2 Policies and Procedures

The policies and procedures category refers to overall program or project controls, including schedule, quality, budget, reporting frequency and style, and other procedures for management and project delivery.

Project delivery requirements are flexible or imbedded in institutional knowledge

- A *Project Manager/Engineer/Architect checklist* is available, but it is generally used merely as guidance. It is not an official checklist requiring signatures or used for project close-out, for example. While it provides guidance for overall project delivery, it is infrequently or inconsistently used by project leads or managers. An official checklist completed at all major milestones for the duration of the project, including sign-off by the project manager or project lead, as well as the reviewer, ensures quality control and support from Port project stakeholders. A version of this exists with interdivisional sign-offs, but it should be revisited, revised as appropriate, and actively enforced.
- Project updates to PSRs are requested every 2 weeks but are often submitted on a less frequent basis. The PSR should be used not only for reporting but also to identify potential risk and to indicate how upper management can help with critical issues on the project.
- Development of a project delivery process is essential for presenting an overview of the project needs from planning through design, permitting, construction, and close-out. Following set procedures that are implemented through preparation of a PMP at the initiation of the project allows the project leads/project managers to understand and define the scope of work and account for potential risks and the applicable permitting requirements.

Project prioritization

- Projects are initiated through an annual basis (the PIF). The Capital Committee reviews and prioritizes project proposals for funding, and includes the next year's budget.

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- Factors used to prioritize projects include presence of regulatory compliance issues, reduction in Port liability, economic benefits, natural and cultural resource protection, payback period, financial benefits to the Port, and human and environmental health.
- If the goal for successful Port management is measured by maintaining a relatively constant annual capital budget spending, it is vital to prioritize projects and allocate the available budgets accordingly, within key categories, keeping in mind the project phases and upfront cost that is needed to fund any construction contract at the start of construction.

4.1.3 Tools

Multiple project tracking tools are independent and not linked together

Project data for tracking, funding, and reporting are tracked on multiple forms for various purposes. Project leads update the forms separately, and they can be hard to share across Port divisions due to software and storage limitations. Data within them may be inconsistent, and staff have identified the need for templates or standards to make them more consistent. Tools currently include:

- **PIF** (Project Initiation Form) to initiate a project. It includes project description, information about entitlements, dependencies, and a preliminary schedule and budget.
- **PEAF** (Project Expenditure Approval Form) to gain approval for expenditure of funds on a specific element of a project (e.g. encumbrance or expenditure of funds, use of Port labor, transferring funds to another department).
- **PSR** (Project Summary Report) to track project development and share project status with managers. It includes goals, scope, budget, funding, schedule, and status (updated biweekly). Individual work documents are stored in engineering division folders.
- **Database** to track project information for Engineering, Permitting, and other divisions. A project is now under development to convert the Access format database to a web-based tool on Arches software, accessible across divisions. Improvements are also planned to record information pertinent to each division or function (e.g., engineering, environmental/permitting, other divisions). Input from Real Estate and Maritime was minimal.

Time reporting is limited to broad categories and can be inconsistent

For capital projects, Engineering Division staff charge a single code per project. In addition, there can be inconsistent reporting between non-capital project time and capital projects. While the use of project codes allows staff time to be capitalized at project completion, data do not exist to track work by phase or other breakdown. Staff charges should be allocated accurately to monitor soft cost of capital projects, to effectively manage within a budget, and to estimate soft cost for future projects.

Budgeting

Estimating budgets for projects can be a challenge and is one key cause of project delays when a project cost is underestimated and additional funds are needed. Currently, project managers and project leads lack the guidelines and support needed to estimate a project budget with confidence. Access to cost estimators familiar with the piers and port projects could help

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improve cost estimates and avoid delays that occur due to funding shortfalls. Better information about cost estimating services available through on-call contracts could also help. In addition, better information about pier or facility condition, use of standard contingencies at the time of budgeting, or use of key process points to update cost estimates would improve accuracy.

Desire for updated procedures and templates

Multiple types of templates are being developed or have been identified by Port staff as useful tools. These include:

- Standardized scope content
- Permitting and environmental checklist with standard timelines per type of permit or entitlement
- Standard timelines for the procurement phase of projects and duration of permitting
- Standard templates for Commission reports and other documentation
- Guidelines and checklists for costing or other components of existing management tools for consistency and comparability

Templates should serve as guidelines for Project Managers in providing information to team members in other divisions or groups (e.g., Environmental) and should identify critical path items to better define scope and estimated schedule durations. Guidelines and checklists also facilitate the production of consistent information essential for comparing information across projects.

Integration of tools and process

During the interviews, Port staff expressed the need of not only having a clearer project delivery process but also having effective tools tied to specific steps of the process.

Figure 4-1 illustrates tools that can be incorporated into the current project delivery process.

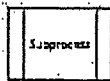
Inclusion of the PMP step is important. At a minimum, the PMP should include basic project description, scope, key project team members, organizational chart, communication, schedule, budget, and list of deliverables. The initial schedule and budget established for the project will be presented and should be tracked throughout project development. It should also address how to track and report project changes.

Current use of the PIF, PEAf, and PSR should be continued, but these tools should be in one centralized input location to ensure data accuracy and consistency and to provide staff a one-stop-shop for providing and updating their project data.

The PMP is a living document that should be reviewed and updated at separate phases of the project. It should outline the process for change management and should list potential risks and mitigation options for the project.

[illegible]

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4.2 Resource Options

Options to complete all projects include:

- 18

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- Add \$6M to \$11M of external contracts for as-needed and specialty work for 2018 for approximately 12 to 25 FTE.
- Identify a mix of internal staff and outside contracts, targeted to address the project peak of 42 FTE in 2018 Q1 for all 70 projects.
- To complete only the 40 Prioritized projects as scheduled:
 - Add 15 internal Port design and construction support FTE, given that only 11 Port FTE and 6 consultant FTE are currently available for 2018.
 - Add \$3M to \$7M of external contracts for as-needed and specialty work for 2018 for approximately 7 to 15 FTE.
 - Identify a mix of internal staff and outside contracts, targeted to address the project peak of 32 FTE for Prioritized projects in 2018 Q1 for all 70 projects.
- **Reprioritize and program projects:**
 - Alone, or in combination with adding staff, prioritize and reprogram all projects to a predetermined target rate of production. The list of current Prioritized projects in 2018 requires the addition of 1 design and construction support FTE per \$1M to \$1.5M in project cost delivered.
 - A target of \$20M to \$25M of delivered facilities per year would require additional resources, but fewer than the currently scheduled \$32M per year of Prioritized projects demands. To achieve the target of \$20M to \$25M in capital costs, a minimum of an additional 10 FTE would be needed, based on the production rate of \$1M to \$1.5M of project cost associated with each design and construction FTE. This number would also depend greatly on the specific scope and type of the prioritized projects.
 - Projects previously deferred to maintain an optimal staffing rate and/or new projects can be initiated upon the completion of the previously prioritized projects. This would likely push the overall schedule for all 70 projects beyond 2021.

In the absence of additional data, interviews conducted with staff provided supplemental information. The following key resource limitations were repeatedly raised:

- **Contract services** resources are limited (based on current schedule estimates, the peak shows 10 projects will be in procurement phase in 2018 Q1).
- **Plan review and checking for non-capital projects** generally limits the amount of time available to manage capital projects. An expected increase in plan review for upcoming special development projects will require resources. Limited staff time could cause delays for Prioritized projects or other projects led by the plan review staff.
- **Additional maintenance staff or capacity** to deliver capital projects is needed. Staff indicated that this could be an option to improve throughput, given lower effort needed in the procurement phase. But this approach would need to be evaluated.
- **Specialty services available through contracts**, especially costing, could prevent or minimize existing delays caused by inaccurate project budgets.

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At the peak in 2018 Q1, the staffing estimate shows a requirement of 32 FTE. While this peak is early in the 5-year period, maintaining higher FTE provides the bandwidth to start new projects. As projects complete a phase, this staffing level would allow initiation of future projects. The development of a master plan would allow the Port to efficiently identify facility requirements, set priorities, and pull forward backlog and/or add projects to meet future needs.

Method

The estimated number of 42 design and construction support staff was developed by cost loading the schedule by phase. Budget and schedule information from the PSRs and resource loading resulted in a current state estimate of 32 FTE for overall total project value of \$149M from 40 projects with PSR data. The remaining 30 projects equate to a total estimated project cost of \$48M. Using a direct ratio method of FTE to project costs, this translates to an additional 10 FTE needed to deliver the full active project list assumed to be completed in the next 5 years at the estimated value of \$197M.

5 Benefits of Options/Additional Recommendations for Future State

Key observations between existing and future states were presented in Section 4. In addition to the identified options for resource augmentation, the development or refinement of tools and procedures can also improve staff efficiency, project planning, and project delivery. The following actions should be considered to support the objective of increasing the Port's productivity.

People (Key Roles)

- **Contract Services:** Provide support for managing, administering, and executing construction contracts. Based on current schedule estimates, the peak shows 10 projects will be in procurement phase in 2018 Q1.
- **Scheduler:** Manage overall aggregate project schedule, apply and communicate Port priorities. The scheduler will enable management to better track progress versus planned and facilitate better management decisions for future operations.
- **Manager or Liaison for Internal Requests/Stakeholder Liaison:** Requests from other divisions significantly contribute to non-capital work. A liaison tasked with managing incoming requests from Real Estate or Finance, for example, would help the Facilities Manager and staff prioritize these requests with capital project work to prevent delays.
- **Plan reviewers:** Provide additional support in plan review and checking for projects during peak or high-capacity time for Port staff to ensure adequate reviews and to decrease any negative impact on project delivery schedule.
- **Estimating/Cost Support:** Additional estimating support would assist in determining more refined cost estimates and provide more certainty and clarity throughout the project lifecycle, with regards to cost and budget.
- **Environmental/Permitting Support:** Provide additional reach-back support to ensure seamless permitting process and execution to assist leads and managers in navigating their projects through the appropriate permitting channels.

Policies and Procedures

- **Updated and Documented Project Development Process:** Review and develop processes and procedures to incorporate standard timelines based on key project components (e.g., environmental, templates, reporting frequency). Dedicate resources to prepare and further develop policies and procedures and to determine which are most useful for staff and meeting delivery goals.

Tools

- **Overall Project Schedule:** Reflect, plan, and manage Port priorities for all phases of each project. Develop schedules that are cost- and resource-loaded to provide regular forecasts and reports to Engineering Division Manager, Finance, project sponsors, and Executive Management. Provide context and communicate project priorities and dependencies to team members.
- **Work Breakdown Structure:** Develop a standardized WBS that would facilitate uniform reporting and ultimately provide a method for tracking resource allocation.

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- **Project Management Information System/Control System Database:** Provide consistent reporting to view overall CIP and report performance to the project team, other divisions, Executive Management, and the Port Commission. Enable leads to consistently report on a regular basis across all projects. Consolidate data and provide user-friendly interface to allow multiple users across Port divisions (e.g., Real Estate, Maritime, Planning). Facilitate establishment, participation, and communication of the entire project team. The conversion of the access database to a web-based format in Arches is underway for the project level. The dedication of resources to add aggregate reporting functions to the database system would be required to add effective reporting features for the program level.
- **Project Management Plan:** Implement documented procedures; identify project needs and scope; monitor project budgets, schedule, and scope; and identify potential risks and critical path for project delivery (e.g., environmental, permits).
- **Program Approach (5-year Master Plan):** Capture future needs to develop schedule and goals for overall CIP. Integrate waterfront master planning and other initiatives. Evaluate and develop level of service goals and associated project categories and funding, such as special development projects, enhancements, and state of good repair. The lack of developed project schedules and estimated effort for Low-Priority projects within the active projects list highlights the need for a master plan that guides project planning and estimates of future project efforts.
- **Costing Improvements and Condition Assessment:** Manage lifecycle of existing infrastructure assets and develop better cost data for planning future maintenance needs and for better cost estimates for specific projects. Because funding gaps are one key cause of project delay, improved costing procedures and information would improve project delivery.

While these options would all improve overall project delivery, they require further evaluation. Next steps would require dedicating resources to prioritize these options, identifying options providing the greatest return on investment, developing a target schedule, and establishing the selected improvements.

5.1 Observations and Options Summary

Table 5-1. Observations and Options Summary

	Existing	Goals for Future	Options (Gap)/Benefits
People	Staff manage and respond to many tasks and requests	Be responsive to requests from other divisions	Manager or liaison for internal requests/ stakeholder liaison
	Priorities can be unclear at multiple levels	Establish and share Port priorities across divisions	Scheduler incorporates priorities into schedule, communicates Port priorities and Program approach
	Unclear or uncertain workflow can result in delays	Ability to plan and be responsive	Scheduler tracks project progress to allow better management decisions
Policies and Procedures	Project delivery requirements are informal or imbedded in institutional knowledge	Standardize project delivery, develop clear and accessible procedures with flow charts/check lists	Updated and documented project development process
	Project prioritization	Adopt Port-wide prioritization strategy	Program approach goals and objectives, implemented by program management plan
Tools	Multiple project tracking tools are independent and not linked together and Desire for updated procedures and templates	Develop clear and accessible tools that are easy to update and maintain	Overall project schedule and Project management information system/ control system database and Project management plan
	Time reporting is limited to broad categories and can be inconsistent	Improve data and tracking	Work breakdown structure
	Budgeting is challenging, and cost underestimation causes project delays	Costing support and improved data	Work breakdown structure and Costing improvements and condition assessment

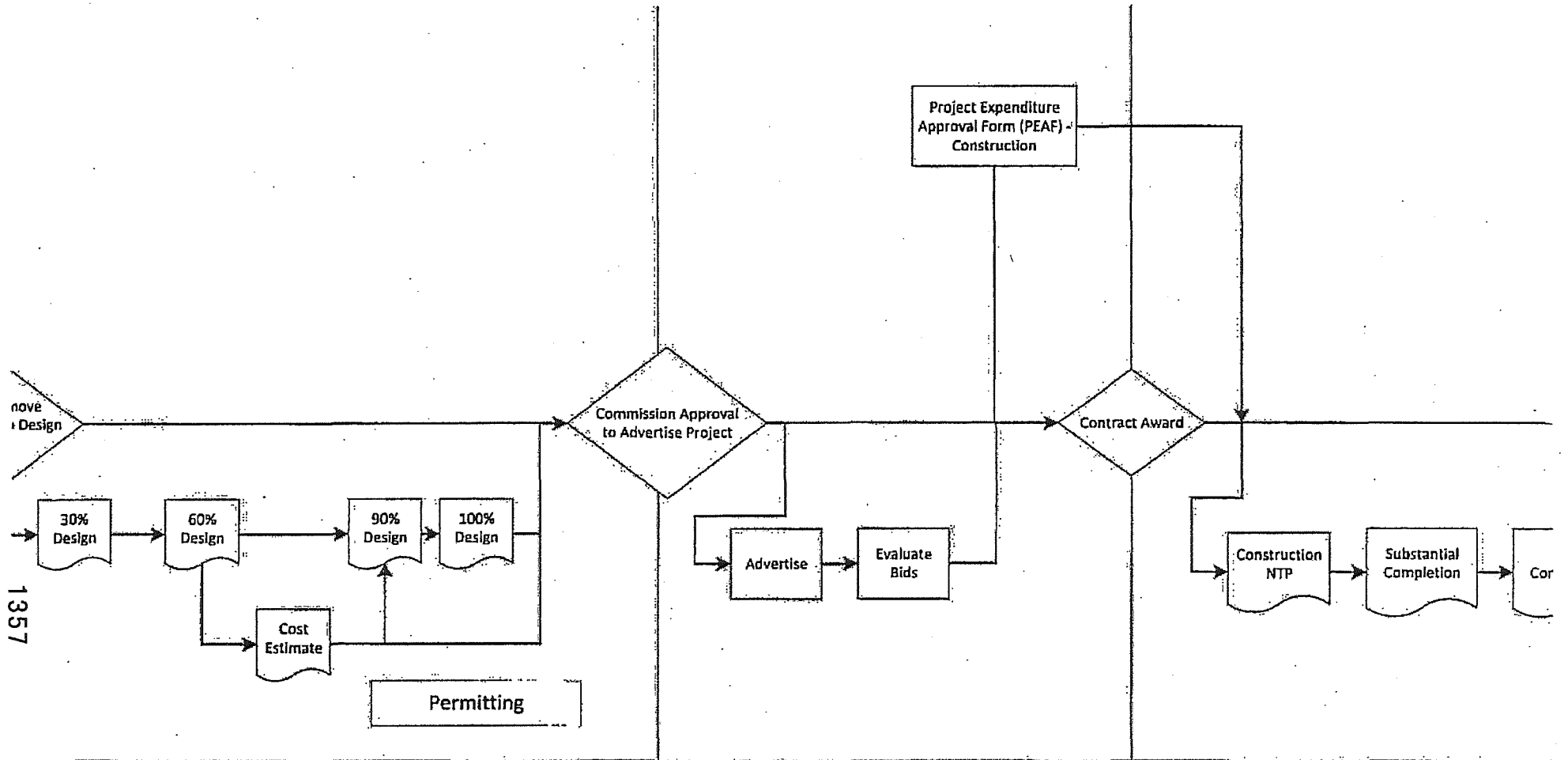
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Attachments

- A. Schedule of 40 Prioritized Projects by Phase
- B. Current Project Development Process
- C. Organization Chart and Available Resources
- D. Future Project Development Process

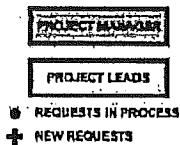
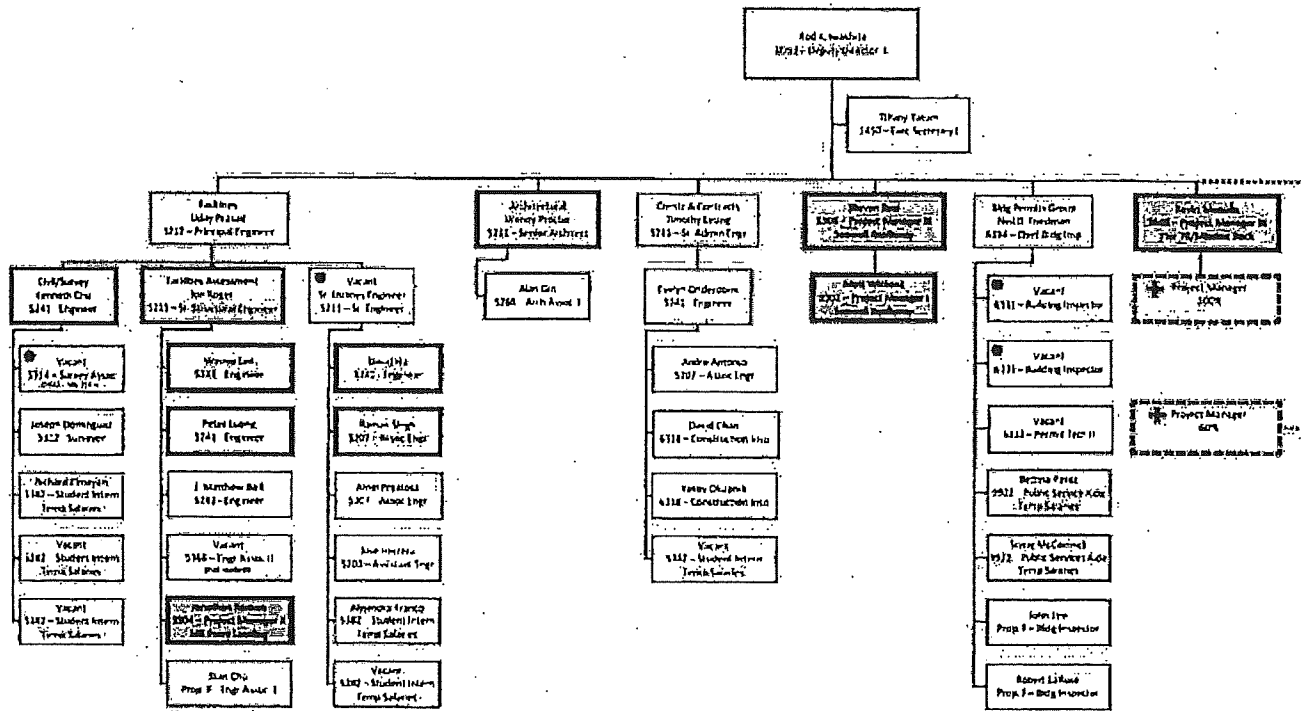
Attachment A
Schedule of 40 Prioritized Projects
by Phase

Attachment B
Current Project Development Process

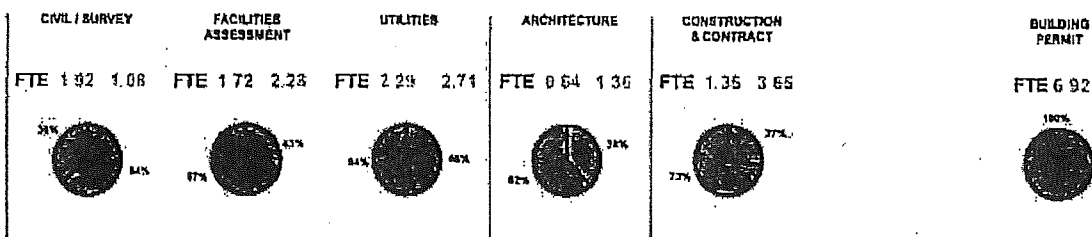


Attachment C
Organization Chart and
Available Resources

ORGANIZATION & RESOURCES



☐ NON-CAPITAL PROJECTS
☑ CAPITAL PROJECTS

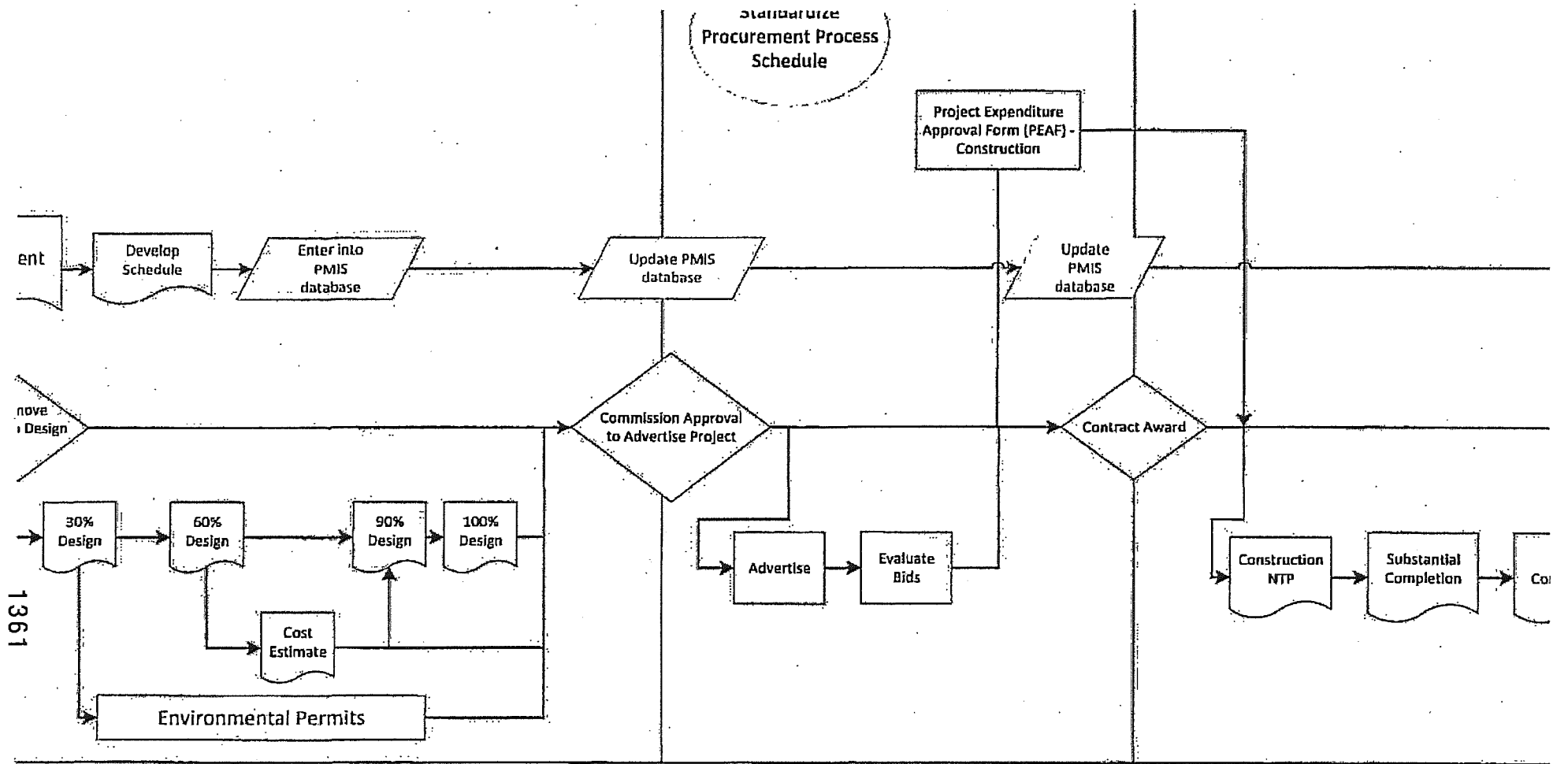


FTE CAPITAL PROJECTS
PLANNING & DESIGN 8.47
CONSTRUCTION 2.39
PM 0.6

ON-CALL CONTRACTS (4 X \$ 1.5 M each , 4 yrs)

available: \$ 2.7 M

Attachment D
Future Project Development Process



Wong, Linda (BOS)

From: Ivar Satero (AIR)
Sent: Wednesday, May 23, 2018 9:20 AM
To: Cohen, Malia (BOS); Kittler, Sophia (BOS); Fewer, Sandra (BOS); Boilard, Chelsea (BOS); Stefani, Catherine (BOS); Gallagher, Jack (BOS); Yee, Norman (BOS); Pagoulatos, Nick (BOS); Sheehy, Jeff (BOS); Fatooh, Martin (BOS)
Cc: Calvillo, Angela (BOS); Wong, Linda (BOS); Cathy Widener (AIR)
Subject: Airport's Follow-up to 5/17/18 Budget & Finance Committee Meeting
Attachments: SFO Response to 5-17-18 BOS Budget and Finance Committee 5-23-18.pdf

Honorable Members of the Board of Supervisors Budget & Finance Committee:

Attached for your review, please find the Airport's response to questions asked by Committee members at the May 17, 2018 Board of Supervisors Budget & Finance Committee hearing.

Thank you,
Chris Arrigale for



Ivar C. Satero
Airport Director
San Francisco International Airport | P.O. Box 8097 | San Francisco, CA 94128
Office: 650-821-5000 | Email: ivar.satero@flysfo.com

Executive Assistant: Chris Arrigale
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San Francisco International Airport

May 23, 2018

TO: San Francisco Board of Supervisors Budget and Finance Committee
 Supervisor Malia Cohen, Chair
 Supervisor Sandra Lee Fewer, Vice Chair
 Supervisor Catherine Stefani
 Supervisor Jeff Sheehy
 Supervisor Norman Yee

SUBJECT: Airport's Follow-up to May 17, 2018 Budget & Finance Committee Hearing

At the Board of Supervisors Budget and Finance Committee meeting of May 17, 2018, Committee members had a series of questions about proposed Airport budget items and policies. I would like to take the opportunity to follow-up in detail below on these outstanding issues and am prepared to discuss them further at the May 25, 2018 Committee meeting as well.

POLICE STAFFING

What's driving increased need for police officers? (Supervisor Cohen)

Passenger traffic at San Francisco International Airport (SFO) has increased substantially over the last 20 years from 39.7 million passengers in 1997 to 54 million passengers in 2017. San Francisco Police Department Airport Bureau (SFPD-AB) budgeted positions have not kept pace with the increased passenger growth. Passenger levels have increased by 36% and SFPD-AB budgeted positions have increased by 9%.

- 1997: 130 Officer level positions budgeted
- 2017: 142 Officer level positions budgeted

Additionally, since 1997, the Airport has added 2.6 million square feet of terminal space and growth will continue with future development and construction. Consistent security coverage is required for all airfield and construction projects.

- 1998 Rental Car Facility opened
- 2000 International Terminal Building opened
- 2003 AirTrain System began operations
- 2003 SFO BART Station opened

The Airport needs to manage the impact of increased vehicular traffic by Transportation Network Companies (TNCs) such as Lyft and Uber (687,000 trips in 2017). Additionally, we must ensure a strong, visible security presence to mitigate the threat of active shooter incidents and address global terrorism in public areas of the Airport.

Are there any federal dollars to assist with ramping up police at the Airport? (Supervisor Cohen)

Beyond federal appropriations for the Transportation Security Administration (TSA), Department of

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Homeland Security and Customs and Border Protection, there is limited opportunity to leverage federal dollars for increased police presence at airports. The TSA is responsible for funding only its own operations, primarily screening at checkpoints and baggage screening.

SFO Finance and Governmental Affairs staff have researched potential federal grant opportunities for law enforcement and have not found any that provide for additional police staffing.

Zero-based staffing plan (Supervisor Cohen)

The Airport's police officer staffing level has remained roughly the same for the past decade, at just over 140 budgeted officer positions. In the aftermath of active shooter incidents at Fort Lauderdale Airport and LAX and terrorist attacks at airports in Europe, in 2017, SFO's Safety & Security team and the SFPD-AB conducted a detailed analysis of the resources needed to address these types of threats. Staff analyzed incident reports, dispatch calls for service, arrests, annual passengers, retail operations, and new facilities over the period of 1997 to 2017. The resulting analysis was a zero-based staffing plan, which calls for an increase in the number of officers at the Airport from the current budget of 142 to 287 over the course of three years. The best way to deter threats, and to respond quickly to threats when they arise, is with a highly visible police presence on patrol in the terminals and around our airfield perimeter.

Police positions compared to other airports (Supervisor Stefani)

The SFPD-AB has surveyed other Category X/Gateway Airports and found varying staffing models. For example, LAX has 543 sworn and 450 Police Service Aides (PSAs). They cover 3,500 acres and 128 gates compared to SFO's 5,207 acres and 115 gates. Additionally, according to the Department of Homeland Security, the Los Angeles Region is the number 4 terrorist target with the San Francisco Region ranking number 5.

City, State, Airport Code	2016 Total Passengers	2017 Total Passengers	Acres	Sworn Personnel 2017	Gates
Los Angeles (LAX)	80.9 M	84.6 M	3,500	543	128
Port Authority NYNJ*	59.1 M	59.3 M	5200	619	128
Denver CO (DEN)	58.2 M	61.4 M	33,531	130	137
San Francisco CA (SFO)	53.0 M	55.8 M	5,207	184	115
Las Vegas NV (LAS)	47.5 M	48.5 M	2,800	101	92
Seattle WA (SEA)	45.7 M	46.9 M	2,500	104	88
Miami FL (MIA)	44.5 M	44.1 M	3,300	166	131
Charlotte NC (CLT)	44.4 M	45.9 M	5,558	75	111
Phoenix AZ (PHX)	43.3 M	43.9 M	3,400	108	116
Fort Lauderdale, FL (FLL)	29.2 M	32.5 M	1,380	98	66

*Port Authority covers JFK, EWR and LGA.

EMPLOYMENT OPPORTUNITIES/OUTREACH

Employment opportunities for seniors/people with disabilities (Supervisor Yee)

The Airport has many seniors and people with disabilities who are successfully employed with airline catering companies, food and beverage and retail tenants, as well as at the SFO Rental Car Center. These employers offer around-the-clock shifts as well as numerous part-time and on-call opportunities that often work well for individuals needing flexible and alternative schedules. Work varies by employer – from food preparation, to shuttling rental cars from one terminal to another, to customer service. Most of these jobs are covered by the City's First Source hiring policy, and the Airport works closely with the Office of Employment and Workforce Development (OEWD), the Human Services Agency (HSA), and community-based organizations to recruit for these positions.

SFO's Office of Economic and Community Development (ECD) is working with OEWD on a new entry-level training program for our on-Airport hotel, and was recently selected as a training organization by Self-Help for the Elderly.

Along with SFPUC, we are also looking into piloting a Neurodiversity Workforce Program with our tenants and contractors that would identify internships and jobs for SF residents who are on the autism spectrum, or who have a diagnosis of severe ADHD, Down syndrome, or other learning differences. All of these individuals are existing clients of the California Department of Rehabilitation (DOR).

The Airport is currently participating in a DHR pilot that places Access to City Employment (ACE) program candidates into Temporary Exempt positions as an entry-way into Civil Service. We currently have two employees hired under this pilot.

How many internships lead to jobs at the Airport? (Supervisor Fewer)

SFO offers two internship tracks designed to lead into Airport Commission positions. Over the past few years, over 70% (20/28) of our Custodial Track graduates transitioned into permanent civil service positions, and 51% (120 out of 235) of our Student Design Trainees in Planning, Design, and Construction and Information Technology and Telecommunications continued in follow-on positions with the Airport Commission (Commission). For our programs that are not designed to lead to Commission positions, including our high school internship programs, typically 70% of these interns transition into part-time and full-time positions at private Airport employers.

Plans to incorporate Prop J positions into permanent civil service positions? (Supervisor Fewer)

The Airport currently has four Proposition J contracts. The following contracts were approved in the FY16/18 budget cycle and were resubmitted for the FY18/20 budget cycle:

- Employee and Public Parking Management Services
- Information Booth and Guest Assistance Services
- SFO Hotel Shuttle Inc.
- Security Services

We will assess the various job functions used by the Airport's Prop J service providers and consult with DHR and the Civil Service Commission to determine the feasibility of bringing these functions in-house as City jobs.

As leases expire over the next few years for certain services at the Airport, such as the rental of luggage carts, we will determine the feasibility of bringing these services in-house to provide entry level jobs for San Francisco residents.

Local hiring policy for Airport hiring in addition to construction jobs? (Supervisor Fewer)

At this time, the City and County's Local Hire legislation only applies to construction opportunities. For non-construction, the Airport ensures the City & County's First Source hiring provisions are included in all of our relevant agreements.

OEWD is the regulatory authority for both Local Hire and First Source, and our work order with OEWD includes funding for overseeing SFO's compliance with these two pieces of legislation.

To maximize compliance and opportunities for disadvantaged individuals, the Airport's ECD staff works with each of our tenants to ensure they post all entry-level jobs with OEWD. Our tracking shows that approximately 90% of the job placements reported last year at the Airport (1,141) were for entry-level positions.

Job opportunities/outreach to homeless population? (Supervisor Fewer)

Airport ECD staff works with HSA and their network of homeless providers on referring participants to our jobs, including the following:

- Downtown Streets Team
- Back on My Feet
- Community Housing Partnership
- Hospitality House
- Episcopal Community Services

SFO participates in tours, presentations and workshops specifically targeted to these homeless providers, and has had success with hires at airline catering companies.

TERMINAL CURBSIDE CONGESTION

Curbside Congestion Mitigation (Supervisor Fewer)

Traffic Improvement Goals

- Reduce vehicle back-ups beyond the International Terminal on Domestic Terminal inbound roadways
- Maintain minimum average speed of 15 mph on the inbound roadways

The Airport has determined that 50% (one of every two cars) on terminal roadways is a TNC and has developed a phased TNC Traffic Improvement Plan to improve curbside congestion. Phase 1 contains

short-term mitigations designed to incrementally alleviate curbside and terminal traffic congestion by redistributing TNC traffic along the Terminal curbs and moving a portion of TNC operations to Level 5 of the Domestic Garage. Phases 2-3 provide longer term projects and solutions for moving additional (or potentially all) TNC pick-up operations to Level 5 of the Domestic Garage if these short-term measures are not successful in reducing terminal roadway congestion. The plan includes improvements to the garage to improve the customer experience.

COMMERCIAL TRANSPORTATION

TNC and taxi fees (Supervisor Sheehy)

TNCs are charged \$3.80 for each pick-up and \$3.80 for each drop-off while the taxi trip fee is set at \$5.00 per pick-up only, based on a cost recovery methodology where costs totaling \$123.3M for FY18/19 are allocated to the projected vehicle trips.

TNC and taxi authorization to operate (Supervisor Sheehy)

- TNCs operate under an Airport-issued permit
- Taxis operate under the authorization of the SFMTA medallion program

Taxi medallion cost recovery assistance? (Supervisor Sheehy)

Under federal and state law, waiving taxi trip fees or directing Airport funds to assist medallion owners to recover the cost for the taxi medallions would be problematic.

Waiving taxi trip fees would contravene the federal law mandate that airports be financially self-sustaining. Commercial users of the Airport must pay for their share of the costs associated with Airport operations and maintenance. Such a waiver would necessitate higher trip fees to other modes of ground transportation and/or would necessitate the cost be added to the calculation in determining airline landing fees and terminal rental rates, which would violate the Airport's Airline Lease and Use Agreement which mandates the Airport maximize revenues from non-airline users.

Directing Airport funds to assist medallion owners to recover the cost for taxi medallions would likely be considered a diversion of revenue in violation of federal airport regulations and an illegal gift of public funds in violation of the California Constitution.

Cost recovery calculations (Supervisor Sheehy)

Total cost allocation to various ground transportation modes is projected to be:

- \$123.4M for FY18/19 consisting of –
 - o Operating costs - \$94.8M
 - i. Landside Operations
 - ii. Police & Fire departments
 - iii. Utilities maintenance and other administration
 - iv. All ground transportation staging lots including the taxi staging area in the domestic garage

- v. Additional infrastructure improvements for the 5th floor of the domestic garage reconfiguration
- o Debt Service - \$28.6M
 - vi. Roadway construction
 - vii. Roadway and intersection improvements & repairs
 - viii. Roadway signal and signage improvements
 - ix. Ground Transportation Management System (GTMS)

Allocation of costs for TNCs and taxis (Supervisor Sheehy)

For FY18/19, costs are not allocated directly by specific modes (i.e. TNCs). All costs are aggregated and divided by the total number of projected vehicle trips separated by low occupancy commercial vehicles (TNCs & limousines), high occupancy commercial vehicles (shuttles, vans, buses), taxis and private vehicles.

Since taxis operate under the SFMTA medallion program, changes to taxi trip fees must be approved by SFMTA.

Amount collected in taxi trip fees (Supervisor Sheehy)

	FY15/16	FY16/17	FY17/18 Est.
Taxi Trip Fee Revenue	\$7.21M	\$6.97M	\$6.07M

How much charged to other modes? (Supervisor Sheehy)

	FY17/18 (per trip)	Proposed FY18/19 (per trip)
Scheduled/Charter Buses	\$3.30	\$3.60
Pre-arrange & Shared Ride Vans	\$3.60	\$3.60
Off-airport Parking & Hotel Shuttles	\$3.60	\$3.60
Limousines	\$3.80	\$3.60*/\$5.00**
TNCs	\$3.80	\$3.60*/\$5.00**
Taxi (pick up only)	\$5.00	\$5.00
* \$3.60 = 5 th floor of domestic garage pickup/drop-off ** \$5.00 (\$3.60 + \$1.40) = Includes a terminal curbside access fee of \$1.40 per pickup or drop-off		

Please do not hesitate to contact me if you have questions or would like additional information.

Very truly yours,


Ivar C. Satero
Airport Director

SAVE MUNI

May 15 2018

File # 180444, 180445, 180446

Supervisor Cohen and members of the Budget Committee,

Save Muni urges the Board of Supervisors to take the unprecedented step of rejecting the MTA's 2019-2020 budget and returning it to the MTA for adjustment.

We believe that staffing and budget increases for this one department are not warranted given the limits placed on other city department...

MTAs proposed staff increase of 277 comes on top of continuous increases over the past decade resulting in an agency with over 6,000 employees making it the second largest city department. We believe that the agency needs an independent management audit to look at the effectiveness of its current structure before considering additional staffing..

MTAs recent performance has been at best mediocre. The Agency has a history of poor project decisions and even poorer project management.

Traffic congestion continues to worsen and Muni ridership has failed to increase even with substantial population growth and robust economic activity. The budget needs more focus on transit service and emphasis on better coordination of road projects to facilitate transit movement.

We believe that a number of specific issues with respect to the budget need to be addressed:

- 1) Lack of adequate time for the public to review the budget. The budget book was not available until very shortly before the MTA Board hearing, which made considered review impossible.
- 2) There was no meaningful narrative about the budget changes. Expenditures were not linked to specific programs and staffing levels.
- 3) The use of operating reserves to balance the current budget is unsustainable and flies in the face of intelligent fiscal planning. Instead we urge the MTA to reduce current costs and to identify new sources of revenue.

By returning the MTA budget to the Agency for revision, the Board of Supervisors will send a powerful message that MTAs current way of doing business needs to change.

Save Muni urges the Board to send that message.

Sincerely,

Bob Feinbaum
Chair, Save Muni

Wong, Linda (BOS)

From: Robert Feinbaum <bobf@att.net>
Sent: Tuesday, May 15, 2018 9:31 AM
To: Cohen, Malia (BOS); Sheehy, Jeff (BOS); Stefani, Catherine (BOS); Yee, Norman (BOS); Fewer, Sandra (BOS)
Cc: Wong, Linda (BOS)
Subject: Re: File # 180444, 180445, 180446
Attachments: savemuni.budget.rev.odt

To: Supervisor Cohen and members of the Budget Committee

Save Muni urges the Budget Committee to reject the MTA budget and send it back to the Agency for needed revisions. Please see attached letter.

Bob Feinbaum
Chair, Save Muni