

City & County of San Francisco, California

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PROPOSED BUDGET

MAYOR EDWIN M. LEE



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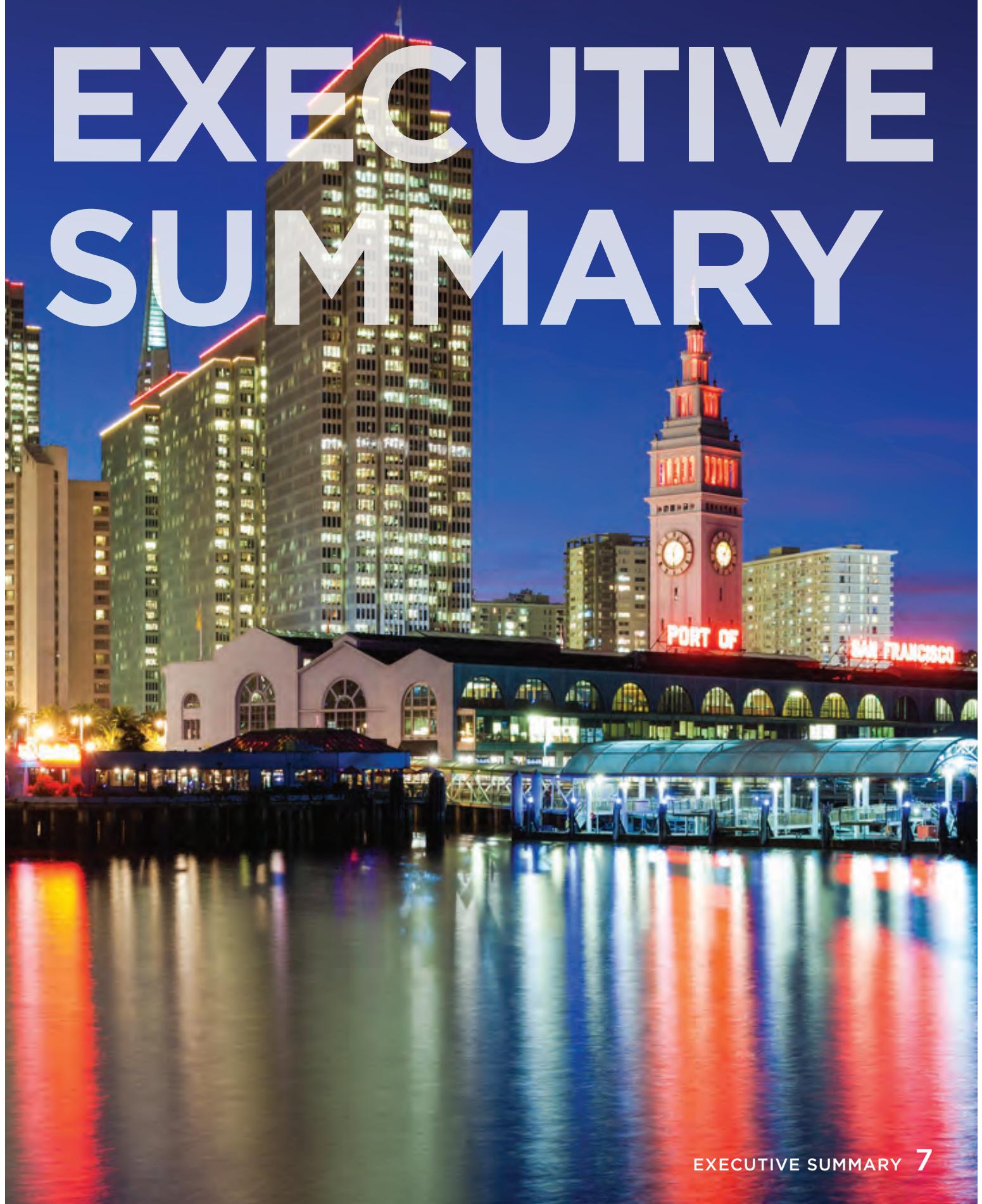
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EXECUTIVE SUMMARY



MAYOR'S LETTER

June 1, 2017

Dear Residents of San Francisco,

I am proud to present to you my proposed budget for the City and County of San Francisco for Fiscal Years 2017-18 and 2018-19. This balanced budget proposal is the result of the hard work and dedication of countless City employees and officials, and represents a commitment to the residents of San Francisco.

The past six years have been a time of unparalleled prosperity for San Francisco. Since 2011, more than 140,000 jobs have been added and unemployment levels remain below three percent. Since the Great Recession, we have enjoyed the largest period of economic growth in City history, allowing for major investments in housing, transportation, infrastructure, and social support programs. This budget preserves the important progress that we have made and ensures that we are preparing for the future.

This two-year budget makes investments in one of the most complex issue of our time — reducing the harm on our streets. The issues plaguing our streets are undeniable, though not unique to San Francisco. The surge of opiate abuse and addiction on the streets and in homes across the country has introduced new challenges for communities across America.

To meet this challenge we need commitment, flexibility and adaptation.

REDUCING HARM ON OUR STREETS

The budget I put forth today will build on the services and resources we know are working, while also deploying new strategies to address the issue. We are investing in additional outreach teams specifically aimed to help individuals on our streets with behavioral health issues. These teams will proactively intervene to keep individuals from openly using drugs on our sidewalks, and connect individuals with mental health challenges with services that will help them find their way to recovery and wellness. We will also work to stop people who prey on our most vulnerable residents, including those who help perpetuate addiction and crime.



We will expand hours at the harm reduction center and add a 24/7 resource center, so those struggling on the streets have a place where outreach teams can offer services and medical care or even something as simple as a shower and a hot meal.

This year we will open the first Navigation Center for individuals experiencing mental health issues and addiction. It will follow our nationally recognized model, with programs and services tailored to the specific needs of the individual to help them into a safe and stable living situation. We are also creating more conservatorship beds to help the most vulnerable people suffering from severe mental illness on our streets avoid a revolving door of jail and hospital.

TAKING CARE OF OUR HOMELESS RESIDENTS

This time last year, we launched the Department of Homelessness and Supportive Housing. The

new department unifies and coordinates existing services, and creates efficiencies in how we help those on our streets.

During the next year, we will increase the number of Navigation Center beds by nearly 150 percent. In addition to increasing Navigation Center capacity and services, we will add 172 units of new supportive housing placements as well as millions in rental subsidies to assist people in need of housing.

This budget also includes additional funding to expand programs tailored to the specific needs of different populations experiencing homelessness -- families, youth, LBGTQ and veterans.

For families experiencing homelessness, we will be opening a new family shelter, and adding millions in rapid re-housing subsidies to help families pay rent. Additionally, we will expand our City's homeless childcare program, ensuring that every eligible child under the age of five receives free quality childcare.

And extra investments are being made for our transitional aged youth. This budget includes funding to add drop-in hours and rental subsidies for these vulnerable young adults, many of whom seek refuge in San Francisco to live a life of openness and inclusion. Funds will be added for youth outreach teams, which will help move these young adults off the streets and into homes and supportive services.

Since I took office in 2011, more than 11,000 people have been lifted off the streets and moved into stable living conditions. By the end of this year, we have vowed to end chronic veterans' homelessness, and by 2019, we will find housing for 800 families experiencing homelessness.

IMPROVING OUR NEIGHBORHOODS

While it is important to be innovative in response to the pressing issues of the day, we must also maintain our commitments to the essential services and ensure the sustainability of the vital programs we have added in the previous six years.

This budget marks a historic investment in our public infrastructure, which includes \$90 million for street resurfacing, \$84 million for improvements to parks and open spaces, and \$3 million to fortify and seismically upgrade the seawall, which serves as the foundation for the waterfront from Fisherman's Wharf to Mission Creek.

We are quadrupling the efforts of the Fix-It Teams —a pilot program started last year that focuses on quality of life concerns in our neighborhood corridors. To compliment the Fix-It Teams, we are increasing the street cleaning budget by \$3.5 million over the next two years. We will have a renewed focus on cleaning those streets plagued by tent encampments and dirty needles.

Through continued funding, we will reach the City Charter mandated police staffing levels. This enables us to fully meet our community policing goals and focus on reducing neighborhood crimes.

ENSURING FINANCIAL STABILITY IN UNCERTAIN TIMES

The new Federal Administration has supported policies that are directly opposed to San Francisco values, fostering volatility and uncertainty. This budget maintains fiscal discipline while still providing the vital services that our residents rely upon, and have rightfully come to expect. This budget further bolsters our strong fiscal footing to hedge against instability by creating a \$50 million Affordable Care Act reserve and a \$10 million State and Federal Impacts reserve, demonstrating that we can both make strategic investments now and save for the future.

The City Charter requires the Mayor to submit a balanced budget proposal by June 1. As always, I view this submission as a first step in a process, and I respect the Board of Supervisors' responsibility to review our submission and improve the final product. As we do every year, we will come together on a multi-billion-dollar statement of our shared values and priorities. I look forward to continuing to work with the Board of Supervisors to develop the best budget possible for the City and County of San Francisco.

Sincerely,



Edwin M. Lee

Mayor

EXECUTIVE SUMMARY

SAN FRANCISCO'S BUDGET

The budget for the City and County of San Francisco (the City) for Fiscal Year (FY) 2017-18 and FY 2018-19 is approximately \$10 billion in each year. Roughly half of the budget consists of self-supporting activities at the City's Enterprise departments, which focus on City-related business operations and include the Port, the Municipal Transportation Agency, the Airport, and the Public Utilities Commission. General Fund monies comprise the remaining half, which support public services such as Public Health, Police and Fire Services, Recreation and Parks, and others.

The City receives funds into its General Fund from a combination of local tax revenues, such as property, transfer, sales, hotel, and business taxes, as well as state and federal resources supporting the health and human services programming, and fees for service.

Each year, the City makes decisions on how to allocate the City's budget based on the resources that are available and the priorities and needs of the City and its residents. The chart to the right summarizes total spending in each of the next two years in the City's Major Service Areas.

The City and County of San Francisco is also a major employer; the proposed budget for FY 2017-18 includes funding for 30,906 employees. This represents a less than one percent growth in the labor force over the prior year and essentially no change from the previously adopted FY 2017-18 budget. As in prior cycles, the City will spend approximately half of its budget on staff to deliver core public services over the next two years.

Total Department Uses by Major Service Area	FY 2017-18 (\$ millions)	FY 2018-19 (\$ millions)
Public Protection	1,510.5	1,547.4
Public Works, Transportation & Commerce	3,850.7	3,696.5
Human Welfare & Neighborhood Development	1,450.6	1,468.3
Community Health	2,200.7	2,224.0
Culture & Recreation	443.9	427.8
General Administration & Finance	1,152.8	1,177.8
General City Responsibilities	2,072.8	2,115.9
Less Transfer Adjustments	(2,575.1)	(2,656.7)
Total Budget	10,106.9	10,001.0

BUDGET PROCESS

The City's budget process begins in September with preliminary revenue projections for the upcoming budget years. In December, the Mayor's Office and the Controller's Office issue budget instructions to departments, which contain detailed guidance on the preparation of departments' budget requests. Departments then prepare their budget requests and submit them to the Controller by mid-February. The Controller consolidates, verifies, and refines the departments' proposed budgets, and turns the proposals over to the Mayor's Office of Public Policy and Finance. From March through May, the Mayor's Office analyzes each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year. Concurrently, the Mayor conducts budget

outreach to obtain feedback from the community on budget priorities (see text box).

The Mayor presents his balanced two-year budget proposal for departments by the first business day in June of each year. The Board of Supervisors' Budget and Finance Committee holds public hearings on the budget in June, makes recommendations for approval, and makes changes to the budget before it goes to the full Board. The entire budget is heard and must be voted on and approved by the full Board of Supervisors by August 1st. Finally, the budget returns to the Mayor for his signature and final adoption.

In November of 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle

for all departments beginning in FY 2012-13. This year, five departments have closed fixed two-year budgets (the Municipal Transportation Agency,

the Public Utilities Commission, the Airport, the Port, and Child Support Services), and all other departments retain a rolling two-year budget.

OUTREACH

Mayor Lee held four budget policy roundtable meetings with community stakeholders to help determine where to make the most impactful and strategic investments throughout the budget. These meetings focused on four major budget themes: homelessness; behavioral health and high-risk populations; quality of life in neighborhoods; and public safety in neighborhoods and community policing. Mayor Lee not only invited participants to City Hall, but also went out into the community to directly engage with City residents and hear from them about their priorities and concerns.

These meetings included members of the Board of Supervisors, residents, community organization leaders, policy advisors, department heads, business owners, and advocates. Participants directly spoke to the Mayor about the challenges they face and the creative solutions we could employ to better the lives of all San Franciscans. Mayor Lee incorporated feedback from these diverse groups of stakeholders to inform and shape the priorities funded in this proposed budget.

THE FIVE-YEAR FINANCIAL PLAN AND BUDGET INSTRUCTIONS FOR FISCAL YEARS 2017-18 AND 2018-19

In December of 2016, the Mayor's Office, along with the Controller's Office and the Board of Supervisor's Budget and Legislative Analyst, released the City's Five-Year Financial Plan, which projected a General Fund deficit of \$119 million for FY 2017-18 and \$283 million for FY 2018-19. The projected shortfalls were primarily due to growth in City costs such as increases in mandated employer contributions for the City's retirement system and increased liabilities related to voter-mandated baselines and set asides adopted over the past few years. As a result of this deficit projection, the Mayor's Budget Instructions

this year asked departments to provide 3.0 percent reductions in General Fund support in each of the next two fiscal years to help the Mayor's Office balance the budget.

Five Year General Fund Shortfall	FY 2017-18 (\$ millions)	FY 2018-19 (\$ millions)
Sources	143.9	328.7
Uses	(262.9)	(612.1)
Projected General Fund Deficit	(119.0)	(283.4)

UPDATE TO PRIOR PROJECTIONS

In March 2017, the three offices released an update to the Five-Year Financial Plan. This update showed the fiscal outlook improved over the two year period by approximately \$114 million, from a deficit of \$402 million to a deficit of \$288 million (comprised of deficits of \$87 million in FY 2017-18 and \$201 million in FY 2018-19). The improvement was driven mainly by an increase in revenue projections and the movement of some debt service expenditures into the out years of the projection.

Five Year General Fund Shortfall	FY 2017-18 (\$ millions)	FY 2018-19 (\$ millions)
Sources	170.4	399.1
Uses	(257.5)	(599.6)
Projected General Fund Deficit	(87.1)	(200.5)

BALANCING THE BUDGET

The remaining projected deficit of approximately \$288 million over the next two years was driven largely by expenditure growth outpacing revenue growth. Additionally, this budget cycle the City faced increasing uncertainty over State and Federal funding levels.

The budget was balanced through a myriad of revenue and expenditure solutions. A central focus was on constraining growth and ensuring the sustainability of the substantial investments that have been made over the last six years by the Mayor and the Board of Supervisors. The table below shows how the City balanced the budget and made strategic new investments in targeted areas.

	FY 2017-18 (\$ millions)	FY 2018-19 (\$ millions)
Five Year Update Deficit Projection:	(87)	(201)
Balancing Solutions:		
Revenue	97	122
Salaries and Benefits	8	25
Citywide	19	72
Departmental	70	70
Subtotal Solutions:	194	288
State Budget Impacts:		
In-Home Support Services Program	(7)	(14)
CalWORKS program*	(5)	(5)
Foster Youth Legal Advocates	(1)	(1)
Subtotal State Budget Impacts:	(13)	(19)
Infrastructure Investments:		
	(63)	(33)
New General Fund Investments:		
Homelessness	(18)	(21)
Harm reduction / behavioral health	(9)	(12)
Street Cleaning and Fix-it	(3)	(3)
Other	(1)	(1)
Subtotal New General Fund Investments:	(31)	(35)
Updated Deficit:	0	0

*Costs assumed in projected deficit at the time of the Five Year update.

The balancing solutions include:

- **Revenue:** better than expected current year and budget year revenues, particularly in property and transfer tax. Specifically, the budget assumes \$97 million in additional fund balance reported in the May 2017 Controller's Office Nine-Month report, as well as revenue growth due to the strength in the City's property tax base and the work of the Assessor-Recorder's Office to bring new housing and development onto the rolls faster than expected. The good news on property and transfer tax is somewhat offset by reductions in hotel, sales, and parking taxes as FY 2016-17 collection for these taxes has slowed or even declined.
- **Salaries and benefits:** savings in the upcoming two-year budget due to better than expected health rates for active employees and requiring departments to absorb cost increases on premium, holiday, and overtime pay.
- **Citywide:** departments absorb inflationary cost increases; not fully funding recommended levels for equipment and technology in the second year of the budget; and delay in capital projects pushing some furniture, fixture, and equipment costs into the out years.
- **Departmental:** general fund support reduction proposals made by departments to the Mayor's Office, in particular efficiency and revenue proposals. The Mayor rejected all target proposals that would reduce service to the public.

Increased expenditures include:

- **State budget impacts:** the Governor's January 2017 budget proposal recommended large reductions to the In-Home Supportive Services (IHSS) program, the CalWORKs Single Allocation which funds critical welfare to work activities, and the program providing legal support to foster youth. These reductions were tempered in the May Revision to the Governor's budget and although the projected reductions were lower than originally stated, reductions still result in approximately \$32 million in additional costs to the City and County of San Francisco over the next two years. These cost shifts from the state to local counties are extremely detrimental to the City's ability to balance its budget locally and make needed investments for social services, public safety and other necessary

programs. San Francisco will continue to strongly advocate for the state to contribute the resources necessary to effectively deliver IHSS, CalWORKs, and legal services to serve the most vulnerable Californians.

- **Infrastructure investments:** the City's previously adopted FY 2017-18 budget included \$33 million for the road repaving budget funded through a sales tax on the November 2016 ballot. That sales tax increase did not pass; therefore, the City needed to either reduce the road repaving budget or identify other solutions to backfill the lost revenue. Fortunately, the State Legislature recently passed Senate Bill 1, which increased road repaving funding for San Francisco by \$23 million by FY 2018-19. This new revenue allows the City to fully fund at the Capital Plan recommended funding level in both years of the upcoming budget. This ensures that the City's roads, bridges, health clinics, first responder facilities, parks, libraries, and vision zero projects will be kept in a state of good repair. Furthermore, these near term investments in maintenance of capital assets generate savings and benefits over the long term.
- **New General Fund investments:** this year the Mayor's proposed budget focuses new, discretionary spending on homelessness and behavioral health services. The nationwide opiate

crisis has resulted in local government budgets that are increasingly strained. Assisting individuals who are homeless or have substance use problems is complicated and takes both compassion and common sense. The funding in this service area will go to support new Navigation Centers, shelter beds, 172 new supportive housing units, rental subsidies, in-county subacute beds, expanded hours for the Harm Reduction Center, the creation of a new resource center, and other support for the most vulnerable San Franciscans. Additional details can be found in the next section entitled "Highlights from the Fiscal Years FY 2017-18 and 2018-19 budget".

Together, the solutions and expenditure increases noted above result in a balanced budget. However, many of the solutions above are not on-going. Therefore, it is important to be mindful of projected deficits in the out years identified in the City's Five-Year Financial Plan, as well as the great uncertainty around continued funding from the federal and state governments. This budget preserves \$60 million in unappropriated fund balance to hedge against state and federal funding risks, comprised of \$50 million for an Affordable Care Act reserve and \$10 million for a State and Federal Impacts reserve. These reserves will enable the City to be better prepared for future reductions should they come to pass.

HIGHLIGHTS FROM THE FISCAL YEARS 2017-18 AND 2018-19 BUDGET

Since Mayor Lee took office six years ago, the City has experienced unparalleled economic growth. Since 2011, more than 140,000 jobs have been added to the city, and the unemployment rate has dropped below three percent. A strong local economy has allowed the City to greatly expand services over the past six years. The city has markedly more transportation service, library hours, park rangers, street cleaners, police officers, fire fighters, and social services than it did six years ago.

Although the economy remains strong, we have entered a period of increased fiscal uncertainty and threats to San Francisco values from the federal government. On May 23, 2017, President Trump released his proposed Fiscal Year 2018 budget, which, if implemented, would result in deep and harmful cuts to critical social service programs, including the Community Development Block

Grant, Food Stamps, Medicaid, and the repeal of the Affordable Care Act.

Mayor Lee's proposed FY 2017-18 and 2018-19 budget—described in this Budget Book—could not be more different than the federal budget proposal. The uncertainty and fear emanating from Washington D.C. underscore why it is so important that San Francisco continue to demonstrate that it is successful because of, not in spite of, the values that its residents hold dear: compassion, innovation, and inclusion.

This section highlights the areas of greatest new investment in the upcoming two-year budget. In particular it provides additional details on:

- Reducing harm on our streets
- Taking care of our homelessness residents

- Improving the quality of life in our neighborhoods
- Proactively preparing for an uncertain future
- Other notable investments

REDUCING HARM ON OUR STREETS

The issues plaguing our streets are undeniable, though not unique to San Francisco. The surge of opiate abuse and addiction on the streets and in homes across the country has introduced new challenges for communities across America. The Mayor's budget includes new investments to address mental health issues and drug addiction. San Francisco's neighborhoods and streets should be safe and clean and all residents walking in our streets should be free from harm.

Harm Reduction Program Area	FY 2017-18 (\$ millions)	FY 2018-19 (\$ millions)
New Resource Center(s)	2.0	4.0
Expand hours at the Harm Reduction Center	0.8	1.0
Conservatorship beds	5.0	5.0
Street outreach	1.6	1.6
Subtotal:	9.4	11.6

Harm Reduction and Resource Centers

Addiction is complicated and the City promotes wellness and recovery across its systems of care. The proposed budget includes approximately \$8 million over the next two years to support the expansion of the Harm Reduction Center and creation of a new 24/7 Resource Center.

The Harm Reduction Center is a space for people facing addiction to be off the street and to receive services. The center is a proven model of engagement and provides medical services to clients, including connection to medication, in addition to wound care and other wellness services. On-site counseling and referrals to substance abuse treatment are offered. The proposed budget allows the Department of Public Health to increase the hours of operation for Harm Reduction Center by 36 percent. Expanded hours of service will increase the anticipated number of visits by over 10,000 per year, from roughly 32,000 to approximately 43,000.

The budget also adds a new 24/7 dedicated Resource Center, which will be a place where those struggling from addiction or homelessness can access services, benefit enrollments, medical

care or the daily comforts of a shower, and a hot meal. The new Resource Center will be able serve up to 150 people per day, or approximately 54,000 visits per year.

Conservatorship Beds

The proposed budget includes \$5 million annually to add up to 40 beds to care for individuals that are identified as Misdemeanor Incompetent to Stand Trial (MIST) and assessed for Murphy Conservatorship, or placed on LPS Conservatorship. These additional beds will greatly increase the Health Department's in-county capacity for this level of care, improve the overall flow of patients moving through the system, and allow people with serious mental illness to avoid unnecessary incarceration or lengthy hospital stays.

Street Outreach

Under the Department for Homelessness and Supportive Housing, a new outreach team has been created to specifically address the challenges of people living in street encampments: the Encampment Resolution Team (ERT). ERT leads a collaborative cross-departmental approach to addressing and resolving encampments so that individuals are provided with service connection and supported in transitioning into safer, more permanent living situations.

The budget also includes an expansion in rapid response emergency medical services through the Fire Department. The Emergency Medical Services (EMS)-6 program was started as a pilot in January 2016 to improve the health and stability of vulnerable individuals who frequently use 911 medical services. The unit includes paramedics and Department of Public Health Homeless Outreach Team members. In its first year of operations, the EMS-6 team responded to 2,244 calls for service. This team is specifically designed to reduce the burden on 911 dispatch and emergency medical services by intervening with those who call 911 over 10 times per year. This additional funding will allow the department to field a second response team to serve the most vulnerable San Franciscans and further reduce the burden on 911 and emergency medical services. This budget also includes funding to expand street outreach for youth experiencing homelessness and expanded services for a youth homeless drop in center.

Taking Care of Our Homeless Residents

In 2016, the Mayor's Office established the

Department of Homelessness and Supportive Housing (HSH) to consolidate existing homeless service programs from five city agencies. These

Homelessness Program Area	FY 2017-18 (\$ millions)	FY 2018-19 (\$ millions)
Navigation Center & shelter beds	8	8
Supportive housing & rental Subsidies	7	10
Housing stabilization & eviction prevention	2	2
Coordinated entry	1	1
Subtotal:	18	21

services include street outreach, emergency shelter, rapid re-housing rental subsidies, and permanent supportive housing. This consolidated department has a singular focus on preventing and ending homelessness for people in San Francisco.

Since Mayor Lee took office in 2011, more than 11,895 people have been assisted in permanently exiting homelessness. Yet despite these successes and the City's significant financial investments, San Francisco is still experiencing a crisis of homelessness. Addressing homelessness is a core priority for this budget and the Mayor is investing significant resources to ensure the new department is successful.

Shelters and Navigation Centers

The Mayor's budget includes approximately \$80 million to support Navigation Centers and Shelters. In the spring of 2015, the City opened its first Navigation Center in the Mission District. The Navigation Center created a model for engaging with long-term homeless individuals with barriers to the traditional shelter system. The Navigation Center model utilizes temporary physical locations and brings together services to streamline the processes by which homeless individuals exit from homelessness. Centers operate 24-hours a day and allow clients to enter with their partners, possessions, and pets. In the Spring of 2016, the second Navigation Center opened in Civic Center. More than 1,360 clients have been served through Navigation Centers since the first was opened at 1950 Mission. The below table provides details on the existing two Navigation Centers and the five additional that will open over the next two years increasing Navigation Center beds by 150 (see table below).

The FY 2017-18 and FY 2018-19 budget also includes additional General Fund support for an inclement weather shelter expansion, and to expand shelter capacity (by 30 beds) for families experiencing homelessness.

Increase in Shelters and Navigation Centers

	FY 2016-17		FY 2017-18		FY 2018-19		Change	
	Beds	Annual Cost (\$ millions)	Beds	Annual Cost (\$ millions)	Beds	Annual Cost (\$ millions)	Beds	Annual Cost (\$ millions)
Navigation Centers								
1950 Mission (closes in FY 2017-18)	75	1.7	-	1.7	-	-	(75)	(1.7)
Civic Center	92	3.1	92	3.1	92	3.1	-	-
Dogpatch/Central Waterfront	-	-	64	2.5	64	2.5	64	2.5
1515 South Van Ness (closes in FY 2017-18)	-	-	120	2.5	-	-	-	-
Hummingbird	-	-	15	2.9	15	2.9	15	2.9
SOMA (opens as 1950 closes)	-	-	125	2.5	125	5.0	125	5.0
TBD (Opens as 1515 SVN closes)	-	-	-	2.0	120	4.0	120	4.0
Subtotal: Navigation Centers	167	4.9	416	17.3	416	17.5	249	12.7
Traditional Shelters								
Total Budget	1,826	25.9	2,105	39.3	2,105	39.5	279	13.7

In addition, new funding is included to provide 50 new stabilization beds as respite for the most vulnerable clients served by the San Francisco Homeless Outreach Team (SFHOT). These beds will quickly house the hardest to serve individuals on the streets while they wait for permanent supportive housing. This programming is critical as these individuals, who often have complex mental health issues, are not well served by the existing temporary bed system.

Supportive Housing and Rental Subsidies

This proposed budget includes over \$17 million in new investments in supportive housing and rental subsidies, which are critical interventions to permanently end homelessness for San Franciscans.

Since Mayor Lee took office, over 5,700 formerly homeless individuals moved into a supportive housing unit. This budget continues that commitment to long-term solutions to homelessness by opening an additional 172 new supportive housing units. At the new Navigation Center at 1515 South Van Ness, housing navigation and short-term subsidy funds will be available to ensure that clients entering the Navigation Center do not return to the streets once they have been connected to services. Additionally, through the new "Moving On" Initiative, 375 people currently living in permanent supportive units will be assisted to transition into Section 8 housing, thus freeing up supportive units for new residents.

Lastly, the size of the Fire Victims Assistance Fund has been doubled in this budget, which provides temporary rental subsidies for low income families displaced from their homes as a result of a fire.

Housing Stabilization and Eviction Prevention

Approximately \$4 million in new funding in housing stabilization and eviction prevention has been added in the budget over the next two years. This includes assistance for low income residents to apply for affordable housing, legal support for low income residents, mediation services in supportive housing to help tenants avoid eviction, a new family resource center in the Bayview, and expansion in the home delivered meals program to help low income seniors and people with disabilities stay in their homes.

Coordinated Entry

A foundation of the City's homelessness strategy is to provide services to people experiencing homelessness in a more coordinated manner, focused on client needs. To realize this goal, the Department of Homelessness and Supportive Housing (HSH) is realigning the current service delivery system into a

Coordinated Entry System (CES), supported by the creation of a single data system. The department plans to implement this system during the next two years to create a unified data system and replace more than 15 existing data systems. Once operational, the new system will enable HSH and its nonprofit providers to share client information securely, report progress towards outcomes, and collaborate better as a system to serve clients.

IMPROVING QUALITY OF LIFE IN NEIGHBORHOODS

The Mayor's proposed budget allocates substantial new funding to ensure that the City's neighborhoods remain pleasant, livable places that offer a high quality of life to all San Franciscans. This funding will support initiatives to enhance street cleaning, expand the City's Fix-It initiative, increase maintenance of street trees, and make capital investments in the public right of way.

Street Trees

In November 2016, the voters passed Proposition E, which transferred responsibility for maintaining street trees to the City and set aside \$19 million per year to fund this maintenance. The FY 2017-18 and 2018-19 budget will be the first to incorporate this additional funding, which will support approximately 50 new positions, contractor costs, and equipment at the Department of Public Works' Bureau of Urban Forestry. Implementation of Proposition E will result in a healthier urban forest and fewer sidewalks damaged from tree roots. It will also relieve property owners of the costly and difficult responsibility of maintaining street trees.

Fix-It Initiative

The Mayor's proposed budget includes additional funds for an expansion of the successful Fix-It initiative. The team, newly created in FY 2016-17, works with neighborhoods to identify the large and small issues negatively impacting quality of life and coordinates the city departments that can quickly fix the issues. The Mayor's proposed budget includes three additional positions that will allow the Fix-It team to work with more neighborhoods in FY 2017-18, increasing livability and partnering with communities to make sure that the positive changes are here to stay.

Street Cleaning

The budget also includes over \$3 million in new funding at the Department of Public Works for enhanced street cleaning over the next two years. The additional funds represent approximately a

12 percent increase in funding and will allow the Department to clean more encampments, which will improve the health, safety, and well-being of those living in encampments, and the residents of the surrounding communities. This also includes the extension of an initiative piloted during FY 2016-17 called Tenderloin Clean. This program works with a nonprofit contractor to perform increased street cleaning in the Tenderloin, providing the improved service that the neighborhood deserves while also freeing up resources for other areas of high need across the City.

Capital and Street Resurfacing

The Mayor's proposed budget fully funds the City's capital budget in both years, allocating \$285 million over both years to the renewal and enhancement of public capital assets. Much of this spending will be felt in the City's neighborhoods, which will receive increased street resurfacing, improved pedestrian infrastructure, additional investment at parks and playgrounds, and the planting and establishment of new street trees.

PROACTIVELY PREPARING FOR AN UNCERTAIN FUTURE

As a result of a continued strong economy, the City has been able to greatly expand and improve services since Mayor Lee took office. Moving forward, the focus is to sustain all the gains that have been made and prepare for fiscal uncertainty at the state and federal level into the future.

The federal administration recently released a budget proposal that would result in severe cuts to the City's budget if enacted. Most notably, the potential repeal of the Affordable Care Act could cause millions of Americans to lose coverage and greatly impact the Department of Public Health's budget. Additionally, the recent state budget includes over \$30 million in reductions to vital services for the lowest-income residents, which this budget backfills to ensure no service reductions.

A disciplined approach to future growth and responsible fiscal choices now will allow for continued sustainability of the City's robust service levels for the public, regardless of actions taken at the state or federal level.

Facing State Budget Cuts

The City's budget includes \$32 million over the next two years to backfill reductions in the State budget to the In-Home Supportive Services program, CalWORKs, and legal representation for

foster youth. These actions are still being reviewed at the state level; however, all indications are that reductions to these programs will be included in the final state budget. Therefore, as unfortunate as these reductions are, it is impossible for the City to allow such harmful cuts to stand. It is prudent to fund these programs now rather than wait for a later date, which would cause turmoil and uncertainty for San Francisco residents about whether or not their services will continue.

The In-Home Supportive Services (IHSS) program assists more than 22,000 low-income elderly, disabled and/or blind San Franciscans to live safely in their own homes rather than in a nursing home or other group care facility. The Governor's budget changes the way counties share in the cost of administering this program, which will result in \$21 million in additional costs for San Francisco over the next two years and even higher costs in later years. The City's budget includes the initial reductions over the next two fiscal years.

The state budget also reduces the amount of funding available for counties to administer the CalWORKs program. This results in \$9 million in lost funding that the City is backfilling in the FY 2017-18 and FY 2018-19 budget in order to avoid service reductions and help get San Francisco's lowest income residents back to work.

Due to a new state funding model, the San Francisco Superior Court's juvenile dependency legal services program faced a deficit of \$2.4 million over the next two years. This program provides free legal advocacy for low-income children in the foster care system. Lawyers represent their minor clients in court, provide home visits, and ensure the proper delivery of court-mandated services. The City is filling this deficit so that these important services are not interrupted or diminished and foster youth will retain their legal advocates.

Bolstering and Growing Our Reserves

The proposed budget does not draw down on any General Fund reserves. By the end of FY 2017-18, \$398 million, or 8.0 percent of General Fund revenues, will be deposited in reserve funds, moving the City closer to its goal of holding 10 percent of General Fund revenues in reserve. This is an increase from almost zero in reserves at the end of the last financial downturn. These reserves will be available to offset revenue losses and avoid cuts to City services during a future economic downturn.

In addition to not spending existing General Fund

reserves, this budget creates two new reserves to guard against the great financial uncertainty the City faces from the state and federal governments. This budget preserves \$60 million in unappropriated fund balance to hedge against state and federal funding risks, including \$50 million for an Affordable Care Act (ACA) Reserve and a \$10 million State and Federal Impacts Reserve. These reserves will enable the City to be better prepared for future funding reductions should they come to pass.

With the new federal administration and Congressional majorities following the November 2016 election, there has been active discussion around policy and budgetary changes to the ACA and other federally-funded health care programs. In San Francisco, more than 133,000 previously uninsured individuals have gained coverage under the ACA's expansion of Medicaid which brought over \$100 million in additional revenue to the Department of Public Health to expand healthcare services and create subsidized state health insurance exchanges. Much of this progress could be reversed under legislative proposals under discussion in Congress. In response to, and in preparation for, these funding risks, the proposed budget includes a \$50 million reserve to mitigate the impact of federal legislative actions over the next few years.

In addition to risks to health care funding, there are still many risks posed by potential cuts to funding for social safety and other community programs from the state and federal governments. The Federal Government's fiscal year begins October 1, and if past Congressional budget deliberations are any indication, final fiscal impacts resulting from federal action will not be known until late in FY 2017-18. At the state level as mentioned above, current proposed funding formulas change the way counties share in the cost of administering In-Home Supportive Services (IHSS) program, which entails significant additional costs for San Francisco. The proposed budget assumes the likely reduction of \$7 million in FY 2017-18 and \$14 million in FY 2018-19; however, these reductions ramp up significantly in FY 2019-20 and beyond. The \$10 million State and Federal Impacts reserve will assist the Mayor and the Board of Supervisors next year when creating the FY 2018-19 and FY 2019-20 budget when additional information is known on the state and federal budget picture.

Fiscally Responsible Policies

The City's credit rating from Moody's is Aa1, the second-highest level of creditworthiness, and an

indicator of strong financial health and stability. This rating is due in large part to sound fiscal policies, including two-year budgeting, five-year financial planning, and citywide capital and information technology planning processes.

The City's overall debt is relatively low, due to a conservative debt service limit of 3.25 percent of aggregate discretionary revenue paired with a policy of only proposing new general obligation (G.O.) bonds as old ones are retired. These policies have resulted in increased trust from voters, who have approved over \$3.5 billion in G.O. bonds since 2008, compared with the \$2.4 billion authorized in the 50 preceding years.

San Francisco has also addressed large potential long-term liabilities. The City's retirement system, SFERS, is 82.6 percent funded (compared to 69.0 percent for CalPERS), and the City is also on track to reduce its unfunded retiree healthcare liability (other post-employment benefits, or OPEB) from \$4 billion to \$0 by 2043.

Funding Infrastructure Investments

One of the guiding principles behind this budget is making responsible decisions today that will harness this year's prosperity and pay dividends in future years. In this two-year budget, as in each budget released since he took office, Mayor Lee has allocated significant resources to capital infrastructure to ensure that roads, bridges, hospitals, libraries and first responder facilities are in a state of good repair.

For the first time ever, the Mayor's proposed budget fully funds the General Fund capital budget in both fiscal years. The General Fund capital budget is \$137.8 million in FY 2017-18 and \$147.3 million in FY 2018-19. This level of funding is unprecedented and will allow the City to ensure that buildings, roads, and other infrastructure remain in good condition for many more years. Notably, this includes \$43 million in FY 2017-18 and \$46 million in FY 2018-19 for road repaving. This level of funding – facilitated by increased state funding from Senate Bill 1 – will allow the City to achieve a pavement condition index score of 70, representing "good" pavement condition, by 2025 and maintain the streets at that level. This improvement will result in safer, more comfortable travel by residents and visitors and significant savings to vehicle owners due to diminished need for maintenance.

Other key projects include the rehabilitation of the 3rd Street bridge, the Islais Creek bridge, the Bill

Graham Civic Auditorium roof, the War Memorial Opera House roof, and improvements at Herz Playground and the Buchanan Street Mall.

Other One-time Investments

In addition to investing in capital infrastructure, the Mayor's proposed budget also provides funds for other strategic one-time uses that will reduce liabilities in future years. These expenditures include the \$27 million allocated for equipment and vehicle purchases and \$58 million for one-time investments in information technology. Additionally, the budget contains funds to prepay outstanding debt service through the City's certification of participation program. This prepayment will directly result in lowered debt service costs in future years when we have much greater uncertainty.

Constrain Growth

Personnel costs make up around half of the General Fund budget and are a major cost driver for the City. Since Mayor Lee took office many great services have been added that benefit residents, for instance expanding Muni services by 10 percent, adding hundreds of police and fire fighters, adding street cleaners and park rangers, and improving the availability and quality of human services for the City's residents most

OTHER NOTABLE INVESTMENTS

San Francisco is a compassionate city that cares about inclusiveness and providing opportunities for all its residents to succeed. The budget includes the following further investments that embody these values:

Immigration

Following the 2016 presidential election, and with the proposal at the federal level to add additional ICE and border patrol agents, stronger assistance is needed to ensure that immigrant families remain united and safe. As a City with a large immigrant population, and in response to the growing fear felt by residents, Mayor Lee and the Board of Supervisors came together at the end of 2016 to pass a mid-year supplemental to dramatically increase legal services and other support for immigrants.

Over the next two years Mayor Lee will more than double the amount of support for immigrants, bringing total spending to \$7.7 million per year. The new funding will pay for deportation defense, increased citizenship resources, services at faith and labor based organizations, Sanctuary City policy trainings, and a groundbreaking program that will provide San Francisco Public Defenders to represent detained clients facing deportation (see table below).

Immigration Service Investments (\$ millions)

	FY 2016-17 Final Budget	FY 2016-17+ Supplemental	FY 2017-18 Proposed	FY 2018-19 Proposed	Change	Change (%)
Legal support in deportation proceedings	1.3	2.1	3.8	3.8	2.5	198%
Education and rapid response	1.6	2.0	2.1	2.1	0.5	32%
Citizenship / Deferred Action (DACA)	0.9	1.1	1.7	1.7	0.7	79%
Subtotal Immigration Services:	3.8	5.3	7.6	7.6	3.8	98%

in need. However, in light of the great fiscal uncertainty we currently face, and the need to sustain existing service levels, the Mayor sought to constrain growth and issued the instruction to departments to not add any new positions to their budgets this year. As noted above, the FY 2017-18 budget includes roughly the same number of positions as the previously adopted FY 2017-18 adopted budget.

Free City College

In February 2017, San Francisco became the first city in the nation to make community college free for its residents. The Free City College Program allows California residents who live in San Francisco to attend City College of San Francisco (CCSF) for free and grants stipends to students who already receive enrollment fee waivers. The City will dedicate over \$10 million in the next two years to pay enrollment

fees and provide grants for low-income CCSF students to make higher education accessible to as many San Franciscans as possible. This program will allow more students to access the training and education they need to earn jobs that will help them to live and work in San Francisco.

Nonprofit Sustainability

Nonprofit organizations are important partners in providing essential services, including health care, homelessness, child care, workforce development, domestic violence prevention, housing, and community development programs, among many others. The City spends over \$600 million annually on contracts with nonprofit partners to carry out these vital services, largely for the City's most vulnerable residents.

However, rising costs in the City are making it harder for nonprofit organizations to operate and stay in San Francisco. The Mayor's two-year budget will include a Cost of Doing Business (CDOB) increase for local non-profit organizations, which equates to \$39 million or 5 percent over the two-year budget. This CDOB funding is meant to address inflationary cost pressures that nonprofits face and to ensure the sustainability of the City's nonprofit partners. This decision came as the result of the Nonprofit Working Group, a collaborative effort between local nonprofit organizations and city agencies. The group recommended the City fund a two-year CDOB increase, along with other initiatives to improve contracting practices, enhance accountability safeguards, and support the financial sustainability of nonprofits that will be implemented over the next few years.

In addition, this budget includes additional funding for the Nonprofit Sustainability Initiative (NSI), a program designed to help keep nonprofits in San Francisco by enabling them to become owners of their space and incentivizing philanthropic investment in nonprofit space stabilization and real estate. This fund was started at \$3 million in FY 2016-17, and the Mayor's proposed two-year budget for FY 2017-18 and FY 2018-19 includes an additional \$6 million towards this important initiative.

Employee Costs

Employees are our most important asset as a City government, and this budget prioritizes and recognizes their needs. Earlier this year, the City reached a contract extension with many of the

City's unions for the upcoming two fiscal years. The contract extension includes salary increases of 3 percent on July 1, 2017 and an additional 3 percent increase on July 1, 2018 for most miscellaneous employees. The contract extension also includes triggers for a six month delay of the raise on July 1, 2018 if the City's projected deficit for FY 2018-19 exceeds \$200 million; however, at this time the trigger would not be met. In addition, the budget includes employee retirement contributions based on the latest actuarial assumptions and retirement fund performance, and health benefit costs increases, based on negotiations with health insurance providers.

Children's Fund

The Children and Youth Fund, created by the voters' passing of Proposition C in 2014, grows by \$11.7 million in FY 2017-18 and another \$9.9 million in FY 2018-19. This fund supplies a number of City departments and community partners with the resources to serve San Francisco's children, youth, and their families. Education, extracurricular, violence prevention, arts, and recreation programs will continue to expand as a result of this fund's growth.

The Department of Children, Youth & Their Families (DCYF) is using increased Children and Youth Fund dollars in FY 2017-18 to expand the Office of Early Childhood Care and Education's ACCESS Program to provide free childcare to 140 homeless families with children aged 0-5. The Department will also fund a Cost of Doing Business (CDOB) adjustment for nonprofit partners, fund a Department of Public Health program to provide mental health services for homeless children, and continue expanded initiatives begun in FY 2016-17, including supporting Family Resource Centers in cooperation with First 5 SF and supporting an African American Violence Prevention Collaborative.

DCYF will issue a Request for Proposals (RFP) to provide services from July 1, 2018 to July 1, 2023. The Department has allocated approximately \$117 million per year over the next five years for children, youth, and family services provided by community-based organizations and city departmental partners. The services provided by partners will serve children and youth aged 0-24 and their families across San Francisco. Increased Children and Youth Fund dollars for FY 2018-19 will be programmed through this RFP process.

Dignity Fund

The Dignity Fund was created by the passage of Proposition I in November 2016. The fund was baselined at \$38 million, will grow by \$6 million in FY 2017-18, and then grow by an additional \$3 million each year thereafter for nine years. The baseline and new dedication of existing funding will create stability and allow for more robust programming for seniors and people with disabilities. The Department of Aging and Adult Services has worked with the Dignity Fund oversight committee to develop a recommended allocation for the FY 2017-18 Dignity Fund growth. The new funding will support innovative community service centers and activities, caregiver support, housing retention, legal services and financial planning, nutrition and wellness, support for veterans and a CODB increase for the nonprofits supported by the fund.

Peace Parks

Building upon the many innovative and effective violence prevention programs in San Francisco, the proposed FY 2017-18 budget includes funds for a pilot violence prevention program called Peace Parks. This initiative is a partnership between the Recreation and Parks Department, San Francisco Police Department (SFPD), and the Mayor's Office that will fortify relationships between the community and police through collaborative activation of strategic recreation center and clubhouses in underserved communities. Peace Parks will strengthen community ties with the San Francisco Police Department by directly engaging officers with community members at the clubhouses. The program will work with communities to increase recreation and educational programming to meet their needs, which may include dance, nutrition education, and job readiness training.

Increased Diversion Investments

These investments align with the efforts of the Re-envisioning the Jail Replacement Work Group, formed to seek ways to reduce the jail population in order to safely close County Jail #3 and #4. The

City currently spends over \$120 million annually to provide a wide variety of prevention and reentry services to serve at-risk and justice-involved populations. This budget bolsters existing efforts by funding the following programs recommended by the work group:

- Increased behavioral health programming: the budget enhances substance use and mental health services, especially for people cycling through multiple systems, by including increased funding for conservatorship beds, a behavioral health Navigation Center, and an expansion of hours at the Harm Reduction Center.
- Expanding Pre-trial Diversion and Electronic Monitoring: the budget increases funding for pretrial diversion and electronic monitoring to expand alternatives to incarceration through the Sheriff's Department and the Public Defender's Office.
- Community Assessment and Services Center (CASC) expansion: Adult Probation will allocate staffing resources to work in coordination with the Sheriff's Department to streamline access to services for those leaving the county jails by ensuring 24/7 access to the CASC and providing transportation from jails to the CASC for probationers.
- Weekend Rebooking Pilot Program: currently, if an individual is arrested on or near the weekend, he or she may spend several days in jail, prior to the decision to file charges. The budget includes one year of funding for a pilot program to staff the unit over the weekend, allow the District Attorney's Office to make decisions sooner, and ultimately ensure that no one spends time in jail unnecessarily.
- Law-Enforcement Assisted Diversion (LEAD): the City received a \$5.9 million two-year grant from the state to pilot an innovative cross-departmental collaboration that will offer services rather than arrest for low-level drug offenders, and will strengthen all of the above investments.

HOW TO USE THIS BOOK

MAYOR'S PROPOSED TWO-YEAR BUDGET

The Mayor's Proposed Fiscal Year (FY) 2017-18 and 2018-19 Budget for the City and County of San Francisco (the City) contains citywide budgetary and fiscal policy information as well as detailed departmental budgets for General Fund and Enterprise Departments. The proposed budget is organized into the following sections:

EXECUTIVE SUMMARY includes the Mayor's Letter and the Executive Summary of the proposed budget, and provides a high-level overview of the City's budget, the changes from the prior budget year, an update on how the budget was balanced, and other high-level details on specific policy areas that are changing in the proposed budget.

SAN FRANCISCO: AN OVERVIEW provides a high-level overview of economic, demographic, and financial trends in San Francisco.

SCORECARDS provides timely information on the efficiency and effectiveness of San Francisco government in eight highlighted service areas: livability, public health, safety net, public safety, transportation, environment, economy, and finance. The goal is to provide citizens and policy makers with information that makes government smarter and more effective while delivering the best results for taxpayers.

BUDGET PROCESS describes the various financial planning and budgeting processes and reports that inform the budget process.

BUDGET INFORMATION & SUMMARY TABLES provides technical information on the structure, policies, and processes that govern the City's budget development and implementation as well as high-level financial data summarizing the Mayor's proposed budget. Tables detail changes over a four-year period: Fiscal Year (FY) 2015-16 actuals, FY 2016-17 budgeted, and the proposed FY 2017-18 and FY 2018-19 budget. The variance column measures the dollar and position differences between fiscal years. Summary data is provided on a citywide basis and organized in a variety of ways, including by department, major service area, revenue or expenditure type, and by fund type.

DEPARTMENT BUDGETS provides budgetary information and operational priorities for each of

the City's departments. Department information is organized alphabetically by department name and includes the following information:

- Services includes key services or divisions and functions.
- Budget Data Summary shows a summary of total expenditures and funded positions over time.
- Looking Back describes important accomplishments made over the past two fiscal years.
- Performance Measures illustrates the Department's progress in meeting specific goals.
- Budget Issues and Details explains any significant service level changes in Fiscal Year 2017-18 and 2018-19, and highlights key areas of focus.
- Organizational Chart depicts the Department's organizational structure.
- Total Budget – Historical Comparison Chart illustrates the Department's total revenue sources, expenditures, and funded positions over time.

BONDED DEBT AND LONG TERM OBLIGATIONS provides technical information as well as current data on the City's debt portfolio and other long-term obligations.

CAPITAL PROJECTS provides information on capital projects funded in the proposed budget. It provides an overview of the City's capital planning process and budget development. Capital projects generally include major construction of new or existing buildings, roads, and other investments in the City's physical infrastructure. Specific projects are detailed in this section.

INFORMATION & COMMUNICATION

TECHNOLOGY PROJECTS provides a summary of information technology (IT) projects funded in the proposed budget. It provides an overview of the City's IT planning process and budget development. IT projects generally refer to new investments and replacement of the City's technology infrastructure. Specific projects are detailed in this section.

ADDITIONAL RESOURCES provides additional information related to the City's budget and finances as well as a glossary of commonly-used terms.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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California

For the Biennium Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read "Jeffrey P. Evans".

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City and County of San Francisco, California for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

SAN FRANCISCO: AN OVERVIEW

SAN FRANCISCO: AN OVERVIEW

CITY GOVERNANCE AND STRUCTURE

The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the Executive branch, while the Board of Supervisors and Superior Court act as the Legislative and Judicial branches, respectively.

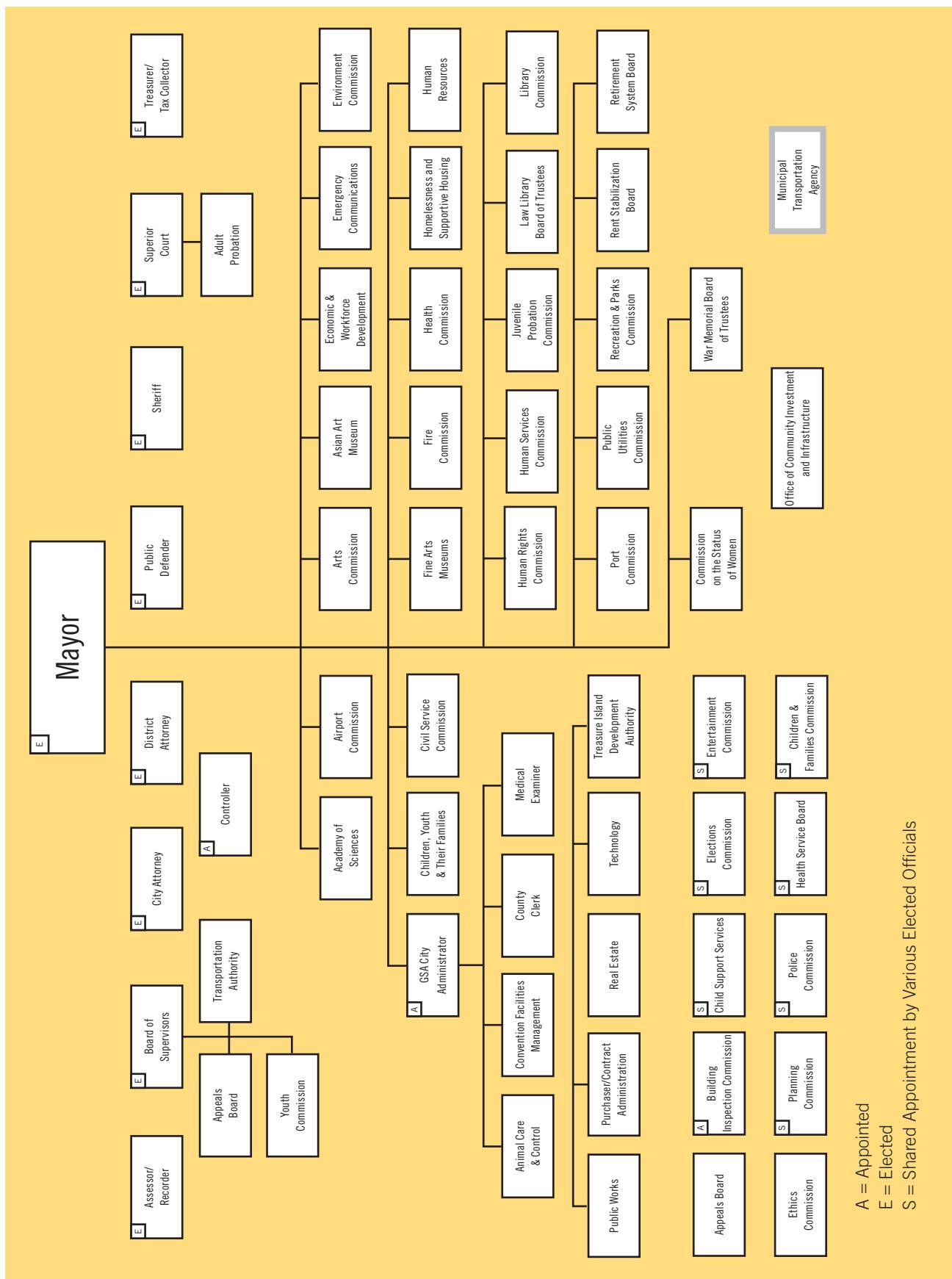
The Mayor and all 11 members of the Board of Supervisors serve four-year terms. Mayoral elections are held during odd numbered years, while Board of Supervisors elections are held in even-numbered years. Elections for the Board of Supervisors are

staggered, with five or six seats being open each election. Supervisors serve four-year terms and any vacancies are filled by mayoral appointment. Both the Mayor and members of the Board of Supervisors are limited to two terms.

Each of the City's 11 districts is represented by a member of the Board of Supervisors. Beginning in November 2000, the Board of Supervisors was elected by district for the first time since the 1970s. The Mayor appoints the heads of most city departments. Many departments are also advised by commissions or boards whose members are citizens appointed by the Mayor or, in some cases, by a combination of the Mayor, the Board of Supervisors, and other elected officials. Elected officials include the Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Superior Court Judges, and Treasurer.



SAN FRANCISCO: AN OVERVIEW



ELECTED OFFICIALS

Mayor Edwin M. Lee

BOARD OF SUPERVISORS

President, District 5	London Breed
Supervisor, District 1	Sandra Lee Fewer
Supervisor, District 2	Mark Farrell
Supervisor, District 3	Aaron Peskin
Supervisor, District 4	Katy Tang
Supervisor, District 6	Jane Kim
Supervisor, District 7	Norman Yee
Supervisor, District 8	Jeff Sheehy
Supervisor, District 9	Hillary Ronen
Supervisor, District 10	Malia Cohen
Supervisor, District 11	Ahsha Safai

Assessor-Recorder	Carmen Chu
City Attorney	Dennis J. Herrera
District Attorney	George Gascón
Public Defender	Jeff Adachi
Sheriff	Vicki Hennessy
Superior Courts Presiding Judge	Teri L. Jackson
Treasurer	José Cisneros

APPOINTED OFFICIALS

City Administrator Naomi Kelly
Controller Ben Rosenfield

DEPARTMENT DIRECTORS AND ADMINISTRATORS

Academy of Sciences (SCI)	Jonathan Foley, Ph.D.
Adult Probation (ADP)	Karen Fletcher
Aging and Adult Services (DAAS)	Shireen McSpadden
Airport (AIR/SFO)	Ivar Satero
Animal Care and Control (ACC)	Virginia Donohue
Arts Commission (ART)	Tom DeCaigny
Asian Arts Museum (AAM)	Jay Xu
Assessment Appeals Board (AAB)	Dawn Duran
Assessor-Recorder (ASR)	Carmen Chu
Board of Appeals (BOA/PAB)	Cynthia Goldstein
Board of Supervisors (BOS)	Angela Calvillo
Building Inspection (DBI)	Tom Hui
Child Support Services (CSS)	Karen M. Roye
Children and Families Commission (CFC/First 5)	Ingrid Mezquita
Children, Youth and Their Families (DCYF)	Maria Su
City Administrator (ADM)	Naomi Kelly
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Civil Service Commission (CSC)	Michael Brown
Controller (CON)	Ben Rosenfield
Convention Facilities Management	John Noguchi
Office of Community Investment and Infrastructure (OCII)	Nadia Sesay
County Transportation Authority (SFCTA)	Tilly Chang
District Attorney (DAT)	George Gascón
Office of Economic and Workforce Development (ECN/OEWD)	Todd Rufo
Elections (REG)	John Arntz
Emergency Management (ECD/DEM)	Anne Kronenberg
Entertainment Commission	Jocelyn Kane
Environment (ENV)	Deborah Raphael
Ethics (ETH)	LeeAnn Pelham
Fine Arts Museums (FAM)	Max Hollein
Fire (FIR)	Joanne Hayes-White

Health Service System (HSS)	Mitchell Griggs (<i>acting director</i>)
Homelessness and Supportive Housing (HOM)	Jeff Kositsky
Human Resources (HRD/DHR)	Micki Callahan
Human Rights Commission (HRC)	Sheryl Davis
Human Services Agency (HSA)	Trent Rhorer
Juvenile Probation (JPD)	Allen A. Nance
Law Library (LLB)	Marcia R. Bell
Library (LIB)	Luis Herrera
Medical Examiner	Michael Hunter, M.D.
Municipal Transportation Agency (MTA)	Ed Reiskin
Office of Early Care and Education	September Jarrett
Police Accountability (DPA)	Manuel Fortes (<i>interim</i>)
Police (POL)	William Scott
Port (PRT)	Elaine Forbes
Public Defender (PDR)	Jeff Adachi
Public Health (DPH)	Barbara Garcia
Public Utilities Commission (PUC)	Harlan Kelly, Jr.
Public Works (DPW)	Mohammed Nuru
Recreation and Parks (REC)	Phil Ginsburg
Rent Board (RNT)	Robert Collins
Retirement System (RET)	Jay Huish
Sheriff (SHF)	Vicki Hennessy
Status of Women (WOM)	Emily Murase, Ph.D.
Superior Court (CRT)	T. Michael Yuen
Technology (TIS/DT)	Ken Bukowski (<i>interim</i>)
Treasure Island Development Authority (TIDA)	Robert P. Beck
Treasurer/Tax Collector (TTX)	José Cisneros
War Memorial (WAR)	Elizabeth Murray

COUNTY EDUCATION INSTITUTIONS

San Francisco Unified School District	Vincent Matthews
San Francisco Community College District	Susan Lamb (<i>interim</i>)

DEMOGRAPHIC AND ECONOMIC STATISTICS

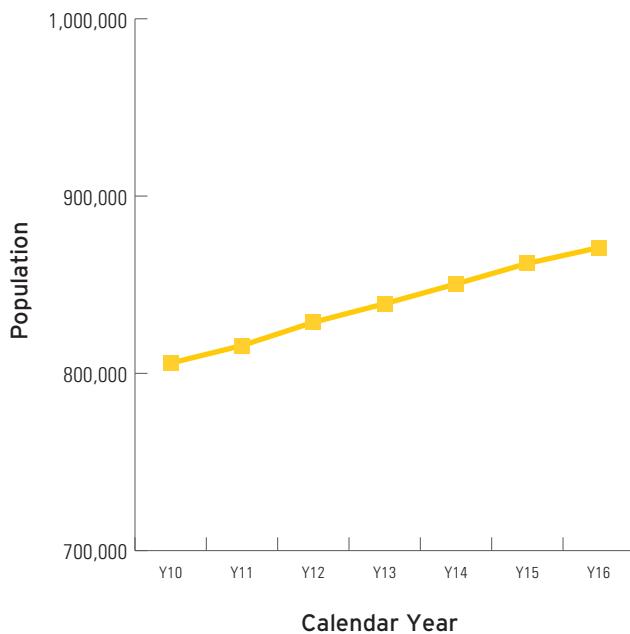
Incorporated on April 15th, 1850, San Francisco is the fourth largest city in the state of California and geographically the smallest county.

Occupying just 49 square miles of land, the City is located on a peninsula bounded by the Pacific Ocean to the west, San Francisco Bay to the east, the entrance to the Bay and the Golden Gate to the north, and San Mateo County to the south.

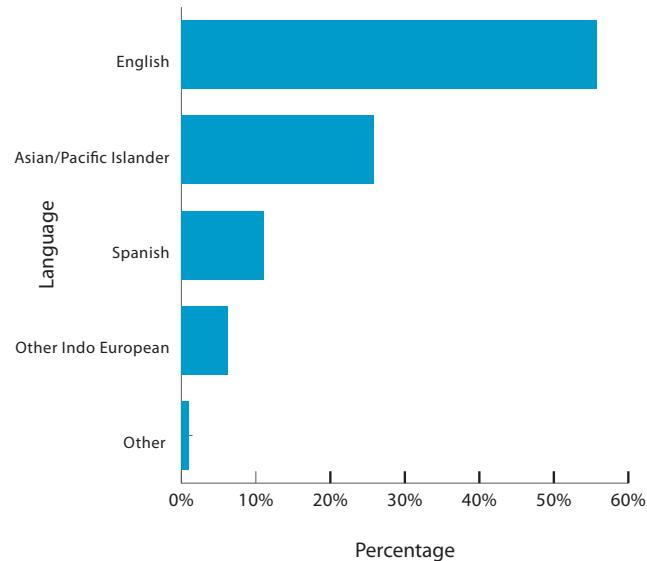
While government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. The U.S. Census Bureau estimates the City's population was

870,887 in 2016, a 1.0 percent increase from 2015. Between 2010 and 2016, the City added 65,121 residents. San Francisco now has more residents than at any other time in its history.

International immigration has been, and continues to be, a major driver of San Francisco's cultural diversity. About 37 percent of the City's population over the age of five was born outside of the United States, and about 44 percent speak a language other than English at home. Immigration and its legacy contribute to a sense of diversity in San Francisco and position the City's future labor force for success in the global economy.



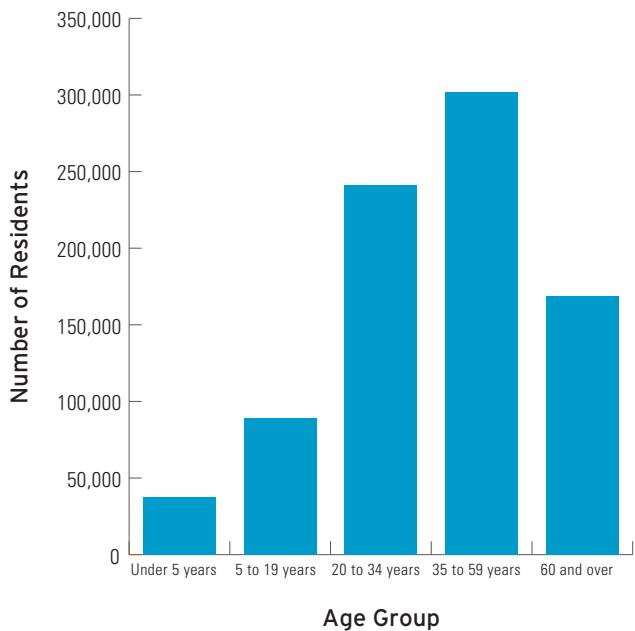
TOTAL POPULATION. Source: U.S. Census Bureau, 2016 Estimates of Resident Population.



LANGUAGE SPOKEN AT HOME. Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates.

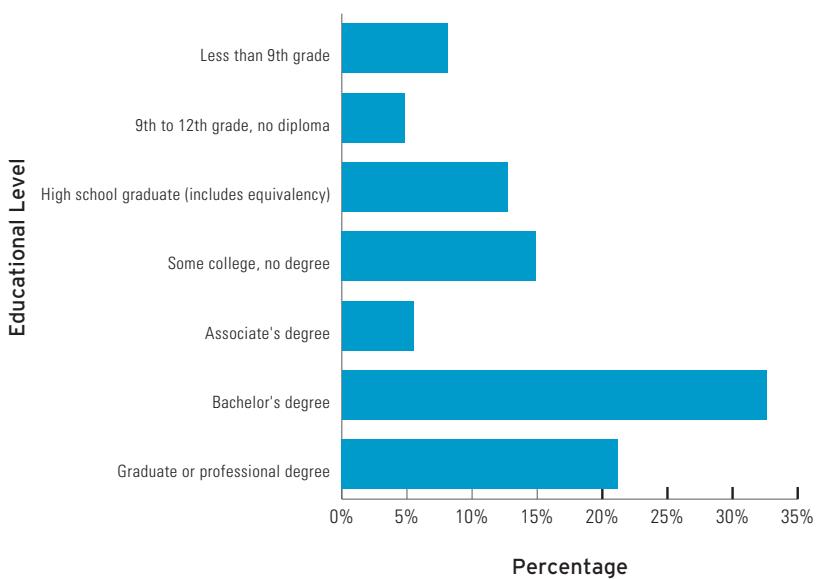
POPULATION BY AGE.

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates.



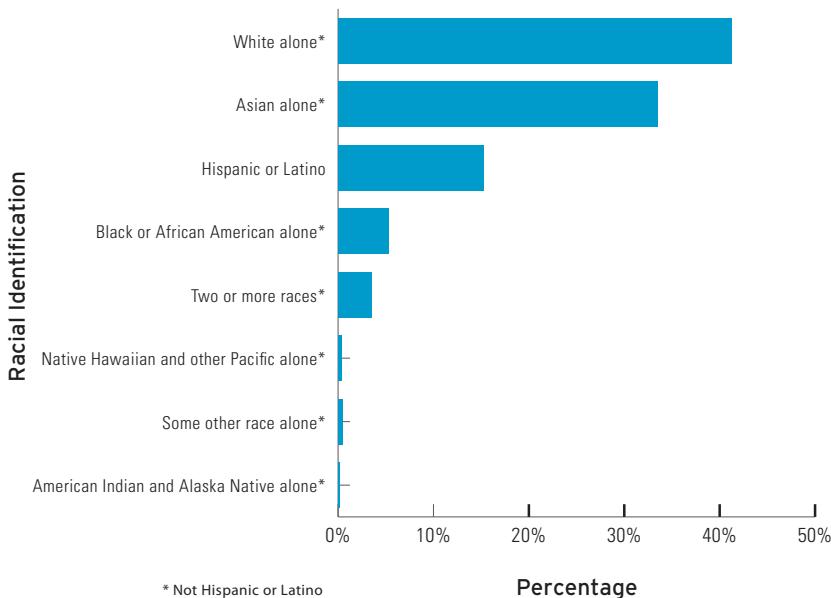
EDUCATIONAL ATTAINMENT.

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates.



RACE IDENTIFICATION.

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-year Estimates.



LOCAL ECONOMY

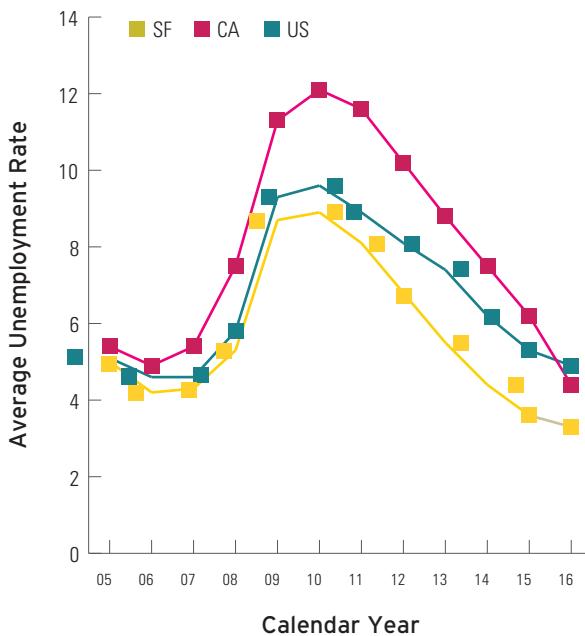
San Francisco is at the center of a dynamic and innovative region, which continues to create jobs and opportunities, develop lasting social and cultural impacts, and formulate tools and ideas that are used worldwide. The San Francisco Bay Area region is comprised of nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. The strength of San Francisco's economy comes from a rich portfolio of well-established industries and businesses, as well as emerging and growing sectors. In addition to being an economic center for advanced, knowledge-based services such as professional and financial services, information technology and digital media, health care, and hospitality services, San Francisco is pushing to develop new and innovative fields in civic-based technologies and green technologies to help grow its manufacturing sector. There are currently more than 610,000 private sector jobs in San Francisco—more than at any point in the City's history.

LEADING THE REGIONAL AND STATE ECONOMY

As of March 2017, San Francisco has the second-lowest unemployment rate (3.0 percent) among California's 58 counties. The current unemployment rate is 0.2 percent below the level from a year ago. According to the Bureau of Labor Statistics' Quarterly Census of Employment and Wages, San Francisco gained about 26,000 private sector jobs

between the third quarter of 2015 and the third quarter of 2016, with the strongest growth coming from the information sector at 20.4 percent, followed by manufacturing at 17.0 percent, and financial activities at 6.5 percent.

Growth in San Francisco continues to exceed projections. The California Employment Development



▲ UNEMPLOYMENT RATE. Source: Bureau of Labor Statistics.

Department has projected that employment in the San Francisco Metro Division (which includes San Mateo County) is expected to grow by 110,000 jobs between 2014 and 2024, a 10.1 percent increase. However, San Francisco alone added 61,000 jobs between September 2014 and September 2016, and the two counties together have already added 80,671 during the same time period.

Over the five years from September 2011 to September 2016, nearly 1 in 4 new jobs in the nine-county Bay Area was created in San Francisco. Although San Francisco represents only 2.2 percent of the State's population, 6.5 percent of all new jobs in California were created in San Francisco during that period.

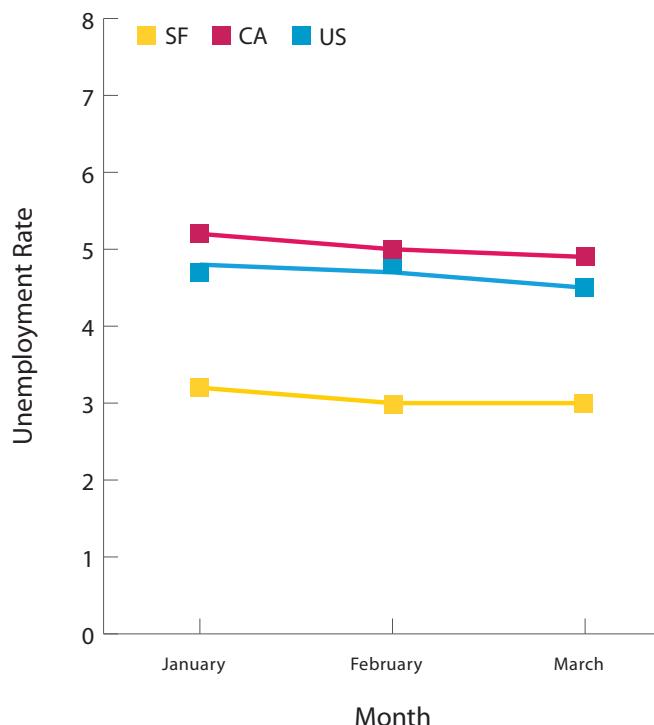
ECONOMIC AND WORKFORCE DEVELOPMENT INITIATIVES

The City makes targeted investments in key sectors to ensure that the economy continues to grow and create quality and sustainable jobs for local residents. These sectors include: technology, professional services, manufacturing, nightlife and entertainment, tourism and hospitality, retail, and the nonprofit sector.

In addition to citywide and neighborhood-based economic development initiatives, the City has undertaken a number of joint development projects to stimulate further growth. These projects, including the Golden State Warriors' Chase Center, and developments at the Old Mint, Schlage Lock, Pier 70, 5M, Mission Rock, India Basin, Laurel Heights, and the Balboa Reservoir, will provide construction jobs and permanent jobs more importantly, while generating significant economic activity.

WORKFORCE DEVELOPMENT

San Francisco's continued investment in workforce development programs allows all San Franciscans to share in the City's prosperity by ensuring that local residents are well trained and well qualified for in-demand jobs with the greatest opportunity for growth. The City invests in job-driven training programs in key sectors such as construction, health care, hospitality, and technology. These sector-driven academies combine vocational training in growing fields with supportive services, job placement, and post-placement support. Each academy's curriculum is developed in concert with industry partners to ensure that training is aligned to meet today's job needs and that program graduates are ready to work immediately. In addition to job



▲ UNEMPLOYMENT RATE: 2017. Source: Bureau of Labor Statistics.

training programs, the City invests in 15 community-based Access Points to provide local residents with a seamless array of workforce services designed to assist job seekers with attaining employment opportunities that will ultimately lead to self-sufficiency. Access Point services include career planning, job search assistance, interview preparation, training workshops, unemployment information, access to computers, and supportive services such as childcare and transportation. Moving forward, the City will continue to invest in its successful workforce development programming while developing a comprehensive citywide strategy to better align jobseeker education and training resources. San Francisco remains committed to improving outcomes for jobseekers, particularly for those facing multiple barriers to employment.

CONTINUED ECONOMIC SUCCESS

Growth across key sectors, combined with the implementation of long-term development projects and workforce development programs, has further bolstered San Francisco's already-strong economy. San Francisco's long-term economic fundamentals—the quality of its workforce, business environment, technological base, and general quality of life—remain among the strongest of any city in the United States.

SAN FRANCISCO PERFORMANCE SCORECARDS

The San Francisco Performance Scorecards regularly report on key performance measures across eight policy areas. Residents, policymakers and City department leadership can track progress to set goals for important city services. Colored indicators denote progress – green for meeting target, yellow for needs improvement, red for not meeting target, and white for no target. Visit sfgov.org/scorecards/ to learn more or follow [twitter.com/SFCityScorecard](#). Measures displayed below show Fiscal Year (FY) 2016-17 status to date and FY target.

LIVABILITY



The Livability scorecard provides results for street cleaning and pothole response, parks and libraries. The Department of Public Works continues to meet its pothole response goals in FY 2016-17 though pothole service requests increased significantly during the heavy winter rains. San Francisco's Pavement Condition Index (or overall rating of road conditions) improved in 2016 for the fifth year in a row. Park maintenance scores remained steady, and visits to branch libraries and the Main Library decreased slightly in recent months.

FY 2016-17 Measure	Status	Target
Street and Sidewalk Cleaning Response	93%	95%
Graffiti Service Requests	2,813	
Pothole Response	95%	90%
Pavement Condition Index (PCI)	69	70
Park Maintenance Scores	86.4%	90%
Recreation Courses Enrollment	78%	70%
Total Monthly Library Visitors	504,326	558,333
Total Monthly Library Circulation	894,674	850,000

PUBLIC HEALTH



The Public Health scorecard tracks patient participation in the San Francisco Health Network, such as enrollment in public health plans, access to care, and occupancy at public hospitals. Initiatives by the Department of Public Health and its licensed facilities are included in these metrics. The number of clients receiving mental health or substance abuse treatment is lower than projected in FY 2016-17, and enrollment in the San Francisco Health Network has plateaued in recent months. Occupancy measures for Zuckerberg San Francisco Hospital (ZSFG) and Laguna Honda Hospital are higher than expected and above desirable levels, though access to urgent care and HIV medical care are generally improving.

FY 2016-17 Measure	Status	Target
Health Network Enrollment	94,228	98,000
Urgent Care Access	94%	95%
Primary Care Patient Satisfaction	74%	70%
ZSFG Hospital Occupancy Rate	100%	85%
Average Daily Population at LH Hospital	760	
Average Length of Stay at LH Hospital	70 days	>60
Unique Substance Abuse Clients in Treatment	3809	
Unique Mental Health Clients in Treatment	11,362	
HIV+ Clients Linked to Medical Care	90%	75%
Health Insurance Coverage	95.4%	100%

SAFETY NET



The Safety Net scorecard tracks the number of clients participating in social services, such as homeless support, services for seniors and children, and programs for working adults. Initiatives by San Francisco Human Services Agency, Department on Aging and Adult Services, Office of Early Care and Education, and the new Department of Homelessness and Supportive Housing are included in these metrics. Active client caseloads are generally lower than projected in FY 2016-17, though the number of homeless individuals and seniors receiving or waiting for services appear to be higher than projected.

FY 2016-17 Measure	Status	Target
County Adult Assistance Program Active Caseload	4,884	5,364
CalWORKs Active Caseload	3,600	3,976
CalFresh Active Caseload	29,850	33,339
Medi-Cal Enrollment	122,462	132,216
Homeless Population	6,686	
Direct Homeless Exits through City Programs	1,050	1,570
Family Shelter Waiting List	223	200
In-Home Supportive Services Active Caseload	22,377	22,500
Meals Delivered to Seniors	855,814	1,501,224
Children in Foster Care	943	899
Children Receiving a Subsidy Enrolled in Licensed Care	87%	85%
Licensed Child Care Centers with Quality Scores	99%	99%
Poverty in San Francisco	13%	

PUBLIC SAFETY


PUBLIC SAFETY
The Public Safety scorecard includes metrics related to crime, emergency response, and populations within the criminal justice system. The data is tracked and reported by the Department of Emergency Management, Police Department, Juvenile Probation Department, Adult Probation Department, Sheriff's Department, and the Fire Department. Ambulances have responded to life-threatening emergencies within 10 minutes at the set goal 91 percent of the time in FY 2016-17. Long-term declining trends in criminal justice populations slowed in FY 2016-17.

FY 2016-17 Measure	Status	Target/ Proj.
Property Crime per 100,000 residents	3,770	6,126
Violent Crime per 100,000 residents	493	883
911 Call Volume	1,759	
911 Call Response	75%	90%
Ambulance Response to Life-Threatening Emergencies	91%	90%
Police Response to Serious Incidents	5.2 min	4 min
County Jail Population	1,331	1,280
Active Probationers	3,161	
Juvenile Hall Population	44	1,501,224

TRANSPORTATION



The Transportation scorecard includes metrics related to transit performance, safety, and congestion. These metrics represent city services provided by the San Francisco Municipal Transportation Agency, the San Francisco Police Department, the Department of Public Health, and the San Francisco County Transportation Authority. Performance has varied significantly across some metrics, with some such as the percentage of traffic citations for top five causes of collisions showing significant improvement in FY 2016-17, and others such as transit reliability (measured through bunching or gaps between vehicles) remaining persistently off target.

FY 2016-17 Measure	Status	Target
Transit Trips with Bunching or Gaps Between Vehicles	24.3%	10.6%
% of Scheduled Service Hours Delivered	98.8%	98.5%
Transit On-Time Performance	57%	85%
Customer Rating: Overall Satisfaction with Transit Services	3.2	3.3
Customer Rating: Cleanliness of Muni Vehicles	3	3
Traffic Fatalities	4	0
% of Citations for Top Five Causes of Collisions	53%	50%
Crimes on Muni	4.5	5.7
Muni Collisions	6.8	3.67
Non-Private Auto Mode Share	53%	50%
Congestion		12.7mph

ENVIRONMENT



The Environment scorecard includes metrics essential to addressing the causes of human-caused climate change, such as water use, landfill diversion, and greenhouse gas emissions. The data is tracked and reported by the Public Utilities Commission (PUC) and the Department of the Environment. The PUC consistently meets their water use and affordability targets, while the City is not on track to meet the target of producing zero landfill waste by 2020.

FY 2016-17 Measure	Status	Target/ Proj.
Water Sold to San Francisco Residential Customers	40.9	50
Average SFPUC Water and Wastewater Bill	1.27%	1.38%
Water Preventative Maintenance System	90%	95%
SFPUC Customer Service Rating	85%	90%
Days with an EPA Air Quality Rating of "Good"	301	
Greenhouse Gas Emissions (Target by 2025)	28.4%	40%
Residential & Small Business Landfill Diversion	59%	60%
Refuse to Primary Landfill (Target by 2020)	1,572	0 tons

ECONOMY



The Economy scorecard tracks high-level economic indicators related to employment, residential and commercial real estate, and tourism. The purpose of the Economy scorecard is to provide the public, elected officials, and City staff with a current snapshot of San Francisco's economy.

FY 2016-17 Measure	Status
Total Employment, Metropolitan Division	1,107,100
Temporary Employment, Metropolitan Division	17,800
Unemployment Rate	3%
Zillow Home Price Index	\$1,170,000
Zillow Rental Price Index	\$4,342
Office Vacancy Rate	8.3%
Direct Average Asking Rent	\$73.44
Hotel Occupancy Rate	81.5%
Average Daily Hotel Rate	\$238.77
Revenue Per Available Hotel Room	\$194.60
Sales Tax Collection	\$94,600,000

FINANCE

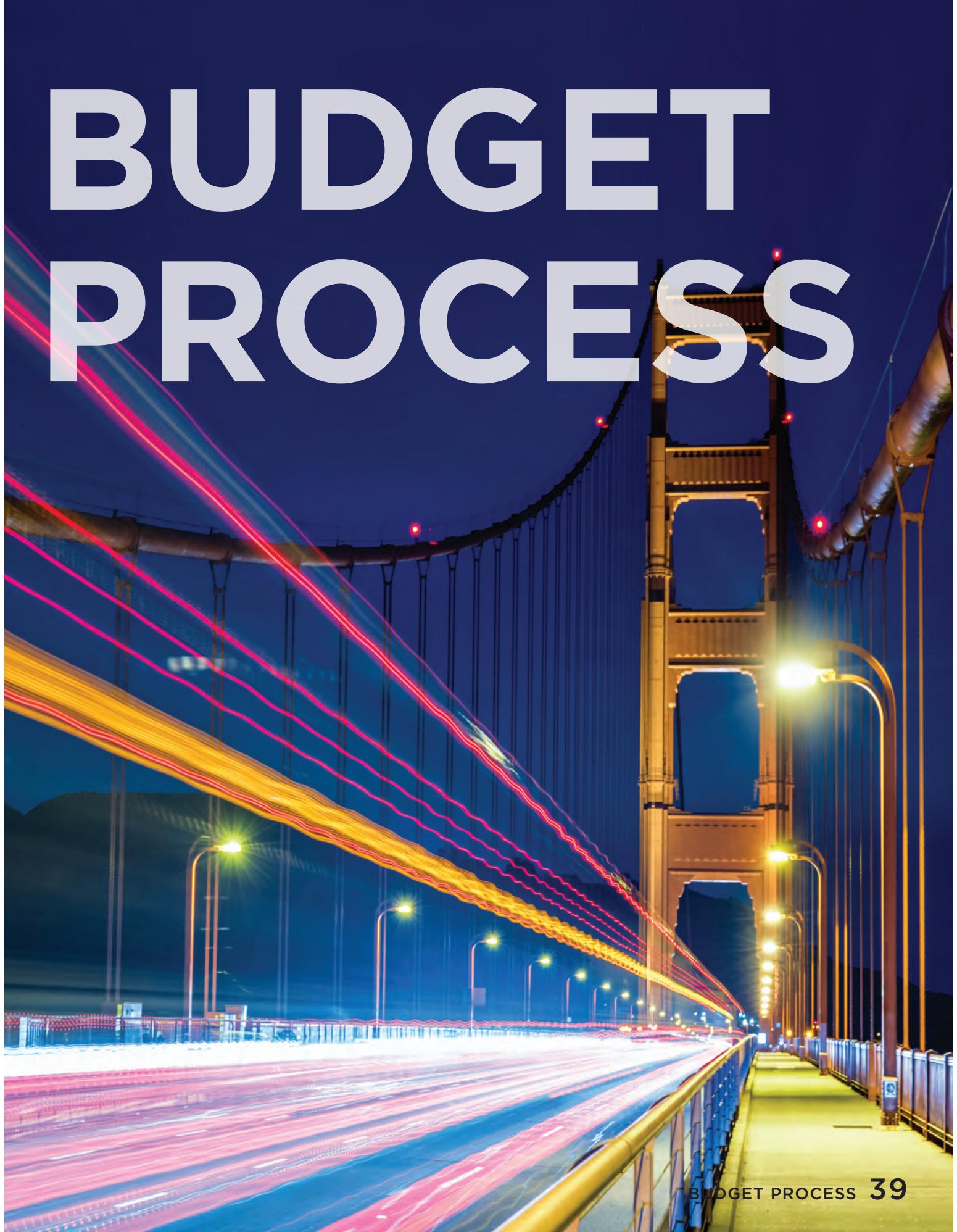


FINANCE

The Finance scorecard measures the overall financial health of San Francisco government using several indicators such as General Obligation bond ratings, budget reserves, revenues, and budget execution. Initiatives overseen by the Mayor's Office and Controller's Office are reflected in this scorecard. The City's budget projections have generally been accurate in recent years. Stabilization reserves continue to grow but remain below target. Funding for employee and retiree pension plans and other benefits are also below target.

FY 2016-17 Measure	Status	Target
General Obligation Bond Rating	Aa1	Aa1
Unrestricted Fund Balance	30.1%	16.7%
Stabilization Reserves	6.9%	10%
Actual Expenditures vs. Budgeted Expenditures	-4.3%	0%
Actual Revenues vs. Budgeted Revenues	3.9%	+/-2%
Pension Plan Funding Level	82.6%	100%
Other Post-Employment Benefits (OPEB) Funding Level	0.4%	100%

BUDGET PROCESS



LONG-TERM FINANCIAL PLANNING PROCESS

The Constitution of the State of California requires all cities to adopt a balanced budget wherein revenues match expenditures. To ensure that San Francisco can meet its immediate needs while planning for long-term growth, the City has adopted a process that develops annual budgets alongside multi-year financial plans. This process assumed its current form with the passage of Proposition A on November 3, 2009, which replaced annual budgeting with two-year budgeting and required additional long-term financial planning.

The sections below provide an understanding of the processes that guide San Francisco's multi-year and annual financial plans.

MULTI -YEAR FINANCIAL PLANNING PROCESS

The City operates on a two-year budget, which is guided by two fundamental components. The first consists of the City's revenue and expenditure projections, which are developed via four analytical assessments. The second consists of the City's financial and reserve policies, which assume unexpected fiscal pressures that may not be accounted for in the revenue and expenditure projections. In addition, the City's long-term information technology and capital needs are assessed through citywide processes. The components and processes that guide San Francisco's multi-year plans are described in more detail below.

TWO-YEAR BUDGETING

On November 3, 2009, voters approved Proposition A, amending the City Charter to stabilize spending by requiring two-year budgeting for all city departments and multi-year financial planning.

In Fiscal Year (FY) 2010-11, the City adopted two-year budgets for the following four departments: the Airport, Port, Public Utilities Commission, and Municipal Transportation Agency. These four departments, along with the Child Support Services department, proposed fixed two-year budgets for FY 2016-17 and FY 2017-18; therefore, these departments will next submit a budget next year for the FY 2018-19 and FY 2019-20 Fiscal

Years. The rest of the city's departments will submit a two-year rolling budget for FY 2017-18 and FY 2018-19. Two year budgeting has been in effect for all departments since FY 2012-13.

LONG -TERM OPERATING REVENUE AND EXPENDITURE PROJECTIONS

The City's budget process is guided by operating revenue and expenditure projections. The Controller's Office, Mayor's Office, and the Board of Supervisors are responsible for the City's long-term financial planning. These three offices cooperate to produce four reports, including a Five-Year Financial Plan each odd calendar year, the Joint Report each even calendar year, and the Six- and Nine-Month Reports each February and May. Together, these reports provide the basis for developing the City's budget. The reports are described below and can be accessed online at sfcontroller.org.

The Controller's Six-Month Budget Status Report, published annually in early February, projects the year-end status of the City's General Fund and key special revenue and enterprise funds based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.

The Four-Year Budget Projection ("Joint Report"), published each even calendar year, reports on projected citywide revenues and expenditures for the following four fiscal years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future. Beginning in FY 2011-12, the Joint Report was extended to forecast four years into the future (prior to FY 2011-12, the report projected three years into the future). This change was required by Proposition A, which also required adoption of a biennial Five-Year Financial Plan. The Joint Report now serves as an "off- year" update to the Five-Year Financial Plan and projects out the remaining four years of the prior year's plan. This report was last published on March 23, 2016, as an update to the City's Five-Year Financial Plan for FY 2016-17 through FY 2019-20.

The Five-Year Financial Plan, published first in December of each odd calendar year and then updated in March, forecasts expenditures and revenues over a five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for city departments. On December 16, 2016, the Mayor proposed the City's fourth Five-Year Financial Plan for Fiscal Years 2017-18 through 2021-22, which was updated on March 23, 2017 and adopted by the Board of Supervisors on May 5, 2017.

The Controller's Nine-Month Budget Status Report, published annually in early May, reports financial activity from July through March and includes the projected year-end status of the City's General Fund and key special revenue and enterprise funds. A comprehensive review of revenue and spending to-date and discussions with financial officers at major city departments drive the report's year-end projections.

Taken as a whole, these reports are used by the Mayor's Office to prepare a balanced budget to propose to the Board of Supervisors each year and to plan for long-term financial needs. The reports provide information on the financial resources available to fund the City's programs and projections of future costs.

CAPITAL AND INFORMATION TECHNOLOGY PROJECTIONS

As noted above, the City also engages in long-term planning for the City's infrastructure and information technology (IT) needs. Managed by the City Administrator, the City has completed comprehensive assessments of the City's near-and long-term capital and IT needs through the creation of the Ten-Year Capital Plan and the Information and Communications Technology (ICT) Plan, each of which is issued biennially in odd calendar years in conjunction with the City's Five-Year Financial Plan.

The Capital Plan is prepared under the guidance of the Capital Planning Committee (CPC), while the Committee on Information Technology (COIT) oversees the ICT Plan. Both committees work to identify, assess, and prioritize needs for the City

as they relate to capital and IT investments. They also present departments with the opportunity to share information about the impact to operating costs that projects generate.

Funding for capital and technology is appropriated through the City's budget process. While the creation of the Capital and ICT Plans does not change their basic funding mechanisms, the priorities in the capital and IT budgets do reflect the policies and objectives identified in each respective plan.

Further information about capital and IT planning and expenditures can be found in the Capital Planning and Information Technology sections of the book.

FINANCIAL POLICIES AND ENHANCED RESERVES

The City's budget is further guided by financial policies that plan for unforeseen financial circumstances that cannot be factored into revenue and expenditure projections. Proposition A charges the Controller's Office with proposing to the Mayor and Board of Supervisors financial policies addressing reserves, use of volatile revenues, debt, and financial measures in the case of disaster recovery, and requires the City to adopt budgets consistent with these policies once approved.

In May 2010, legislation was adopted to codify the City's practice of maintaining an annual General Reserve for fiscal pressures not anticipated in the budget and to help the City mitigate the impact of multi-year downturns. This included augmentation of the existing Rainy Day Reserve and the creation of a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams.

Finally, independent auditors who certify the City's annual financial statements and credit ratings from the national bond rating agencies provide additional external oversight of the City's financial matters.

Mission-driven budgeting, as described by the City Charter, requires department budget requests to include goals, programs, targeted clients, and strategic plans. The requested budget must tie

ANNUAL BUDGET PROCESS

program funding proposals directly to specific goals. In addition, legislation passed by the Board of Supervisors requires performance standards to increase accountability. The City and County of San Francisco operates under a budget that balances all operating expenditures with available revenue sources and prior-year fund balance.

Governmental financial information statements are reported using the modified accrual basis of accounting. Revenues are recognized when they are measurable and available. Revenues are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred as under accrual accounting. However, debt service expenditures and expenditures related to vacation, sick leave, and claims and judgments are recorded only when payment is due.

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting, except for capital project funds and certain debt service funds that generally adopt project-length budgets.

The budget of the City is a detailed operating plan that identifies estimated costs and results in relation to estimated revenues.

The budget includes: the programs, projects, services, and activities to be provided during the fiscal year; the estimated resources (inflows) available for appropriation; and the estimated changes to appropriations. The budget represents a process through which policy decisions are deliberated, implemented, and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

TWO -YEAR BUDGET CYCLE

As described in the previous section, in November 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by FY 2012-13. In FY 2010-11, the City adopted two-year budgets

covering FY 2010-11 and FY 2011-12 for four early implementation departments: the Airport, Municipal Transportation Agency, Public Utilities

Commission, and Port Commission. FY 2012-13 was the first year that all city departments submitted a two-year budget for FY 2012-13 and 2013-14. Also for the first time that year, the four early-implementation departments had a "fixed" two-year budget. This means that in the second year, these departments could only amend their budget if proposed revenues or expenditures were 5.0 percent above or below projections. The Child Support Services Department also has a fixed two-year budget. All other departments are retaining a variable two-year budget while they transition to the new system and thus are open to changes and must be rebalanced as part of the next two-year budget. Moving to a fixed two-year budget for all departments would require the passage of legislation by the Board of Supervisors. The two-year budget is developed, approved, and implemented pursuant to the process described below.

KEY PARTICIPANTS

- Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community policy meetings, stakeholder working groups convened by the Mayor's Office, public budget hearings, and communication with elected officials are all carefully considered in formulating the Mayor's proposed budget.
- City departments prioritize needs and present balanced budgets for review and analysis by the Mayor's Office of Public Policy and Finance.
- The multi-year budget projections described in the previous section as well as the Capital Planning Committee (CPC) and Committee on Information Technology (COIT) provide guidance to the Mayor's Office on both long-term fiscal trends as well as citywide priorities for capital and IT investments.
- The Mayor, with the assistance of the Mayor's Office of Public Policy and Finance, prepares and submits a balanced budget to the Board of Supervisors on an annual basis.
- The Board of Supervisors is the City's legislative body and is responsible for amending and approving the Mayor's proposed budget. The Board's Budget and Legislative Analyst also participates in reviews of city spending and financial projections and makes

recommendations to the Board on budget modifications.

- The Controller is the City's Chief Financial Officer and is responsible for projecting available revenue to fund city operations and investments in both the near- and long-term. In addition, the City Services Auditor Division of the Controller's Office is responsible for working with departments to develop, improve, and evaluate their performance standards.

CALENDAR AND PROCESS

Beginning in September and concluding in July, the annual budget cycle can be divided into three major stages (see calendar at the end of this section):

- Budget Preparation: budget development and submission to the Board of Supervisors.
- Approval: budget review and enactment by the Board of Supervisors and budget signing by the Mayor.
- Implementation: department execution and budget adjustments.

BUDGET PREPARATION

Preliminary projections of Enterprise and General Fund revenues for the next fiscal year by the Controller's Office and Mayor's Office staff begin in September. Around this time, many departments begin budget planning to allow adequate input from oversight commissions and the public. In December, budget instructions are issued by the Mayor's Office and the Controller's Office with detailed guidance on the preparation of department budget requests. The instructions contain a financial outlook, policy goals, and guidelines as well as technical instructions.

Three categories of budgets are prepared:

- General Fund department budgets: General Fund departments rely in whole or in part on discretionary revenue comprised primarily of local taxes such as property, sales, payroll, and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise department budgets: Enterprise departments generate non-discretionary revenue primarily from charges for services

that are used to support operations. The Mayor introduces the proposed Enterprise budgets to the Board of Supervisors on May 1.

- Capital & IT budgets: Capital & IT budget requests are submitted to the CPC or COIT for review. The recommendations of each committee are taken into account during the budget preparation process. The City's Ten-Year Capital Plan is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund and Enterprise department budgets.

Between December and early February, departments prepare their budget requests and submit them to the Controller by mid-February. The Controller consolidates and verifies all of the information that departments have submitted. The Controller submits departments' proposed budget requests to the Mayor's Office of Public Policy and Finance for review in early March.

From March through June, the Mayor and the Mayor's Office of Public Policy and Finance analyze each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals and priorities for the upcoming year. Concurrently, the Controller's Office certifies all revenue estimates.

From February through May, the Mayor and Mayor's Office staff meet with community groups to provide budget updates and hear concerns and requests for funding to improve public services. Total budget requests must be brought into balance with estimated total revenues, which requires the Mayor's Office of Public Policy and Finance to prioritize funding requests that typically exceed projected available revenues. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

APPROVAL

Upon receiving the Mayor's proposed budget, the Budget and Finance Committee of the Board of Supervisors holds public hearings during the months of May and June to review departmental requests and solicit public input. The Budget and Finance Committee makes recommendations to the full Board for budget approval along with their proposed changes. Since budget review lapses into

the new fiscal year, the Interim Budget—usually the Mayor's proposed budget—is passed by the Board as a continuing resolution and serves as the operating budget until the budget is finalized in late July. The Mayor typically signs the budget ordinance into law by mid-August.

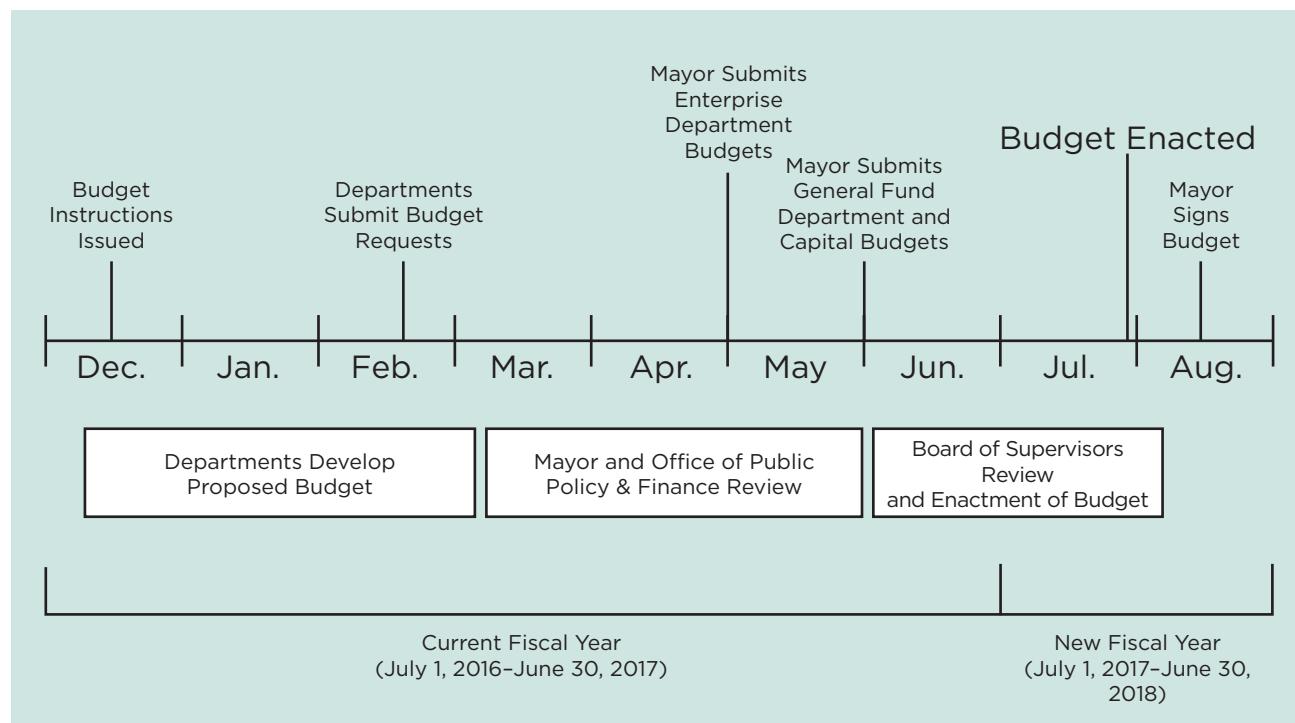
The Budget and Finance Committee works closely with the Board of Supervisor's Budget and Legislative Analyst (BLA), which develops recommendations on departmental budgets. Informed by departmental discussions that center on justifications for proposed expenses and comparison with prior year spending, the BLA forwards a report with recommended reductions. The Budget and Finance Committee reviews the Budget Analyst's recommended expenditure reductions, along with department and public input, before making final budget recommendations to the full Board of Supervisors.

Because the budget must be balanced, expenditure reductions that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget and Finance Committee uses to guide funding decisions on the unallocated pool of money. The

Budget Committee then votes to approve the amended budget and forwards it to the full Board by June 30th.

As required by the City Charter, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed by any member of the Board of Supervisors and can reflect further public input and/or Board policy priorities. At the second reading, the Board votes on the amended budget again, and if passed, the budget is forwarded to the Mayor for final signature. If additional amendments are proposed during the second reading, the budget must go through a new second reading a week later. Final passage by the Board must occur before the August 1 deadline.

The Mayor has 10 days to approve the final budget, now called the Budget and Appropriation Ordinance. The Mayor may sign the budget as approved by the Board, making it effective immediately, or may veto any portion, whereupon the budget returns to the Board of Supervisors. The Board has ten days to override any or all of the Mayor's vetoes with a two-thirds majority vote. In this case, upon Board vote, the budget is immediately enacted, thus completing the budget



process for the fiscal year. Should the Mayor opt not to sign the budget within the ten-day period, the budget is automatically enacted but without the Mayor's signature of approval. Once the Budget and Appropriation Ordinance is passed, it supersedes the Interim Budget.

IMPLEMENTATION

Responsibility for execution of the budget rests largely with departments. The Mayor's Office and the Controller's Office monitor department spending throughout the year and take measures to mitigate overspending or revenue shortfalls. Both offices, as well as the Board of Supervisors,

also evaluate departments' achievement of performance measures on a periodic basis.

Budget adjustments during the fiscal year take place in two ways: through supplemental appropriation requests, and through grant appropriation legislation. Supplemental appropriation requests are made when a department finds that it has inadequate resources to support operations through the end of the year. Grant appropriations occur when an outside entity awards funding to a department. Both supplemental and grant appropriation requests require approval by the Board of Supervisors before going to the Mayor for final signature.

BUDGET INFORMATION & SUMMARY TABLES

GENERAL FUND REVENUE & EXPENDITURE TRENDS

OVERVIEW

Each year, the City prepares a budgetary forecast of General Fund supported operating expenditures and revenues, and projects either a surplus or shortfall between the two. In odd-numbered years, the Mayor's Office works with the Controller's Office and the Board of Supervisors' Budget and Legislative Analyst to forecast revenue (based on the most current economic data) and expenditures (assuming no change to existing policies and services levels) in order to prepare the City's Five Year Financial Plan. The most recent Five-Year Financial Plan was released in December 2016, updated in March 2017, and adopted in May 2017. The update projected cumulative shortfalls of \$87.1 million, \$200.5 million, \$611.9 million, \$773.7, and \$907.4 million for FY 2017-18 through FY 2021-22, respectively.

The City is legally required to balance its budget each year. The Mayor's Proposed Two-Year Budget for FY 2017-18 and FY 2018-19 balances the \$87.1 million and \$200.5 million shortfalls with a combination of strategies. The proposed FY 2017-18 budget totals \$10.1 billion, a \$523.9 million, or 5.5 percent, increase over the FY 2016-17 budget. The General Fund comprises \$5.1 billion of the total budget, reflecting a \$278.1 million, or 5.7 percent, increase compared to FY 2016-17. The proposed FY 2018-19 budget totals \$10.0 billion, a \$105.9 million, or 1.0 percent, decrease over the FY 2017-18 proposed budget. The General Fund comprises \$5.3 billion of the total proposed budget for FY 2018-19, reflecting a \$173.7 million, or 3.4 percent, increase compared to FY 2017-18.

REVENUE TRENDS

The City's budget is supported by a number of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues will account for approximately 67.0 and 66.0 percent of total General Fund sources in FY 2017-18 and FY 2018-19, respectively.

General Fund revenues are budgeted to increase by \$269.9 million in FY 2017-18, 6.0 percent higher than the FY 2016-17 original budget; and by \$65.7 million in FY 2018-19, 1.4 percent higher than the FY 2017-18 proposed budget. Total General Fund resources, including transfers, fund balance, and use of reserves, are projected to increase by \$279.0 million in FY 2017-18, or 5.7 percent above the FY 2016-17 original budget, and an additional \$173.7 million, or 3.4 percent, in FY 2018-19. In FY 2017-18, overall General Fund tax revenue increases are largely in property, business, and transfer taxes, with increases of \$145.0 million (10.3 percent), 81.4 million (12.2 percent), and \$65.0 million (27.7 percent), respectively. These increases are partially offset by projected weakness in sales, hotel, and parking

taxes, with decreases of \$37.6 million (15.8 percent), \$36.9 million (9.0 percent), and \$10.6 million (11.5 percent).

The proposed budget allocates \$462.1 million in General Fund year-end balance from prior years as a source, which is split \$174.2 million in FY 2017-18 and \$287.9 million in FY 2018-19. The budget also allocates \$3.9 million from prior year reserves in FY 2017-18 and \$1.1 million in FY 2018-19, primarily from the Recreation and Park Budget Savings Incentive Reserve, to fund one-time expenditures.

GENERAL FUND REVENUES

Property Tax Revenue

The FY 2017-18 General Fund share of property tax revenue is budgeted at \$1,557.0 million, which is \$145.0 million (10.3 percent) more than what was budgeted in FY 2016-17. The FY 2018-19 General Fund share of property tax revenue is budgeted at \$1,620.0 million, which is an additional \$63.0 million (4.0 percent) higher than the proposed FY 2017-18 budget. Approximately 56 percent of Proposition

13's 1.0 percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the State's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund, and the Open Space Fund; additional amounts accrue to other entities such as the Bay Area Rapid Transit District (BART), the San Francisco Unified School District, and the San Francisco Community College District. In addition to the 1.0 percent countywide property tax rate (determined by Proposition 13), the City pays debt service related to voter-approved bonds from a property tax rate add-on, which the Controller calculates annually.

Business Tax Revenue

FY 2017-18 Business Tax revenue is budgeted at \$750.8 million, which is \$81.3 million (12.1 percent) more than what was budgeted in FY 2016-17. FY 2018-19 Business Tax revenue is budgeted at \$762.5 million, which is an additional \$11.7 million (1.6 percent) higher than the proposed FY 2017-18 budget. Business Tax revenue is comprised of payroll taxes, business license registration fees, and gross receipts taxes.

The proposed revenue levels for FY 2017-18 and FY 2018-19 reflect projections of continued economic growth during Fiscal Years 2017-18 and 2018-19. Revenues from business taxes and registration fees follow economic conditions in the City—primarily employment and wage growth—and have grown strongly between FY 2010-11 and FY 2016-17, corresponding to the underlying strength of San Francisco's economy. Wages are projected to grow steadily in Fiscal Years 2017-18 and 2018-19, while unemployment is expected to remain at its current level.

Sales Tax Revenue

In FY 2017-18, local sales tax revenue is budgeted at \$199.9 million, which is \$37.6 million (15.8 percent) less than what was budgeted in FY 2016-17. FY 2018-19 local sales tax revenue is budgeted at \$204.9 million, which is \$5.0 million (2.5 percent) higher than the proposed FY 2017-18 budget. FY 2016-17 budget included \$37.5 million from additional sales tax revenue related to legislation on the November 8, 2016 ballot which failed to pass by voters. Local sales tax is projected to grow at a much slower pace than previously anticipated. The lower expected growth rate is a result of continued decline in sales of general consumer goods, low fuel prices, and declines in receipts from the business

sector. Projections assume no changes in state and federal laws affecting sales tax reporting for online retailers.

Transient Occupancy (Hotel) Tax Revenue

The FY 2017-18 General Fund share of Hotel Tax revenue is budgeted at \$372.3 million, which is \$36.9 million (9.0 percent) less than what was budgeted in FY 2016-17. FY 2018-19 Hotel Tax revenue is budgeted at \$396.9 million, which is an additional \$24.6 million (6.6 percent) higher than the proposed FY 2017-18 budget. The decrease in FY 2017-18 reflects recent weakening in average daily rates and the impact of the Moscone Center closure on hotel room demand. The increase in FY 2018-19 reflects a bounce back due to reopening of the Moscone Center.

Access Line and Utility User Tax Revenues

Fiscal Year FY 2017-18 Access Line Tax revenue is budgeted at \$49.6 million, which is \$2.6 million (5.5 percent) more than what was budgeted in FY 2016-17. FY 2018-19 Access Line Tax revenue is budgeted at \$51.1 million, which is an additional \$1.5 million (3.0 percent) higher than the proposed FY 2017-18 budget. The budget reflects a proposed inflationary increase to the Access Line Tax rate of 3.53 percent as required under Business and Tax Regulations Code Section 784, and includes prepaid mobile telephony services 911 surcharge due to the passage of AB 1717.

Fiscal Year FY 2017-18 Utility Users Tax revenue is budgeted at \$99.7 million, which is \$5.4 million (5.7 percent) more than what was budgeted in FY 2016-17. FY 2018-19 Utility Users Tax revenue is budgeted at \$100.8 million, which is an additional \$1.1 million (1.1 percent) higher than the proposed FY 2017-18 budget. The budget assumes that historically low natural gas prices will continue, leading to tepid growth in gas, electric, and steam user tax revenue, and includes prepaid mobile telephony services surcharge due to the passage of AB 1717.

Parking Tax Revenue

Parking Tax revenue is budgeted at \$82.2 million in FY 2017-18, which is \$10.6 million (11.4 percent) less than what was budgeted in FY 2016-17. In FY 2018-19, Parking Tax revenue is budgeted at \$83.0 million, which is an additional \$0.8 million (1.0 percent) higher than the proposed FY 2017-18 budget. Although parking tax revenue has historically been correlated with business activity and employment, this tax has experienced a decline since FY 2015-

16 due to increased ride-sharing and a decreased number of parking spaces related to Central Subway and other construction.

Real Property Transfer Tax Revenue

Real Property Transfer Tax (RPTT) revenue is budgeted at \$300.0 million in FY 2017-18, representing an increase of \$65.0 million (27.7 percent) above what was budgeted in FY 2016-17. In FY 2018-19, RPTT revenue is budgeted at \$245.0 million, a decline of \$55.0 million (18.3 percent) from the proposed FY 2017-18 budget. In FY 2016-17, RPTT saw a record high in collections, and in comparison, the budget assumes declining demand from institutional investors and owner-users for San Francisco real estate across all property types (office, hotel, retail, and residential), as well as associated declines in real property transfers. Considering the highly volatile nature of this revenue source, the Controller's Office monitors collection rates throughout the fiscal year and provides regular updates to the Mayor and Board of Supervisors.

State & Federal Revenue

General Fund federal grants and subventions are budgeted at \$264.5 million in FY 2017-18, which is \$11.2 million (4.4 percent) more than what was budgeted in FY 2016-17. In FY 2018-19, federal grants and subventions are budgeted at \$270.5 million, which is an additional \$6.0 million (2.3 percent) higher than the proposed FY 2017-18 budget. General Fund state grants and subventions are budgeted at \$751.7 million in FY 2017-18, which

is \$51.4 million (7.3 percent) more than what was budgeted in FY 2016-17.

In FY 2018-19, General Fund state grants and subventions are budgeted at \$750.2 million, which is \$1.5 million (0.2 percent) lower than the proposed FY 2017-18 budget. Increases from the State's Whole Person Care pilot revenue, Short-Doyle Medi-Cal reimbursements, and 1991 Health and Welfare realignment (partially offset by decreases in CalWORKs and public safety sales tax revenues) are responsible for most of the increase in FY 2017-18.

Charges for Services

General Fund charges for services are budgeted at \$242.8 million in FY 2017-18, which is \$6.7 million (2.9 percent) more than what was budgeted in FY 2016-17. General Fund charges for services are budgeted at \$241.6 million in FY 2018-19, which is \$1.3 million (0.5 percent) lower than the proposed FY 2017-18 budget. Growth in FY 2017-18 is primarily composed of increased ambulance fee revenue at the Fire Department; increased solid waste impound account fee revenue at the Department of Public Works; and increased net patient revenue at the Department of Public Health. No significant changes are budgeted in FY 2018-19.

Operating Transfers In

Gross transfers in to the General Fund are projected to increase by \$9.1 million (5.6 percent) in FY 2017-18 as compared to the FY 2016-17 original budget, then decrease by \$2.8 million (1.7 percent) in FY 2018-19.

EXPENDITURE TRENDS

Personnel Expenses

The proposed budget includes an increase in total labor costs of \$238.0 million, or 4.9 percent, and an additional increase of \$177.8 million, or 3.5 percent, for all funds in FY 2017-18 and FY 2018-19, respectively. This total increase includes an increase in General Fund labor costs of \$145.1 million (4.9 percent) in FY 2017-18 and an additional increase of \$102.2 million (3.3 percent) in FY 2018-19. The increase in FY 2017-18 is largely due to the cost of recently negotiated contract extensions with many of the City's unions, which stipulates salary increases of 3.0 percent on July 1, 2017, and an additional 3.0 percent increase on July 1, 2018, for most miscellaneous employees.

Non-Personnel Expenses

General Fund non-personnel expenses—including professional services, materials and supplies, aid assistance, grants, capital projects and equipment, debt service, and contributions to reserves—will increase by \$77.1 million (3.9 percent) to \$2.1 billion in FY 2017-18 and will increase by \$9.5 million (0.5 percent) to \$2.1 billion in FY 2018-19. The budget includes a Cost of Doing Business (CDOB) increase for local non-profit organizations, which equates to \$39.0 million or 5.0 percent over the two-year budget. The CDOB funding is meant to address inflationary cost pressures that nonprofits face and to ensure the sustainability of the City's nonprofit partners.

Inflationary costs on non-personnel items other than non-profit contracts have been included in departmental budgets as needed.

TRANSFERS OUT

Transfers Out of the General Fund are budgeted at \$1.20 billion and \$1.27 billion in Fiscal Years 2017-18 and 2018-19, respectively, representing a increase of \$135.3 million in FY 2017-18 from the previous

year and an increase of \$70.1 million in FY 2018-19. Increases are primarily due to growth in baseline funded requirements. Notable changes include the creation of two new voter- approved baselines (the Dignity Fund and the Street Tree Maintenance Fund), and further growth of existing baselined funding for the Municipal Transportation Agency, the Public Library, and the Public Education Enrichment Fund.

SPENDING MANDATES AND DISCRETIONARY SOURCES

In Fiscal Years 2017-18 and 2018-19, the General Fund will represent 50.8 and 53.1 percent of the City's total budget, respectively. General Fund discretionary spending capacity, however, is less than 30.0 percent of the City's total budget due to voter-approved minimum spending requirements. San Francisco voters have passed ballot measures that require minimum spending levels for certain operations, including the Children's Baseline, the Transitional Youth Baseline, the Public Library Baseline, the Public Transportation Baseline, the City

Services Auditor operations, the Municipal Symphony Baseline, the Homelessness and Supportive Housing Fund, Housing Trust Fund, required reserve deposits, and Police and Fire Department minimum staffing requirements. In November 2016, voters adopted two additional spending requirements – the Dignity Fund and the Street Tree Maintenance Fund. These requirements will be discussed in detail in the Controller's discussion of the Mayor's Budget, also known as the Revenue Letter, published the second week of June 2017.

FUND STRUCTURE

The fund structure chart below maps out how the City's revenue and expenditures are organized within the budget. At its most basic, a budget is divided into revenues (sources) and expenses (uses). Budgets like San Francisco's (a consolidated city and county), contain a detailed organizational scheme to group, categorize, and identify revenues and expenses. The fund structure organizes both revenues and expenses into a system of layers, each offering a different level

and type of detail. These layers can be queried in a number of different ways, depending on what type of information is sought. The tables displayed in the following pages summarize proposed revenues and expenditures by funding sources and uses at multiple levels, by service area, and by full time equivalent (FTE) employee counts.

A **fund** is a high-level classification unit that is organized according to its purpose.

Type of Fund	
General Fund (1G)	The General Fund, the general operating fund of the City, accounts for all financial resources not required to be accounted for in another fund.
Special Revenue Funds (2S)	Special Revenue Funds account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.
Capital Projects Funds (3C)	Capital Projects Funds account for financial resources used for the acquisition or construction of major capital facilities (other than those financed in the proprietary fund types).
Debt Service Funds (4D)	Debt Service Funds account for the accumulation of resources for, and the payment of, long-term obligation principal, interest, and related costs.
Enterprise Funds (5x)	<p>Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the Board of Supervisors has decided that periodic determination of revenues earned, expenses incurred, and net income or loss is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City's major enterprise funds are listed below.</p> <ul style="list-style-type: none"> • San Francisco International Airport • San Francisco General Hospital • Laguna Honda Hospital • MTA-Bicycle Fund • MTA-Municipal Railway • MTA-Parking and Traffic • MTA-Parking Garages/Other • MTA-Pedestrian Fund • MTA-Taxi Commission • Port of San Francisco • Public Utilities Commission-Hetch Hetchy • Public Utilities Commission- Wastewater Enterprise • Public Utilities Commission-Water
Internal Service Funds (6I)	Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the City or other governmental units on a cost reimbursement basis.
Trust and Agency Funds (7x)	Trust and Agency Funds account for assets held by the City as a trustee or as an agent for individuals, private organizations, other governmental units and/or other funds. Examples include the following. <ul style="list-style-type: none"> • Expendable Trust Funds • Nonexpendable Trust Funds • Pension Trust Funds • Other Employee Benefit Trust Funds • Retiree Health Care Trust Fund-Prop B

A **character** is a unique three digit code that identifies the general nature of a revenue or disbursement. A value of up to 099 indicates an expenditure. For example, character 001 denotes salaries, while 040 denotes materials and supplies. Character codes 100 and above are revenues. For example, 400 denotes intergovernmental revenues.

An **object** is a three digit code beneath a character that identifies a further breakdown of category. For example, within character 001, object 001 denotes

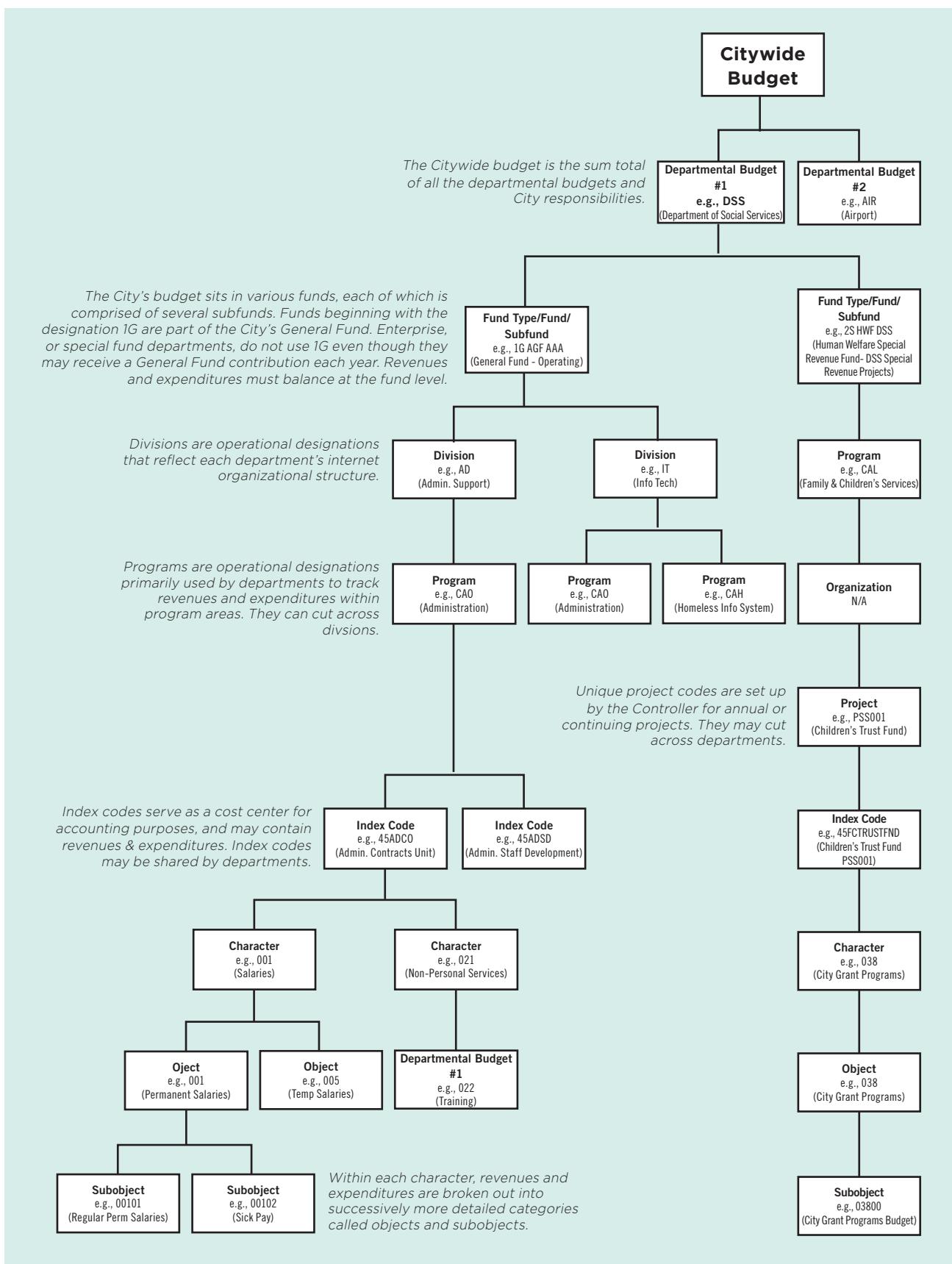
permanent salaries, while object 002 denotes permanent salaries for uniformed (sworn) employees.

A detailed explanation of each character and object can be found in the City's Chart of Accounts, which can be accessed at sfcontroller.org.

The diagram on the following page provides a visual explanation of how the City's budget is organized. The tables on the pages that follow are organized primarily by fund type, character, and object.



FUND STRUCTURE



BUDGET SUMMARY TABLES

CONSOLIDATED SCHEDULE OF SOURCES AND USES

Sources of Funds	2017-2018			2018-2019		
	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Prior Year Fund Balance	174,194,842	187,981,814	362,176,656	287,889,357	94,493,869	382,383,226
Prior Year Reserves	3,855,860	16,227,000	20,082,860	1,072,666	2,850,000	3,922,666
Regular Revenues	4,789,588,444	4,935,102,987	9,724,691,431	4,855,271,540	4,759,488,182	9,614,759,722
Transfers Into the General Fund	171,122,142	(171,122,142)	0	168,277,286	(168,277,286)	0
Total Sources of Funds	5,138,761,288	4,968,189,659	10,106,950,947	5,312,510,849	4,688,554,765	10,001,065,614
Uses of Funds	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Regular Expenditures:						
Gross Expenditures	4,341,891,141	5,889,534,568	10,231,425,709	4,443,940,716	5,886,232,259	10,330,172,975
Less Interdepartmental Recoveries	(430,296,421)	(476,758,939)	(907,055,360)	(430,261,402)	(494,618,368)	(924,879,770)
Net Regular Expenditures	3,911,594,720	5,412,775,629	9,324,370,349	4,013,679,314	5,391,613,891	9,405,293,205
Transfers From the General Fund	1,069,392,841	(1,069,392,841)	0	1,143,874,260	(1,143,874,260)	0
Capital Projects	102,578,918	349,144,415	451,723,333	87,378,115	173,353,410	260,731,525
Facilities Maintenance	8,554,809	54,963,773	63,518,582	8,940,898	40,118,512	49,059,410
Reserves	46,640,000	220,698,683	267,338,683	58,638,262	227,343,212	285,981,474
Total Uses of Funds	5,138,761,288	4,968,189,659	10,106,950,947	5,312,510,849	4,688,554,765	10,001,065,614

CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP, FY 2017-18 (IN THOUSANDS OF DOLLARS)

Governmental Funds

	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Sources								
Prior Year Fund Balance - 6/30/17 (est.)	174,195	41,246	1,100	2,983	139,988	2,403	262	362,177
Prior Year Reserves	3,856	1,508	14,719	0	0	0	0	20,083
Prior Year Sources	178,051	42,754	15,819	2,983	139,988	2,403	262	382,260
Property Taxes	1,557,000	201,533	0	279,191	0	0	0	2,037,724
Other Local Taxes	1,112,570	0	0	0	0	0	0	1,112,570
Business Taxes	750,820	1,900	0	0	0	0	0	752,720
Rents & Concessions	14,088	48,062	0	0	560,627	823	202	623,803
Fines and Forfeitures	4,579	8,942	0	15,312	96,343	0	0	125,175
Interest & Investment Income	18,180	1,630	0	0	18,296	0	321	38,426
Licenses, Permits & Franchises	29,964	11,265	0	0	21,671	0	0	62,900
Intergovernmental - State	751,660	108,163	0	800	101,515	0	0	962,137
Intergovernmental - Federal	264,528	169,829	55,000	0	26,372	0	0	515,729
Intergovernmental - Other	3,293	2,477	0	0	92,717	43	0	98,530
Charges for Services	242,837	112,049	0	0	2,671,662	700	0	3,027,248
Other Revenues	39,959	81,647	6,000	0	137,948	0	102,065	367,619
Other Financing Sources	110	0	0	0	0	0	0	110
Subtotal Current Year Sources	4,789,588	747,496	61,000	295,303	3,727,150	1,566	102,589	9,724,691
Transfers In	171,122	351,866	5,100	4,900	938,249	8,662	0	1,479,899
Total Available Sources	5,138,761	1,142,117	81,919	303,185	4,805,386	12,630	102,851	11,586,850

	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Uses								
Public Works, Transportation & Commerce	168,716	177,695	58,180	0	3,125,949	0	0	3,530,540
Community Health	886,370	110,181	2,100	3,836	1,153,679	0	0	2,156,166
Public Protection	1,335,145	51,142	1,730	0	87,832	0	500	1,476,349
Human Welfare & Neighborhood Dev	985,519	374,972	5,925	0	0	0	1,859	1,368,275
General Administration & Finance	356,774	155,536	0	0	0	3,968	32,703	548,981
General City Responsibilities	157,106	0	0	299,349	0	0	0	456,455
Culture & Recreation	161,099	266,718	8,884	0	0	0	753	437,453
Subtotal Current Year Uses	4,050,728	1,136,243	76,819	303,185	4,367,461	3,968	35,815	9,974,220
General City Responsibilities	63,072	0	0	0	0	0	0	63,072
Transfers Out	967,231	5,874	0	0	434,461	8,662	600	1,416,827
Total Proposed Uses	5,081,031	1,142,117	76,819	303,185	4,801,921	12,630	36,415	11,454,119
Fund Balance - 6/30/18 (est.)	57,730	0	5,100	0	3,465	0	66,436	132,731

CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP, FY 2018-19

(IN THOUSANDS OF DOLLARS)

Governmental Funds								
	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Sources								
Prior Year Fund Balance - 6/30/18 (est.)	287,889	23,375	0	0	68,095	2,762	262	382,383
Prior Year Reserves	1,073	0	2,850	0	0	0	0	3,923
Prior Year Sources	288,962	23,375	2,850	0	68,095	2,762	262	386,306
Property Taxes	1,620,000	216,320	0	213,057	0	0	0	2,049,377
Other Local Taxes	1,098,110	0	0	0	0	0	0	1,098,110
Business Taxes	762,500	1,900	0	0	0	0	0	764,400
Rents & Concessions	14,984	56,410	0	0	560,627	824	202	633,047
Fines and Forfeitures	4,579	9,034	0	15,456	96,343	0	0	125,411
Interest & Investment Income	18,390	1,619	0	0	18,296	0	330	38,635
Licenses, Permits & Franchises	30,367	11,271	0	0	21,671	0	0	63,308
Intergovernmental - State	750,169	113,854	0	800	101,515	0	0	966,338
Intergovernmental - Federal	270,541	165,006	0	0	25,310	0	0	460,856
Intergovernmental - Other	3,355	2,505	0	0	92,717	43	0	98,619
Charges for Services	241,556	111,423	0	0	2,664,796	700	0	3,018,474
Other Revenues	40,634	25,222	0	0	118,649	0	113,591	298,096
Other Financing Sources	87	0	0	0	0	0	0	87
Subtotal Current Year Sources	4,855,272	714,563	0	229,314	3,699,922	1,567	114,123	9,614,760
Transfers In	168,277	363,130	0	8,565	991,184	11,292	0	1,542,448
Total Available Sources	5,312,511	1,101,068	2,850	237,878	4,759,201	15,621	114,386	11,543,514

	General Fund	Special Revenue	Capital Project	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Uses								
Public Works, Transportation & Commerce	155,027	159,966	180	0	3,059,604	0	0	3,374,778
Community Health	877,249	104,983	0	3,655	1,191,486	0	0	2,177,373
Public Protection	1,370,539	49,223	2,670	0	89,647	0	0	1,512,079
Human Welfare & Neighborhood Dev	1,014,257	370,177	0	0	0	0	635	1,385,069
General Administration & Finance	365,206	151,014	0	0	0	4,329	30,691	551,239
General City Responsibilities	209,811	0	0	234,223	0	0	0	444,034
Culture & Recreation	162,477	257,677	0	0	0	0	757	420,911
Subtotal Current Year Uses	4,154,567	1,093,039	2,850	237,878	4,340,737	4,329	32,083	9,865,482
General City Responsibilities	66,424	0	0	0	0	0	0	66,424
Transfers Out	1,034,520	7,630	0	0	421,982	11,292	600	1,476,024
Total Proposed Uses	5,255,511	1,100,669	2,850	237,878	4,762,719	15,621	32,683	11,407,931
Fund Balance - 6/30/19 (est.)	57,000	399	0	0	(3,519)	0	81,703	135,583

SOURCES AND USES OF FUNDS EXCLUDING FUND TRANSFERS

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Sources of Funds						
Local Taxes	3,527,578,215	3,559,692,480	3,903,013,914	343,321,434	3,911,887,436	8,873,522
Licenses & Fines	197,429,240	181,881,284	188,075,056	6,193,772	188,719,764	644,708
Use of Money or Property	637,400,738	626,254,801	662,229,317	35,974,516	671,681,311	9,451,994
Intergovernmental Revenue - Federal	382,187,844	478,182,832	515,728,875	37,546,043	460,856,451	(54,872,424)
Intergovernmental Revenue - State	855,617,370	914,766,034	928,903,471	14,137,437	944,202,761	15,299,290
	0	0	33,233,458	33,233,458	22,135,379	(11,098,079)
Intergovernmental Revenue - Other	102,898,223	98,643,890	98,529,796	(114,094)	98,619,490	89,694
Charges for Services	2,866,414,060	2,860,967,359	3,029,015,699	168,048,340	3,020,241,591	(8,774,108)
	0	0	973,000	973,000	973,000	0
Other Revenues	779,549,294	380,971,753	364,988,845	(15,982,908)	295,442,539	(69,546,306)
Transfer Adjustments-Sources	40,547,000	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(703,515,585)	486,116,017	382,259,516	(103,856,501)	386,305,892	4,046,376
Uncategorized	129,519,024	0	0	0		
Sources of Funds Subtotals	8,815,625,423	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	(105,885,333)
Uses of Funds						
Salaries & Wages	3,031,367,648	3,334,097,142	3,466,823,348	132,726,206	3,539,825,775	73,002,427
Fringe Benefits	1,265,633,177	1,408,839,584	1,510,266,892	101,427,308	1,612,248,561	101,981,669
Overhead	171,372,358	206,612,499	(124,912,710)	(331,525,209)	(128,774,731)	(3,862,021)
Professional & Contractual Services	1,472,328,834	1,866,122,931	1,973,756,938	107,634,007	1,944,515,052	(29,241,886)
Aid Assistance / Grants	836,811,842	987,363,966	1,030,669,138	43,305,172	1,053,263,398	22,594,260
Materials & Supplies	314,335,960	318,879,361	325,758,999	6,879,638	328,237,482	2,478,483
Equipment	72,417,003	50,085,220	67,137,466	17,052,246	33,889,600	(33,247,866)
Debt Service	719,671,360	1,018,986,487	1,154,169,137	135,182,650	1,105,240,131	(48,929,006)
Services of Other Departments	805,043,350	882,097,512	827,756,501	(54,341,011)	841,727,707	13,971,206
Expenditure Recovery	(996,443,714)	(1,280,576,484)	(907,055,360)	373,521,124	(924,879,770)	(17,824,410)
Budgetary Reserves	0	257,642,231	267,338,683	9,696,452	285,981,474	18,642,791
Transfer Adjustments-Uses	527,896,170	0	(63,071,545)	(63,071,545)	(66,424,027)	(3,352,482)
Facilities Maintenance	24,883,583	65,272,294	63,518,582	(1,753,712)	49,059,410	(14,459,172)
Capital Renewal	178,845	124,934,785	97,394,188	(27,540,597)	114,553,559	17,159,371
Capital Projects	570,129,007	347,118,922	354,329,145	7,210,223	146,177,966	(208,151,179)
Uncategorized	0	0	63,071,545	63,071,545	66,424,027	3,352,482
Uses of Funds Subtotals	8,815,625,423	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	(105,885,333)

SOURCES BY FUND

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Fund Type: 1G GENERAL FUND						
AGF GENERAL FUND	4,478,340,093	5,383,918,245	5,696,005,404	312,087,159	5,858,906,112	162,900,708
BSI BUDGET SAVINGS INCENTIVE	70,712,827	0	0	0	0	0
Fund Type: 1G Subtotal	4,549,052,920	5,383,918,245	5,696,005,404	312,087,159	5,858,906,112	162,900,708
Fund Type: 2S SPECIAL REVENUE FUNDS						
BIF BUILDING INSPECTION FUND	81,822,726	73,770,154	82,955,688	9,185,534	79,269,528	(3,686,160)
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	16,635,748	17,278,600	8,920,083	(8,358,517)	6,204,794	(2,715,289)
CFC CHILDREN AND FAMILIES FUND	15,873,411	11,802,950	14,961,150	3,158,200	11,110,485	(3,850,665)
CFF CONVENTION FACILITIES FUND	77,357,924	87,992,513	91,471,540	3,479,027	97,183,454	5,711,914
CHF CHILDREN'S FUND	135,453,717	191,156,272	214,827,620	23,671,348	215,254,878	427,258
CHS COMM HEALTH SVS SPEC REV FD	103,926,944	124,639,580	108,859,524	(15,780,056)	103,842,968	(5,016,556)
CRF CULTURE & RECREATION SPEC REV FD	12,181,222	32,149,309	32,571,078	421,769	30,955,414	(1,615,664)
CSS CHILD SUPPORT SERVICES FUND	12,567,937	13,241,167	13,057,706	(183,461)	13,068,142	10,436
CTF COURTS' SPECIAL REVENUE FUND	2,718,069	2,791,567	2,796,244	4,677	2,796,052	(192)
ENV ENVIRONMENTAL PROTECTION PROGRAM	7,391,078	3,776,916	3,345,117	(431,799)	3,465,275	120,158
GOL GOLF FUND	18,882,790	17,008,464	17,381,407	372,943	18,024,879	643,472
GSF GENERAL SERVICES SPECIAL REVENUE FUND	5,583,166	9,370,489	8,294,474	(1,076,015)	8,290,030	(4,444)
GTF GASOLINE TAX FUND	41,078,814	24,805,846	40,668,221	15,862,375	56,209,005	15,540,784
HWF HUMAN WELFARE SPECIAL REVENUE FUND	27,522,157	48,081,646	95,732,739	47,651,093	95,609,772	(122,967)
LIB PUBLIC LIBRARY SPEC REV FD	122,364,903	130,298,374	149,013,023	18,714,649	150,350,138	1,337,115
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	82,529,217	105,242,704	77,617,220	(27,625,484)	26,101,375	(51,515,845)
OSP OPEN SPACE & PARK FUND	51,414,138	61,895,133	69,220,617	7,325,484	71,676,685	2,456,068
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	56,091,373	58,080,643	59,730,062	1,649,419	57,755,893	(1,974,169)
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	26,995,492	18,378,050	41,524,742	23,146,692	41,465,650	(59,092)
ROF LOW-MOD INCOME HOUSING ASSET FUND	20,784,433	4,480,968	12,118,992	7,638,024	7,122,475	(4,996,517)
RPF REAL PROPERTY SPECIAL REVENUE FUND	(1,546,321)	15,631,121	13,674,142	(1,956,979)	13,762,456	88,314
SCP SENIOR CITIZENS' PROGRAMS FUND	0	6,712,269	5,554,584	(1,157,685)	5,554,584	0
T&C TRANSPORTATION & COMMERCE S/R FD	47,116	0	0	0	0	0
WMF WAR MEMORIAL FUND	32,302,948	15,887,971	17,130,699	1,242,728	21,865,739	4,735,040
Fund Type: 2S Subtotal	949,979,002	1,074,472,706	1,181,426,672	106,953,966	1,136,939,671	(44,487,001)
Fund Type: 3C CAPITAL PROJECTS FUNDS						
PLI PUBLIC LIBRARY IMPROVEMENT FUND	330,969	0	0	0	0	0
RPF RECREATION & PARK CAPITAL IMPVTS FUND	1,968,223	0	8,884,000	8,884,000	0	(8,884,000)
SIF STREET IMPROVEMENT FUND	6,384,543	22,100,000	55,000,000	32,900,000	0	(55,000,000)
XCF CITY FACILITIES IMPROVEMENT FUND	150,425	9,655,000	18,035,000	8,380,000	2,850,000	(15,185,000)
Fund Type: 3C Subtotal	8,834,160	31,755,000	81,919,000	50,164,000	2,850,000	(79,069,000)
Fund Type: 4D DEBT SERVICE FUNDS						
COP CERT OF PARTICIPATION (COP)BOND FUNDS	0	0	200,000	200,000	1,245,094	1,045,094
GOB GENERAL OBLIGATION BOND FUND	282,650,913	206,801,727	302,975,312	96,173,585	236,623,088	(66,352,224)
ODS OTHER DEBT SERVICE FUNDS	10,000	10,000	10,000	0	10,000	0
Fund Type: 4D Subtotal	282,660,913	206,811,727	303,185,312	96,373,585	237,878,182	(65,307,130)
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS						
AAA SFIA-OPERATING FUND	956,874,476	1,038,396,584	1,078,023,948	39,627,364	1,057,941,016	(20,082,932)
CPF SFIA-CAPITAL PROJECTS FUND	311,068,427	74,975,209	56,882,299	(18,092,910)	56,882,299	0
SRF SFIA-SPECIAL REVENUE FUND	0	909,000	1,010,000	101,000	1,010,000	0
Fund Type: 5A Subtotal	1,267,942,903	1,114,280,793	1,135,916,247	21,635,454	1,115,833,315	(20,082,932)
Fund Type: 5C WASTEWATER ENTERPRISE FUNDS						
AAA CWP-OPERATING FUND	264,874,992	275,840,778	304,716,804	28,876,026	304,716,804	0
CPF CWP-CAPITAL PROJECTS FUND	45,337,263	36,775,608	45,000,000	8,224,392	45,000,000	0
Fund Type: 5C Subtotal	310,212,255	312,616,386	349,716,804	37,100,418	349,716,804	0
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS						
AAA SFGH-OPERATING FUND	1,064,745,109	965,722,614	1,030,828,992	65,106,378	1,062,804,940	31,975,948
AGT SFGH-OPERATING GRANTS FUND	0	49,553	49,554	1	49,554	0
CPF SFGH-CAPITAL PROJECTS FUND	0	390,968	409,161	18,193	0	(409,161)
Fund Type: 5H Subtotal	1,064,745,109	966,163,135	1,031,287,707	65,124,572	1,062,854,494	31,566,787
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS						
AAA LHH-OPERATING FUND	267,264,563	269,142,148	249,337,268	(19,804,880)	256,255,894	6,918,626
CPF LHH-CAPITAL PROJECTS FUND	0	14,310,551	0	(14,310,551)	0	0

SOURCES BY FUND

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS						
DSF LHH DEBT SERVICE FUND	0	19,202,168	17,736,331	(1,465,837)	20,358,801	2,622,470
Fund Type: 5L Subtotal	267,264,563	302,654,867	267,073,599	(35,581,268)	276,614,695	9,541,096
Fund Type: 5M MTA-MUNICIPAL RAILWAY FUNDS						
AAA MUNI-OPERATING FUND	844,156,446	891,841,098	929,584,754	37,743,656	886,218,905	(43,365,849)
AGT MUNI-OPERATING GRANTS FUND	0	14,800,000	14,800,000	0	14,800,000	0
CPF MUNI-CAPITAL PROJECTS FUND	0	59,348,184	45,033,984	(14,314,200)	34,570,000	(10,463,984)
SRF MUNI-SPECIAL REVENUE FUND	35,951,070	30,159,180	36,852,126	6,692,946	10,000,000	(26,852,126)
Fund Type: 5M Subtotal	880,107,516	996,148,462	1,026,270,864	30,122,402	945,588,905	(80,681,959)
Fund Type: 5N MTA-PARKING & TRAFFIC FUNDS						
AAA PTC-OPERATING FUND	294,302,228	331,895,421	339,662,207	7,766,786	332,415,279	(7,246,928)
CPF PTC-CAPITAL PROJECTS FUND	0	25,786,240	12,594,271	(13,191,969)	10,730,000	(1,864,271)
Fund Type: 5N Subtotal	294,302,228	357,681,661	352,256,478	(5,425,183)	343,145,279	(9,111,199)
Fund Type: 5O MTA-TAXI COMMISSION						
AAA TAXI COMMISSION-OPERATING FUND	5,787,045	23,425,145	14,388,253	(9,036,892)	9,223,033	(5,165,220)
Fund Type: 5O Subtotal	5,787,045	23,425,145	14,388,253	(9,036,892)	9,223,033	(5,165,220)
Fund Type: 5P PORT OF SAN FRANCISCO FUNDS						
AAA PORT-OPERATING FUND	116,736,827	173,557,798	149,071,785	(24,486,013)	109,317,291	(39,754,494)
CPF PORT-CAPITAL PROJECTS FUND	0	2,143,355	0	(2,143,355)	0	0
SBH SOUTH BEACH HARBOR	1,701,109	5,727,006	5,796,806	69,800	5,796,806	0
Fund Type: 5P Subtotal	118,437,936	181,428,159	154,868,591	(26,559,568)	115,114,097	(39,754,494)
Fund Type: 5Q CLP-CLEAN POWERSF FUNDS						
AAA CLEANPOWERSF OPERATING FUND	0	7,025,064	9,686,020	2,660,956	9,756,021	70,001
SRF CLEANPOWERSF SPECIAL REVENUE FUND	0	33,730,606	40,257,512	6,526,906	40,257,512	0
Fund Type: 5Q Subtotal	0	40,755,670	49,943,532	9,187,862	50,013,533	70,001
Fund Type: 5T PUC-HETCH HETCHY DEPARTMENT FUNDS						
AAA HETCHY OPERATING FUND	193,515,232	146,765,164	136,978,058	(9,787,106)	133,561,710	(3,416,348)
CPF HETCHY CAPITAL PROJECTS FUND	36,786	2,000,000	2,000,000	0	2,000,000	0
Fund Type: 5T Subtotal	193,552,018	148,765,164	138,978,058	(9,787,106)	135,561,710	(3,416,348)
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS						
AAA SFWD-OPERATING FUND	535,694,402	521,048,287	540,381,548	19,333,261	542,681,293	2,299,745
CPF SFWD-CAPITAL PROJECTS FUND	3,693,687	16,841,000	27,830,000	10,989,000	27,830,000	0
PUC PUC OPERATING FUND	(4,671,214)	0	0	0	0	0
Fund Type: 5W Subtotal	534,716,875	537,889,287	568,211,548	30,322,261	570,511,293	2,299,745
Fund Type: 5X PARKING GARAGES/OTHER						
OPF OFF STREET PARKING OPERATING FUND	71,635,039	70,538,570	76,156,140	5,617,570	71,156,140	(5,000,000)
Fund Type: 5X Subtotal	71,635,039	70,538,570	76,156,140	5,617,570	71,156,140	(5,000,000)
Fund Type: 6I INTERNAL SERVICE FUNDS						
CSF IS-CENTRAL SHOPS FUND	(467,931)	700,000	700,000	0	700,000	0
OIS IS-REPRODUCTION FUND	(103,484)	119,112	324,129	205,017	391,625	67,496
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	3,558,737	16,672,398	11,605,762	(5,066,636)	14,529,151	2,923,389
Fund Type: 6I Subtotal	2,987,322	17,491,510	12,629,891	(4,861,619)	15,620,776	2,990,885
Fund Type: 7E EXPENDABLE TRUST FUNDS						
BEQ BEQUESTS FUND	1,229,582	557,500	515,000	(42,500)	515,000	0
GIF GIFT FUND	10,761,447	3,027,340	5,978,726	2,951,386	1,476,896	(4,501,830)
Fund Type: 7E Subtotal	11,991,029	3,584,840	6,493,726	2,908,886	1,991,896	(4,501,830)
Fund Type: 7P PENSION TRUST FUNDS						
RET EMPLOYEES' RETIREMENT SYSTEM	23,177,022	27,240,348	29,200,550	1,960,202	29,919,830	719,280
Fund Type: 7P Subtotal	23,177,022	27,240,348	29,200,550	1,960,202	29,919,830	719,280
Fund Type: 7R RETIREE HEALTH CARE TRUST FUND - PROP B						
RHC RETIREE HEALTH CARE TRUST FUND - PROP B	286,651	54,728,000	67,157,000	12,429,000	82,474,000	15,317,000
Fund Type: 7R Subtotal	286,651	54,728,000	67,157,000	12,429,000	82,474,000	15,317,000
Revenue Subtotals	10,837,672,506	11,852,349,675	12,543,085,376	690,735,701	12,411,913,765	(131,171,611)
Less Interfund and Intrafund Transfers	(2,151,566,107)	(2,264,873,225)	(2,436,134,429)	(171,261,204)	(2,410,848,151)	25,286,278
Net Sources	8,686,106,399	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	(105,885,333)

SOURCES BY CATEGORY AND OBJECT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Local Taxes						
101 PROPERTY TAXES-CURRENT YEAR	1,463,632,768	1,285,519,000	1,425,619,000	140,100,000	1,494,627,000	69,008,000
102 PROPERTY TAXES-PRIOR YEAR	(7,238,454)	435,000	439,000	4,000	431,000	(8,000)
103 SUPPLEMENTAL-CURRENT	20,867,287	12,500,000	14,441,000	1,941,000	13,007,000	(1,434,000)
104 SUPPLEMENTAL-PRIOR	39,154,391	28,060,000	32,513,000	4,453,000	29,392,000	(3,121,000)
109 OTHER PROPERTY TAXES	296,127,399	444,483,480	564,711,914	120,228,434	511,920,436	(52,791,478)
111 PAYROLL TAX	474,870,683	320,800,000	309,400,000	(11,400,000)	231,950,000	(77,450,000)
112 GROSS RECEIPTS TAX	148,840,850	312,210,000	402,500,000	90,290,000	490,000,000	87,500,000
113 REGISTRATION TAX	37,214,055	38,440,000	40,820,000	2,380,000	42,450,000	1,630,000
121 SALES & USE TAX	167,914,632	237,545,000	199,940,000	(37,605,000)	204,940,000	5,000,000
122 HOTEL ROOM TAX	387,660,989	409,250,000	372,320,000	(36,930,000)	396,900,000	24,580,000
123 UTILITY USERS TAX	98,651,143	94,310,000	99,720,000	5,410,000	100,800,000	1,080,000
124 PARKING TAX	86,011,732	92,820,000	82,180,000	(10,640,000)	83,000,000	820,000
125 PROPERTY TRANSFER TAX	269,089,993	235,000,000	300,000,000	65,000,000	245,000,000	(55,000,000)
129 OTHER LOCAL TAXES	44,780,747	48,320,000	58,410,000	10,090,000	67,470,000	9,060,000
Local Taxes Subtotals	3,527,578,215	3,559,692,480	3,903,013,914	343,321,434	3,911,887,436	8,873,522
Licenses & Fines						
201 BUSINESS HEALTH LICENSES	8,377,355	9,555,332	9,934,288	378,956	9,934,288	0
202 OTHER BUSINESS/PROFESSIONAL LICENSES	4,467,332	9,186,641	10,325,848	1,139,207	10,550,848	225,000
203 ROAD PRIVILEGES & PERMITS	14,678,361	13,327,204	14,029,602	702,398	14,023,237	(6,365)
206 FRANCHISES	19,631,336	19,960,000	20,280,000	320,000	20,470,000	190,000
207 ETHICS FEES	130,095	95,000	92,000	(3,000)	92,000	0
209 OTHER LICENSES & PERMITS	8,308,683	8,178,009	8,238,009	60,000	8,238,009	0
251 TRAFFIC FINES	100,980,639	96,860,790	99,934,405	3,073,615	99,914,779	(19,626)
252 COURT FINES-NON TRAFFIC	147,720	74,150	62,050	(12,100)	62,050	0
253 OTHER NON-COURT FINES	13,892,138	7,098,355	7,233,877	135,522	7,345,746	111,869
255 ETHICS FINES	68,986	33,500	33,250	(250)	33,250	0
259 OTHER FORFEITURES & PENALTIES	26,746,595	17,512,303	17,911,727	399,424	18,055,557	143,830
Licenses & Fines Subtotals	197,429,240	181,881,284	188,075,056	6,193,772	188,719,764	644,708
Use of Money or Property						
301 INTEREST	37,535,671	31,321,091	38,266,441	6,945,350	38,474,632	208,191
302 DIVIDENDS	1,692	0	0	0	0	0
303 UNREALIZED GAINS (LOSSES) - GASB 31/27	4,259,474	0	0	0	0	0
304 OTHER INVESTMENT INCOME (GROSS)	803,746	160,000	160,000	0	160,000	0
351 PARKING METER COLLECTIONS	69,045,289	63,838,840	69,330,076	5,491,236	69,330,076	0
352 PARKING GARAGE/LOT RENTALS	195,145,959	203,449,951	201,999,169	(1,450,782)	202,714,642	715,473
353 REC & PARK - RENTALS	2,314,452	1,510,000	1,690,000	180,000	1,690,000	0
354 REC & PARK - CONCESSIONS	8,277,634	7,712,326	7,406,799	(305,527)	7,595,932	189,133
355 CULTURAL FACILITIES-RENTALS	1,883,212	2,275,932	2,310,915	34,983	2,385,243	74,328
356 CULTURAL FACILITIES-CONCESSIONS	473,099	425,043	428,741	3,698	428,741	0
357 CONV FACILITIES - RENTALS & CONCESSIONS	27,334,409	22,450,332	21,147,236	(1,303,096)	32,483,454	11,336,218
360 PORT-CARGO RENTAL	21,611	0	0	0	0	0
361 PORT-SHIP REPAIR CONCESSION	1,808,874	0	0	0	0	0
362 PORT-HARBOR RENTS	1,711,909	0	0	0	0	0
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCESSIO	52,722,539	52,752,000	54,205,000	1,453,000	54,205,000	0
365 PORT-CRUISE RENTS	219,336	0	0	0	0	0
366 PORT-FISHING RENT	1,957,731	2,231,000	2,298,000	67,000	2,298,000	0
367 PORT-OTHER MARINE RENTS/CONCESSIONS	1,031,732	4,771,977	4,913,525	141,548	4,913,525	0
372 SFIA-PASSENGER TERMINALS RENTALS	5,942,185	5,910,000	6,157,000	247,000	6,157,000	0
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTA	18,493,476	18,927,000	19,546,000	619,000	19,546,000	0
374 SFIA-ADVERTISING; TEL. & OTHERS	26,602,825	27,434,000	28,721,000	1,287,000	28,721,000	0
375 SFIA-NEWS; TOBACCO & GIFTS	43,278,717	43,965,000	46,733,000	2,768,000	46,733,000	0
376 SFIA-AUTO RENTALS	53,014,335	52,415,000	52,401,000	(14,000)	52,401,000	0
377 SFIA-RESTAURANT & ALLIED SVCS	21,377,329	24,171,000	26,084,000	1,913,000	26,084,000	0

SOURCES BY CATEGORY AND OBJECT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
379 SFIA-OTHER GROUND TRANSPORTATION	33,312,118	31,216,000	40,938,000	9,722,000	40,938,000	0
381 SFIA-CNG SERVICES	78,339	74,000	86,000	12,000	86,000	0
391 SFWD-OTHERS	183,737	0	0	0	0	0
398 OTHER CITY PROPERTY RENTALS	28,564,579	28,672,309	36,759,415	8,087,106	33,688,066	(3,071,349)
399 OTHER CONCESSIONS	4,729	572,000	648,000	76,000	648,000	0
Use of Money or Property Subtotals	637,400,738	626,254,801	662,229,317	35,974,516	671,681,311	9,451,994
Intergovernmental Revenue - Federal						
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	178,360,944	187,559,561	190,059,311	2,499,750	192,664,535	2,605,224
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	74,271,772	73,155,472	76,958,487	3,803,015	79,072,844	2,114,357
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	0	3,800,000	3,800,000	0	3,800,000	0
440 FEDERAL HOMELAND SECURITY	29,876,217	27,419,666	26,388,017	(1,031,649)	26,388,017	0
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	1,285,408	2,337,513	1,062,330	(1,275,183)	0	(1,062,330)
449 FEDERAL-OTHER	98,393,503	183,910,620	217,460,730	33,550,110	158,931,055	(58,529,675)
Intergovernmental Revenue - Federal Subtotals	382,187,844	478,182,832	515,728,875	37,546,043	460,856,451	(54,872,424)
Intergovernmental Revenue - State						
451 STATE-PUBLIC ASSISTANCE ADMIN	62,469,950	67,572,309	70,757,088	3,184,779	70,921,998	164,910
452 STATE-PUBLIC ASSISTANCE PORGRAMS	47,077,893	51,917,577	55,852,325	3,934,748	57,233,404	1,381,079
453 STATE-HEALTH ADMINISTRATION	46,602,727	53,046,717	52,500,544	(546,173)	52,650,544	150,000
454 STATE-HEALTH PROGRAMS	150,566,931	175,377,988	167,340,678	(8,037,310)	162,427,950	(4,912,728)
455 STATE-HEALTH & WELFARE SALES TAX	168,719,853	186,364,128	189,388,684	3,024,556	192,878,725	3,490,041
456 STATE-HEALTH & WELFARE VEH LICENSE FEES	77,508,684	73,080,000	66,900,000	(6,180,000)	66,900,000	0
457 STATE-HEALTH & HUMAN SERVICES	46,145,265	50,736,244	50,336,854	(399,390)	50,548,421	211,567
461 STATE-MOTOR VEHICLE IN-LIEU TAX	625,477	0	0	0	0	0
462 STATE-HIGHWAY USERS TAX	16,739,099	16,180,308	28,464,700	12,284,392	43,470,700	15,006,000
470 STATE-AGRICULTURE	618,864	710,000	710,000	0	710,000	0
471 STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	40,262,419	37,000,000	37,740,000	740,000	37,740,000	0
475 STATE-CAP & TRADE FUNDED PROGRAMS	0	11,000,000	11,000,000	0	11,000,000	0
481 STATE - HOMEOWNERS' PROPERTY TAX RELIEF	5,058,516	5,130,000	5,130,000	0	5,130,000	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	97,039,062	102,018,000	101,640,000	(378,000)	104,100,000	2,460,000
489 STATE - OTHER	96,182,630	84,632,763	91,142,598	6,509,835	88,491,019	(2,651,579)
Intergovernmental Revenue - State Subtotals	855,617,370	914,766,034	928,903,471	14,137,437	944,202,761	15,299,290
454 STATE-HEALTH PROGRAMS	0	0	33,233,458	33,233,458	22,135,379	(11,098,079)
626 REC & PARK-SERVICE CHARGES	0	0	973,000	973,000	973,000	0
Subtotals	0	0	34,206,458	34,206,458	23,108,379	(11,098,079)
Intergovernmental Revenue - Other						
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSIST	94,377,453	90,721,859	92,810,309	2,088,450	92,812,537	2,228
492 OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	670,038	0	0	0	0	0
499 OTHER - GOVERNMENTAL AGENCIES	7,850,732	7,922,031	5,719,487	(2,202,544)	5,806,953	87,466
Intergovernmental Revenue - Other Subtotals	102,898,223	98,643,890	98,529,796	(114,094)	98,619,490	89,694

SOURCES BY CATEGORY AND OBJECT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Charges for Services						
601 GENERAL GOVERNMENT SERVICES	94,477,735	110,597,089	110,310,424	(286,665)	108,255,449	(2,054,975)
605 HUMANE SERVICES	222,140	172,100	172,100	0	172,100	0
606 PUBLIC SAFETY SERVICE CHARGES	72,416,255	61,597,833	63,478,677	1,880,844	63,573,996	95,319
607 CORRECTION SERVICE CHARGES	3,193,639	3,077,719	3,374,988	297,269	3,396,912	21,924
608 HIGHWAY SERVICE CHARGES	666,468	800,000	800,000	0	800,000	0
609 EMERGENCY SERVICE RELATED CHARGES	557,562	556,657	556,657	0	556,657	0
611 PLANNING & ENGINEERING SERVICES	81,708,474	58,532,771	60,489,212	1,956,441	60,306,544	(182,668)
625 LIBRARY SERVICES	710,832	730,800	590,800	(140,000)	590,800	0
626 REC & PARK-SERVICE CHARGES	30,274,887	30,366,738	30,079,827	(286,911)	29,685,035	(394,792)
628 CONCERTS; EXHIBITIONS & PERFORMANCES	4,716,263	5,142,614	6,502,869	1,360,255	6,503,346	477
631 SANITATION SERVICE CHARGES	247,147,557	262,691,523	291,587,590	28,896,067	291,587,590	0
635 PUBLIC HEALTH CHARGES	20,341,779	15,436,932	16,304,676	867,744	16,618,303	313,627
640 PORT-CARGO SERVICES	5,272,219	6,692,000	8,494,000	1,802,000	8,494,000	0
641 PORT-SHIP REPAIR SERVICES	0	1,574,000	1,690,000	116,000	1,690,000	0
642 PORT-HARBOR SERVICES	61,044	1,940,000	1,999,000	59,000	1,999,000	0
645 PORT-CRUISE SERVICES	5,901,962	8,355,000	8,431,000	76,000	8,431,000	0
646 PORT-FISHING SERVICES	61,238	0	0	0	0	0
647 PORT-OTHER MARINE SERVICES	656,271	1,676,000	1,727,000	51,000	1,727,000	0
651 HOSPITAL SERVICE CHARGES	9,455,620	12,065,459	12,345,084	279,625	11,287,709	(1,057,375)
652 INPATIENT REVENUES	2,157,434,043	1,746,689,781	1,763,536,793	16,847,012	1,764,666,127	1,129,334
653 OUTPATIENT REVENUES	745,027,702	908,794,213	1,269,768,475	360,974,262	1,267,242,151	(2,526,324)
654 EMERGENCY ROOM REVENUES	433,669,738	0	0	0	0	0
658 REVENUE DEDUCTIONS	(2,803,188,644)	(2,211,890,923)	(2,558,108,973)	(346,218,050)	(2,556,220,581)	1,888,392
659 NET PATIENT REVENUE	228,654,742	244,183,118	262,803,118	18,620,000	262,994,767	191,649
660 STATE BILL REVENUES	79,621,747	218,114,615	238,165,152	20,050,537	226,667,114	(11,498,038)
661 TRANSIT PASS REVENUE	88,748,232	89,365,000	88,255,950	(1,109,050)	90,255,950	2,000,000
662 TRANSIT CABLE CAR REVENUE	29,151,263	27,725,000	28,002,250	277,250	28,002,250	0
663 TRANSIT CASH FARES	84,374,517	84,550,000	83,395,500	(1,154,500)	85,395,500	2,000,000
664 TRANSIT CHARTER BUS REVENUE	20,460	15,000	15,150	150	15,150	0
665 TRANSIT ADVERTISING REVENUE	22,018,545	21,586,603	22,346,603	760,000	22,346,603	0
666 TRANSIT TOKEN REVENUE	825,040	725,000	226,658	(498,342)	732,250	505,592
667 TRANSIT PARATRANSIT REVENUE	1,360,748	1,300,000	1,313,000	13,000	1,313,000	0
669 TRANSIT OTHER OPERATING REVENUE	40,578,795	8,864,244	15,972,000	7,107,756	15,972,000	0
671 SFIA-FLIGHT OPERATIONS	263,601,314	228,922,000	234,061,500	5,139,500	234,061,500	0
672 SFIA-rental Airlines	256,031,516	268,215,000	283,678,000	15,463,000	283,678,000	0
673 SFIA-PAVED & UNIMPROVED-AIRLINES	21,254,119	20,689,000	21,802,000	1,113,000	21,802,000	0
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	15,146,310	13,562,000	15,697,000	2,135,000	15,697,000	0
675 SFIA-AIRLINE SUPPORT SERVICE	52,674,843	53,567,000	47,378,000	(6,189,000)	47,378,000	0
676 SFIA-FUEL; OIL & OTHER SERVICES	14,752,039	14,945,000	15,461,000	516,000	15,461,000	0
677 SFIA-PARKING AIRLINES	9,921,210	10,638,000	11,298,000	660,000	11,298,000	0
681 WATER SALES	411,300,196	447,187,689	475,035,986	27,848,297	475,035,986	0
687 ELECTRICITY SALES	120,856,878	77,091,107	86,707,689	9,616,582	86,707,689	0
699 OTHER CHARGES FOR SERVICES	485,918	1,396,045	530,741	(865,304)	1,324,491	793,750
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	14,250,844	2,727,632	2,740,203	12,571	2,740,203	0
Charges for Services Subtotals	2,866,414,060	2,860,967,359	3,029,015,699	168,048,340	3,020,241,591	(8,774,108)

SOURCES BY CATEGORY AND OBJECT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Other Revenues						
701 RETIREMENT - CONTRIBUTIONS	22,913,303	26,990,348	28,950,550	1,960,202	29,669,830	719,280
702 PROPOSITION B & C HEALTH CARE	38,923,756	54,713,000	67,121,000	12,408,000	82,429,000	15,308,000
753 CHN-OTHER OPERATING REVENUE	9,736,591	10,483,873	12,085,088	1,601,215	11,712,927	(372,161)
754 DEVELOPMENT IMPACT FEES & EXACTIONS	151,958,019	74,612,006	80,459,727	5,847,721	11,621,619	(68,838,108)
758 PORT-POWER	(161)	0	0	0	0	0
759 PORT-OTHER NON OPERATING REVENUE	3,336,072	3,428,000	3,457,000	29,000	1,907,000	(1,550,000)
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	3,313,743	31,248,672	2,000,000	(29,248,672)	0	(2,000,000)
762 PROCEEDS FROM SALES OF OTHER CITY PROP	579,886	429,000	429,000	0	429,000	0
763 REFUNDS OF PRIOR YEAR PAYMENTS	192,715	0	0	0	0	0
772 SFIA-ELECTRICITY	25,512,483	26,033,000	27,612,000	1,579,000	27,612,000	0
773 SFIA-WATER	5,515,619	6,164,000	6,303,000	139,000	6,303,000	0
776 SFIA-NATURAL GAS	240,741	257,000	320,000	63,000	320,000	0
779 SFIA-MISCELLANEOUS	15,702,074	10,310,000	12,229,000	1,919,000	12,229,000	0
780 WATER-OTHER OPERATING REVENUE	4,853,290	5,075,500	5,202,400	126,900	5,202,400	0
781 GIFTS & BEQUESTS	1,534,200	1,457,701	2,812,176	1,354,475	1,091,896	(1,720,280)
782 PRIVATE GRANTS	4,198,226	9,442,548	14,417,193	4,974,645	4,396,497	(10,020,696)
789 OTHER OPERATING ADJUSTMENTS	8,233,509	2,416,284	3,616,284	1,200,000	3,616,284	0
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	6,189,582	0	0	0	0	0
799 OTHER NON-OPERATING REVENUES	114,289,388	78,279,821	97,864,427	19,584,606	96,815,086	(1,049,341)
801 PROCEED FROM LONG-TERM DEBTS	18,735,082	38,750,000	0	(38,750,000)	0	0
803 PROCEED FROM SHORT-TERM DEBTS	336,286,859	0	0	0	0	0
849 OTHER FINANCING SOURCES	7,304,317	881,000	110,000	(771,000)	87,000	(23,000)
Other Revenues Subtotals	779,549,294	380,971,753	364,988,845	(15,982,908)	295,442,539	(69,546,306)
Transfers In						
920 CONTRIBUTION TRANSFERS IN (CTI)	640,510,756	640,803,508	783,642,772	142,839,264	852,589,241	68,946,469
930 OTHER OPERATING TRANSFERS IN (OTI)	662,786,068	682,891,089	696,256,061	13,364,972	689,859,203	(6,396,858)
930 TRANSFER IN FOR CAPITAL EXPENDITURES	0	38,000,000	39,090,000	1,090,000	42,930,000	3,840,000
950 INTRAFUND TRANSFERS IN (ITI)	888,816,283	903,178,628	917,145,596	13,966,968	825,469,707	(91,675,889)
Transfers In Subtotals	2,192,113,107	2,264,873,225	2,436,134,429	171,261,204	2,410,848,151	(25,286,278)
Use of / (Deposit to) Fund Balance						
999 UNAPPROPRIATED FUND BALANCE	(703,515,585)	486,116,017	382,259,516	(103,856,501)	386,305,892	4,046,376
Use of / (Deposit to) Fund Balance Subtotals	(703,515,585)	486,116,017	382,259,516	(103,856,501)	386,305,892	4,046,376
Uncategorized						
660 STATE BILL REVENUES	129,518,942	0	0	0	0	0
975 DATA CONVERSION ADJUSTMENT	82	0	0	0	0	0
Uncategorized Subtotals	129,519,024	0	0	0	0	0
Revenue Subtotals	10,967,191,530	11,852,349,675	12,543,085,376	690,735,701	12,411,913,765	(131,171,611)
Less Interfund and Intrafund Transfers	(2,151,566,107)	(2,264,873,225)	(2,436,134,429)	(171,261,204)	(2,410,848,151)	25,286,278
Net Sources	8,815,625,423	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	(105,885,333)

USES BY SERVICE AREA AND DEPARTMENT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 01 Public Protection						
ADULT PROBATION	29,289,077	34,019,907	35,367,576	1,347,669	36,608,761	1,241,185
DEPARTMENT OF POLICE ACCOUNTABILITY	0	0	7,350,138	7,350,138	7,533,817	183,679
DISTRICT ATTORNEY	52,373,735	58,255,036	62,977,162	4,722,126	63,881,179	904,017
EMERGENCY MANAGEMENT	75,989,622	93,693,797	87,644,791	(6,049,006)	89,674,739	2,029,948
FIRE DEPARTMENT	364,836,565	373,728,683	382,285,942	8,557,259	387,637,031	5,351,089
JUVENILE PROBATION	36,303,520	41,866,035	41,521,926	(344,109)	44,217,772	2,695,846
POLICE	546,449,143	577,745,503	590,022,308	12,276,805	600,143,155	10,120,847
PUBLIC DEFENDER	31,572,886	34,015,988	36,778,793	2,762,805	37,629,634	850,841
SHERIFF	203,450,232	221,236,892	231,723,213	10,486,321	245,199,526	13,476,313
SUPERIOR COURT	33,951,537	33,685,324	34,890,001	1,204,677	34,889,809	(192)
Service Area: 01 Subtotals	1,374,216,317	1,468,247,165	1,510,561,850	42,314,685	1,547,415,423	36,853,573
Service Area: 02 Public Works, Transportation & Commerce						
AIRPORT COMMISSION	1,136,461,955	964,158,240	987,785,877	23,627,637	981,109,210	(6,676,667)
BOARD OF APPEALS	861,480	970,380	1,038,570	68,190	1,069,987	31,417
BUILDING INSPECTION	60,613,726	70,236,047	77,245,817	7,009,770	76,341,289	(904,528)
ECONOMIC AND WORKFORCE DEVELOPMENT	33,447,797	58,162,818	60,765,939	2,603,121	59,198,809	(1,567,130)
GENERAL SERVICES AGENCY - PUBLIC WORKS	182,995,867	290,244,640	354,546,289	64,301,649	272,122,184	(82,424,105)
MUNICIPAL TRANSPORTATION AGENCY	988,781,817	1,184,502,561	1,183,534,732	(967,829)	1,141,265,647	(42,269,085)
PORT	77,982,115	141,159,032	133,202,027	(7,957,005)	106,602,999	(26,599,028)
PUBLIC UTILITIES COMMISSION	903,700,117	993,383,879	1,052,583,397	59,199,518	1,058,805,671	6,222,274
Service Area: 02 Subtotals	3,384,844,874	3,702,817,597	3,850,702,648	147,885,051	3,696,515,796	(154,186,852)
Service Area: 03 Human Welfare & Neighborhood Development						
CHILD SUPPORT SERVICES	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
CHILDREN AND FAMILIES COMMISSION	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
CHILDREN; YOUTH & THEIR FAMILIES	169,944,654	192,706,623	209,619,774	16,913,151	218,975,395	9,355,621
COUNTY EDUCATION OFFICE	116,000	116,000	116,000	0	116,000	0
ENVIRONMENT	21,986,310	18,598,247	22,687,143	4,088,896	21,418,181	(1,268,962)
HOMELESSNESS AND SUPPORTIVE HOUSING	0	224,153,460	245,887,196	21,733,736	240,843,978	(5,043,218)
HUMAN RIGHTS COMMISSION	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
HUMAN SERVICES	822,924,027	862,944,407	907,731,575	44,787,168	925,914,229	18,182,654
RENT ARBITRATION BOARD	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
STATUS OF WOMEN	6,926,033	7,052,012	7,678,712	626,700	7,712,895	34,183
Service Area: 03 Subtotals	1,084,512,361	1,359,204,059	1,450,627,402	91,423,343	1,468,292,098	17,664,696
Service Area: 04 Community Health						
PUBLIC HEALTH	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105
Service Area: 04 Subtotals	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105
Service Area: 05 Culture & Recreation						
ACADEMY OF SCIENCES	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
ARTS COMMISSION	15,986,973	16,173,305	17,449,834	1,276,529	17,821,030	371,196
ASIAN ART MUSEUM	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799
FINE ARTS MUSEUM	19,300,696	19,361,422	21,792,116	2,430,694	22,907,354	1,115,238
LAW LIBRARY	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
PUBLIC LIBRARY	113,359,427	126,008,847	138,046,943	12,038,096	140,984,469	2,937,526
RECREATION AND PARK COMMISSION	158,343,448	208,806,728	220,434,470	11,627,742	195,080,953	(25,353,517)
WAR MEMORIAL	29,402,778	25,621,236	27,034,730	1,413,494	31,781,337	4,746,607
Service Area: 05 Subtotals	352,611,072	414,729,613	443,862,233	29,132,620	427,801,276	(16,060,957)
Service Area: 06 General Administration & Finance						
ASSESSOR / RECORDER	22,412,173	31,180,269	40,165,106	8,984,837	41,348,630	1,183,524
BOARD OF SUPERVISORS	13,458,842	14,647,983	15,739,186	1,091,203	15,634,842	(104,344)
CITY ATTORNEY	81,519,159	78,780,781	82,656,688	3,875,907	86,241,821	3,585,133
CITY PLANNING	39,072,483	51,284,076	54,745,559	3,461,483	50,310,610	(4,434,949)
CIVIL SERVICE COMMISSION	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
CONTROLLER	68,086,746	69,223,402	67,410,297	(1,813,105)	65,544,373	(1,865,924)
ELECTIONS	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
ETHICS COMMISSION	3,063,504	4,435,737	4,520,119	84,382	5,111,848	591,729
GENERAL SERVICES AGENCY - CITY ADMIN	304,213,208	364,813,180	389,488,946	24,675,766	397,692,530	8,203,584
GENERAL SERVICES AGENCY - TECHNOLOGY	107,950,661	113,191,513	114,968,148	1,776,635	120,991,483	6,023,335
HEALTH SERVICE SYSTEM	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
HUMAN RESOURCES	87,674,125	95,016,164	93,596,222	(1,419,942)	96,350,809	2,754,587
MAYOR	168,096,977	166,845,498	123,004,619	(43,840,879)	114,502,131	(8,502,488)
RETIREMENT SYSTEM	24,052,790	28,408,930	97,642,827	69,233,897	113,768,184	16,125,357

USES BY SERVICE AREA AND DEPARTMENT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 06 General Administration & Finance						
TREASURER/TAX COLLECTOR	33,644,764	42,206,966	41,167,832	(1,039,134)	41,953,252	785,420
Service Area: 06 Subtotals	981,498,536	1,086,578,735	1,152,789,458	66,210,723	1,177,756,922	24,967,464
Service Area: 07 General City Responsibilities						
GENERAL CITY RESPONSIBILITY	1,786,208,216	1,875,599,253	2,072,798,741	197,199,488	2,115,935,097	43,136,356
GENERAL FUND UNALLOCATED	79,066	0	0	0	0	0
Service Area: 07 Subtotals	1,786,287,282	1,875,599,253	2,072,798,741	197,199,488	2,115,935,097	43,136,356
Expenditure Subtotals						
Less Interdepartmental Recoveries And Transfers	(2,046,216,287)	(2,378,576,411)	(2,575,138,946)	(196,562,535)	(2,656,668,664)	(81,529,718)
Net Uses	8,815,625,423	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	(105,885,333)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 01 Public Protection						
ADULT PROBATION						
ADMINISTRATION - ADULT PROBATION	5,260,960	5,466,714	6,150,334	683,620	6,369,625	219,291
COMMUNITY SERVICES	11,918,521	12,761,812	12,754,219	(7,593)	13,265,461	511,242
ONE STOP RE ENTRY SERVICES	1,561,966	1,594,325	1,757,729	163,404	1,804,426	46,697
PRE - SENTENCING INVESTIGATION	2,940,961	3,570,678	3,842,084	271,406	4,083,233	241,149
REALIGNMENT SERVICES-POST RELEASE COMM.	7,416,661	10,200,093	10,301,210	101,117	10,482,016	180,806
WORK ORDERS & GRANTS	190,008	426,285	562,000	135,715	604,000	42,000
ADULT PROBATION	29,289,077	34,019,907	35,367,576	1,347,669	36,608,761	1,241,185
DEPARTMENT OF POLICE ACCOUNTABILITY						
OFFICE OF CITIZEN COMPLAINTS	0	0	7,350,138	7,350,138	7,533,817	183,679
DEPARTMENT OF POLICE ACCOUNTABILITY	0	0	7,350,138	7,350,138	7,533,817	183,679
DISTRICT ATTORNEY						
ADMINISTRATION - CRIMINAL & CIVIL	2,878,805	5,520,504	6,384,305	863,801	6,627,899	243,594
CAREER CRIMINAL PROSECUTION	1,088,314	1,125,143	1,167,810	42,667	1,214,252	46,442
CHILD ABDUCTION	990,090	1,073,047	1,123,845	50,798	1,185,705	61,860
FAMILY VIOLENCE PROGRAM	1,591,533	1,826,640	2,065,272	238,632	2,132,992	67,720
FELONY PROSECUTION	29,964,489	31,903,456	34,099,866	2,196,410	34,824,317	724,451
MISDEMEANOR PROSECUTION	2,314,501	2,388,228	2,478,965	90,737	2,569,714	90,749
SUPPORT SERVICES	7,804,870	8,557,165	8,922,203	365,038	9,247,283	325,080
WORK ORDERS & GRANTS	5,741,133	5,860,853	6,734,896	874,043	6,079,017	(655,879)
DISTRICT ATTORNEY	52,373,735	58,255,036	62,977,162	4,722,126	63,881,179	904,017
EMERGENCY MANAGEMENT						
CAPITAL ASSET PLANNING	0	0	500,000	500,000	500,000	0
EMERGENCY COMMUNICATIONS	48,757,836	64,542,981	58,296,574	(6,246,407)	60,248,020	1,951,446
EMERGENCY SERVICES	27,068,477	29,000,903	28,752,034	(248,869)	28,828,634	76,600
OUTDOOR PUBLIC WARNING SYSTEM	163,309	149,913	96,183	(53,730)	98,085	1,902
EMERGENCY MANAGEMENT	75,989,622	93,693,797	87,644,791	(6,049,006)	89,674,739	2,029,948
FIRE DEPARTMENT						
ADMINISTRATION & SUPPORT SERVICES	38,392,799	40,668,083	43,632,715	2,964,632	45,198,888	1,566,173
CAPITAL ASSET PLANNING	0	800,000	700,000	(100,000)	1,200,000	500,000
CUSTODY	0	2,872,733	2,676,369	(196,364)	4,107,687	1,431,318
FIRE GENERAL	1,854,192	3,288,615	1,911,222	(1,377,393)	1,911,222	0
FIRE SUPPRESSION	292,045,258	301,992,820	307,800,676	5,807,856	309,277,421	1,476,745
GRANT SERVICES	6,350,717	0	0	0	0	0
PREVENTION & INVESTIGATION	16,216,203	19,745,416	20,886,625	1,141,209	21,205,422	318,797
TRAINING	9,321,576	4,361,016	4,580,435	219,419	4,638,491	58,056
WORK ORDER SERVICES	655,820	0	97,900	97,900	97,900	0
FIRE DEPARTMENT	364,836,565	373,728,683	382,285,942	8,557,259	387,637,031	5,351,089
JUVENILE PROBATION						
ADMINISTRATION	7,067,505	9,599,623	8,102,923	(1,496,700)	11,224,986	3,122,063
CHILDREN'S BASELINE	1,123,581	996,951	1,068,765	71,814	1,072,343	3,578
JUVENILE HALL	12,485,058	12,601,329	13,465,331	864,002	13,138,144	(327,187)
JUVENILE HALL REPLACEMENT DEBT PAYMENT	2,400,066	2,441,271	2,442,928	1,657	2,444,428	1,500
LOG CABIN RANCH	3,187,756	3,141,565	3,256,971	115,406	3,401,853	144,882
PROBATION SERVICES	10,039,554	13,085,296	13,185,008	99,712	12,936,018	(248,990)
JUVENILE PROBATION	36,303,520	41,866,035	41,521,926	(344,109)	44,217,772	2,695,846
POLICE						
911/COMMUNICATIONS	5,315	0	0	0	0	0
AIRPORT POLICE	48,925,303	56,635,610	58,264,799	1,629,189	59,511,778	1,246,979
CAPITAL ASSET PLANNING	0	0	530,000	530,000	970,000	440,000
INVESTIGATIONS	76,379,076	82,979,272	82,922,008	(57,264)	83,738,938	816,930
OFFICE OF CITIZEN COMPLAINTS	5,070,007	6,870,659	0	(6,870,659)	0	0
OPERATIONS AND ADMINISTRATION	91,176,576	93,544,703	101,755,686	8,210,983	105,665,783	3,910,097
PATROL	316,093,552	332,824,586	341,703,749	8,879,163	345,279,079	3,575,330
WORK ORDER SERVICES	8,799,314	4,890,673	4,846,066	(44,607)	4,977,577	131,511
POLICE	546,449,143	577,745,503	590,022,308	12,276,805	600,143,155	10,120,847
PUBLIC DEFENDER						
CRIMINAL AND SPECIAL DEFENSE	31,163,803	33,837,314	36,346,964	2,509,650	37,163,410	816,446
GRANT SERVICES	409,083	178,674	431,829	253,155	466,224	34,395
PUBLIC DEFENDER	31,572,886	34,015,988	36,778,793	2,762,805	37,629,634	850,841

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 01 Public Protection						
SHERIFF						
COURT SECURITY AND PROCESS	15,476,886	16,005,099	16,511,601	506,502	17,497,942	986,341
CUSTODY	92,990,563	111,273,932	112,929,402	1,655,470	118,619,713	5,690,311
FACILITIES & EQUIPMENT	22,294,154	14,666,197	15,179,880	513,683	17,876,647	2,696,767
SECURITY SERVICES	23,662,980	25,004,359	26,095,315	1,090,956	27,376,153	1,280,838
SHERIFF ADMINISTRATION	16,679,345	17,607,705	19,416,293	1,808,588	19,713,201	296,908
SHERIFF FIELD SERVICES	10,541,411	12,277,716	12,876,258	598,542	13,580,738	704,480
SHERIFF PROGRAMS	15,095,164	17,264,201	19,994,752	2,730,551	20,882,044	887,292
SHERIFF RECRUITMENT & TRAINING	6,709,729	7,137,683	8,719,712	1,582,029	9,653,088	933,376
SHERIFF	203,450,232	221,236,892	231,723,213	10,486,321	245,199,526	13,476,313
SUPERIOR COURT						
COURT HOUSE CONSTRUCTION	2,718,069	2,791,567	2,796,244	4,677	2,796,052	(192)
DISPUTE RESOLUTION PROGRAM	200,000	280,000	280,000	0	280,000	0
INDIGENT DEFENSE/GRAND JURY	8,078,338	7,456,460	8,656,460	1,200,000	8,656,460	0
TRIAL COURT SERVICES	22,955,130	23,157,297	23,157,297	0	23,157,297	0
SUPERIOR COURT	33,951,537	33,685,324	34,890,001	1,204,677	34,889,809	(192)
Service Area: 01 Subtotals	1,374,216,317	1,468,247,165	1,510,561,850	42,314,685	1,547,415,423	36,853,573

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 02 Public Works, Transportation & Commerce						
AIRPORT COMMISSION						
ADMINISTRATION	24,309,022	32,167,024	33,448,422	1,281,398	34,819,606	1,371,184
AIRPORT DIRECTOR	9,618,648	9,297,674	9,142,722	(154,952)	9,249,795	107,073
BUREAU OF DESIGN AND CONSTRUCTION	8,250,977	16,426,198	9,225,780	(7,200,418)	9,526,460	300,680
BUSINESS & FINANCE	521,081,499	538,218,917	556,277,741	18,058,824	556,106,517	(171,224)
CAPITAL PROJECTS AND GRANTS	0	30,946,209	26,230,799	(4,715,410)	26,230,799	0
CHIEF OPERATING OFFICER	31,747,872	34,482,651	36,245,112	1,762,461	36,751,311	506,199
COMMUNICATIONS & MARKETING	8,630,795	18,221,958	19,761,808	1,539,850	19,862,577	100,769
CONTINUING PROJECTS, MAINT AND RENEWAL	0	14,584,000	15,000,000	416,000	0	(15,000,000)
DEPARTMENTAL FUND TRANSFER	9,055,000	0	0	0	0	0
FACILITIES	169,547,943	183,089,248	191,209,247	8,119,999	196,205,070	4,995,823
FACILITIES MAINTENANCE,CONSTRUCTION	278,908,077	0	0	0	0	0
FIRE AIRPORT BUREAU NON-PERSONNEL COST	838,331	926,046	864,921	(61,125)	712,300	(152,621)
OPERATIONS AND SECURITY	66,582,915	74,615,621	80,145,963	5,530,342	81,425,760	1,279,797
PLANNING DIVISION	5,016,880	6,366,657	6,201,317	(165,340)	6,304,397	103,080
POLICE AIRPORT BUREAU NON-PERSONNEL COST	2,873,996	4,816,037	4,032,045	(783,992)	3,914,618	(117,427)
AIRPORT COMMISSION	1,136,461,955	964,158,240	987,785,877	23,627,637	981,109,210	(6,676,667)
BOARD OF APPEALS						
APPEALS PROCESSING	861,480	970,380	1,038,570	68,190	1,069,987	31,417
BOARD OF APPEALS	861,480	970,380	1,038,570	68,190	1,069,987	31,417
BUILDING INSPECTION						
ADMINISTRATION/SUPPORT SERVICES	16,536,700	18,484,484	22,285,739	3,801,255	19,786,591	(2,499,148)
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	8,942,752	11,103,255	12,159,109	1,055,854	12,351,233	192,124
INSPECTION SERVICES	20,870,729	24,437,016	26,886,015	2,448,999	27,811,105	925,090
PLAN REVIEW SERVICES	14,263,545	16,211,292	15,914,954	(296,338)	16,392,360	477,406
BUILDING INSPECTION	60,613,726	70,236,047	77,245,817	7,009,770	76,341,289	(904,528)
ECONOMIC AND WORKFORCE DEVELOPMENT						
CHILDREN'S BASELINE	302,561	975,409	350,000	(625,409)	350,000	0
ECONOMIC DEVELOPMENT	12,980,833	19,308,557	18,163,882	(1,144,675)	18,033,283	(130,599)
FILM SERVICES	1,399,438	1,460,000	1,475,000	15,000	1,475,000	0
FINANCE AND ADMINISTRATION	995,394	(34,749)	22,656	57,405	8,872	(13,784)
JOINT DEVELOPMENT	1,508,997	2,474,239	14,901,915	12,427,676	15,577,637	675,722
NON PROGRAM	10,000	0	0	0	0	0
OFFICE OF SMALL BUSINESS	626,984	2,238,931	2,327,358	88,427	2,299,071	(28,287)
WORKFORCE TRAINING	15,623,590	31,740,431	23,525,128	(8,215,303)	21,454,946	(2,070,182)
ECONOMIC AND WORKFORCE DEVELOPMENT	33,447,797	58,162,818	60,765,939	2,603,121	59,198,809	(1,567,130)
GENERAL SERVICES AGENCY - PUBLIC WORKS						
ADMINISTRATION	783	0	0	0	0	0
AFFORDABLE HOUSING	46,734	0	0	0	0	0
ARCHITECTURE	5,737,670	1,058,290	1,117,268	58,978	1,104,104	(13,164)
ART COMMISSION-ADMINISTRATION	3,434	0	0	0	0	0
BUILDING REPAIR AND MAINTENANCE	17,328,948	20,880,825	23,104,241	2,223,416	23,287,544	183,303
CAPITAL ASSET PLANNING	0	180,000	180,000	0	180,000	0
CITY CAPITAL PROJECTS	61,385,974	139,138,792	172,523,371	33,384,579	87,037,086	(85,486,285)
CONSTRUCTION MANAGEMENT SERVICES	252,920	0	0	0	0	0
DIVERSION AND COMMUNITY INTEGRATION PROG	218,599	0	0	0	0	0
DPW LABOR COST DISTRIBUTION	187	0	0	0	0	0
ENGINEERING	1,713,299	1,334,252	1,391,542	57,290	1,396,450	4,908
FACILITIES MGMT & OPERATIONS	4,897	0	0	0	0	0
GENERAL ADMINISTRATION	728,830	0	0	0	0	0
MAINTENANCE OF STREETLIGHTS	12,994	0	0	0	0	0
MAPPING	7,185,064	0	0	0	0	0
PARKING & TRAFFIC	12,396	0	0	0	0	0
POWER INFRASTRUCTURE DEVELOPMENT	9,909	0	0	0	0	0
STREET AND SEWER REPAIR	11,266,061	19,597,163	24,376,630	4,779,467	24,909,991	533,361
STREET ENVIRONMENTAL SERVICES	51,496,780	59,760,578	65,406,892	5,646,314	66,327,739	920,847
STREET USE MANAGEMENT	10,939,552	22,502,669	23,347,736	845,067	23,656,458	308,722
TRANSITIONAL-AGED YOUTH BASELINE	0	360,000	360,000	0	360,000	0
URBAN FORESTRY	14,550,836	25,432,071	42,738,609	17,306,538	43,862,812	1,124,203
WASTEWATER OPERATIONS	100,000	0	0	0	0	0
GENERAL SERVICES AGENCY - PUBLIC WORKS	182,995,867	290,244,640	354,546,289	64,301,649	272,122,184	(82,424,105)

MUNICIPAL TRANSPORTATION AGENCY

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 02 Public Works, Transportation & Commerce						
MUNICIPAL TRANSPORTATION AGENCY						
ACCESSIBLE SERVICES	19,598,609	27,470,253	26,987,639	(482,614)	27,042,970	55,331
ADMINISTRATION	76,041,753	115,807,076	88,471,828	(27,335,248)	84,470,777	(4,001,051)
AGENCY WIDE EXPENSES	69,002,256	119,942,451	146,734,919	26,792,468	120,646,690	(26,088,229)
CAPITAL PROGRAMS & CONSTRUCTION	7,734	31,011,600	14,080,000	(16,931,600)	13,370,000	(710,000)
DEVELOPMENT AND PLANNING	2,383,024	2,404,911	2,341,267	(63,644)	2,412,729	71,462
MTA DEVELOPMENT IMPACT FEE	0	25,962,824	15,958,255	(10,004,569)	0	(15,958,255)
PARKING & TRAFFIC	79,002,383	124,638,008	119,105,555	(5,532,453)	113,116,040	(5,989,515)
PARKING GARAGES & LOTS	35,601,235	35,507,170	35,873,488	366,318	34,811,878	(1,061,610)
POP GROWTH GF ALLOC CAPITAL PROJECTS	0	39,660,000	39,090,000	(570,000)	42,930,000	3,840,000
RAIL & BUS SERVICES	587,375,402	584,393,118	615,090,042	30,696,924	621,040,964	5,950,922
REVENUE, TRANSFERS & RESERVES	41,557,076	0	0	0	0	0
SECURITY, SAFETY, TRAINING & ENFORCEMENT	74,368,546	71,918,292	73,995,978	2,077,686	75,507,308	1,511,330
TAXI SERVICES	3,843,799	5,786,858	5,805,761	18,903	5,916,291	110,530
MUNICIPAL TRANSPORTATION AGENCY	988,781,817	1,184,502,561	1,183,534,732	(967,829)	1,141,265,647	(42,269,085)
PORT						
ADMINISTRATION	28,120,814	39,415,089	38,774,643	(640,446)	39,085,357	310,714
CAPITAL ASSET PLANNING	0	1,000,000	3,000,000	2,000,000	0	(3,000,000)
ENGINEERING & ENVIRONMENTAL	4,780,621	5,524,044	5,639,683	115,639	5,826,113	186,430
MAINTENANCE	25,049,898	74,976,445	65,079,371	(9,897,074)	40,658,839	(24,420,532)
MARITIME OPERATIONS & MARKETING	5,684,515	10,214,465	10,920,478	706,013	11,014,394	93,916
PLANNING & DEVELOPMENT	3,365,648	4,065,094	3,651,018	(414,076)	3,749,287	98,269
REAL ESTATE & MANAGEMENT	10,980,619	5,963,895	6,136,834	172,939	6,269,009	132,175
PORT	77,982,115	141,159,032	133,202,027	(7,957,005)	106,602,999	(26,599,028)
PUBLIC UTILITIES COMMISSION						
ADMINISTRATION	430,605,158	150,327,904	154,957,763	4,629,859	155,771,306	813,543
CITY CAPITAL PROJECTS	345,477	0	0	0	0	0
CLEAN POWERSF	0	29,548,216	34,700,713	5,152,497	34,770,714	70,001
CUSTOMER SERVICES	13,750,633	14,391,671	14,837,828	446,157	15,319,113	481,285
DEBT SERVICE	561,304	305,675,129	335,418,573	29,743,444	335,418,573	0
FACILITIES MGMT & OPERATIONS	361,496	0	0	0	0	0
FINANCE	13,251,865	14,292,856	15,675,907	1,383,051	15,540,045	(135,862)
GENERAL MANAGEMENT	(72,078,337)	(70,902,017)	(72,394,806)	(1,492,789)	(73,588,380)	(1,193,574)
HETCH HETCHY CAPITAL PROJECTS	41,588,789	38,810,000	35,000,000	(3,810,000)	35,000,000	0
HETCH HETCHY POWER	6,483,377	535,000	555,000	20,000	555,000	0
HETCH HETCHY PROJECT OPERATIONS	54,627	0	0	0	0	0
HETCHY WATER OPERATIONS	22,788,971	64,031,784	65,627,971	1,596,187	66,334,840	706,869
HUMAN RESOURCES	10,400,389	11,862,025	11,249,570	(612,455)	11,312,149	62,579
MANAGEMENT INFORMATION	24,130,163	24,216,265	24,331,271	115,006	24,946,086	614,815
OPERATING RESERVE	0	23,878,854	16,994,274	(6,884,580)	14,140,886	(2,853,388)
POWER INFRASTRUCTURE DEVELOPMENT	39,223,201	70,590,681	71,884,824	1,294,143	73,183,457	1,298,633
POWER PURCHASING/ SCHEDULING	4,011,980	8,825,180	9,112,201	287,021	9,301,483	189,282
POWER UTILITY FIELD SERVICES	1,964,360	0	0	0	0	0
POWER UTILITY SERVICES	113,815	0	0	0	0	0
STRATEGIC PLANNING/COMPLIANCE	9,489,494	15,145,459	15,487,834	342,375	15,853,429	365,595
WASTEWATER CAPITAL PROJECTS	45,397,273	36,775,608	45,000,000	8,224,392	45,000,000	0
WASTEWATER COLLECTION	30,293,649	31,499,546	32,184,651	685,105	32,639,027	454,376
WASTEWATER DISPOSAL	4,537,144	0	0	0	0	0
WASTEWATER OPERATIONS	5,422,765	4,757,902	4,361,351	(396,551)	4,391,740	30,389
WASTEWATER TREATMENT	69,616,749	76,718,941	79,998,459	3,279,518	82,107,336	2,108,877
WATER CAPITAL PROJECTS	61,961,963	21,126,000	32,954,596	11,828,596	32,954,596	0
WATER PUMPING	1,977,655	0	0	0	0	0
WATER QUALITY	(28,692)	0	0	0	0	0
WATER SOURCE OF SUPPLY	16,216,511	19,753,535	20,394,622	641,087	20,917,279	522,657
WATER SUPPLY & POWER OPERATIONS	(687,470)	0	0	0	0	0
WATER TRANSMISSION/ DISTRIBUTION	80,537,199	56,773,015	58,218,556	1,445,541	59,822,296	1,603,740
WATER TREATMENT	41,408,609	44,750,325	46,032,239	1,281,914	47,114,696	1,082,457
PUBLIC UTILITIES COMMISSION	903,700,117	993,383,879	1,052,583,397	59,199,518	1,058,805,671	6,222,274
Service Area: 02 Subtotals						
	3,384,844,874	3,702,817,597	3,850,702,648	147,885,051	3,696,515,796	(154,186,852)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 03 Human Welfare & Neighborhood Development						
CHILD SUPPORT SERVICES						
CHILD SUPPORT SERVICES PROGRAM	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
CHILD SUPPORT SERVICES	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
CHILDREN AND FAMILIES COMMISSION						
CHILDREN AND FAMILIES FUND	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
CHILDREN AND FAMILIES COMMISSION	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
CHILDREN; YOUTH & THEIR FAMILIES						
CHF-ADMINISTRATION	0	0	0	0	2,233,904	2,233,904
CHILDREN'S BASELINE	38,852,393	40,878,885	42,110,330	1,232,045	40,595,653	(1,514,677)
CHILDREN'S FUND PROGRAMS	62,275,163	75,890,000	88,851,000	12,961,000	96,522,000	7,671,000
CHILDREN'S SVCS - NON - CHILDREN'S FUND	1,919,015	2,645,751	3,277,720	631,969	2,998,545	(279,175)
PUBLIC EDUCATION FUND (PROP H)	60,299,367	64,630,000	69,520,000	4,890,000	70,750,000	1,230,000
TRANSITIONAL-AGED YOUTH BASELINE	3,422,760	4,922,362	2,087,362	(2,835,000)	2,087,362	0
VIOLENCE PREVENTION	3,175,956	3,740,225	3,773,362	33,137	3,787,931	14,569
CHILDREN; YOUTH & THEIR FAMILIES	169,944,654	192,706,623	209,619,774	16,913,151	218,975,395	9,355,621
COUNTY EDUCATION OFFICE						
COUNTY EDUCATION SERVICES	116,000	116,000	116,000	0	116,000	0
COUNTY EDUCATION OFFICE	116,000	116,000	116,000	0	116,000	0
ENVIRONMENT						
BIO-DIVERSITY	30,633	96,118	108,931	12,813	108,931	0
CLEAN AIR	1,003,785	921,613	598,117	(323,496)	609,209	11,092
CLIMATE CHANGE/ENERGY	6,871,089	795,675	835,249	39,574	859,012	23,763
ENVIRONMENT	5,156,468	8,194,474	9,551,306	1,356,832	9,303,761	(247,545)
ENVIRONMENT-OUTREACH	257,127	247,381	1,384,947	1,137,566	137,859	(1,247,088)
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	550,000	326,928	260,449	(66,479)	269,491	9,042
GREEN BUILDING	669,923	622,347	452,762	(169,585)	467,260	14,498
RECYCLING	5,845,531	5,272,898	6,683,156	1,410,258	6,799,358	116,202
TOXICS	1,525,526	2,031,176	2,719,513	688,337	2,767,119	47,606
URBAN FORESTRY	76,228	89,637	92,713	3,076	96,181	3,468
ENVIRONMENT	21,986,310	18,598,247	22,687,143	4,088,896	21,418,181	(1,268,962)
HOMELESSNESS AND SUPPORTIVE HOUSING						
ADMINISTRATION & MANAGEMENT	0	15,057,491	13,272,788	(1,784,703)	9,432,018	(3,840,770)
CAPITAL ASSET PLANNING	0	500,000	5,925,000	5,425,000	0	(5,925,000)
CHILDREN'S BASELINE	0	1,766,327	675,070	(1,091,257)	675,070	0
OUTREACH & PREVENTION	0	10,442,557	11,210,429	767,872	11,345,525	135,096
SHELTER & HOUSING	0	188,216,119	203,837,686	15,621,567	208,419,299	4,581,613
TRANSITIONAL-AGED YOUTH BASELINE	0	8,170,966	10,966,223	2,795,257	10,972,066	5,843
HOMELESSNESS AND SUPPORTIVE HOUSING	0	224,153,460	245,887,196	21,733,736	240,843,978	(5,043,218)
HUMAN RIGHTS COMMISSION						
HUMAN RIGHTS COMMISSION	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
HUMAN RIGHTS COMMISSION	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
HUMAN SERVICES						
ADMINISTRATIVE SUPPORT	103,048,070	107,422,615	116,512,384	9,089,769	120,589,011	4,076,627
ADULT PROTECTIVE SERVICES	7,077,037	7,957,963	8,918,765	960,802	9,233,724	314,959
ADULT SERVICES	0	0	412,706	412,706	412,706	0
CALWORKS	48,504,876	57,083,752	56,611,522	(472,230)	57,497,871	886,349
CHILDREN'S BASELINE	28,728,927	37,976,696	37,303,107	(673,589)	38,474,492	1,171,385
COUNTY ADULT ASSISTANCE PROGRAM	47,343,247	48,752,600	49,425,861	673,261	50,166,495	740,634
COUNTY VETERANS SERVICES	491,691	813,654	865,518	51,864	897,687	32,169
DIVERSION AND COMMUNITY INTEGRATION PROG	4,598,583	8,073,456	8,891,383	817,927	8,891,383	0
DSS CHILDCARE	27,834,417	82,011,744	84,509,806	2,498,062	75,750,473	(8,759,333)
FAMILY AND CHILDREN'S SERVICE	118,942,962	129,224,102	132,069,089	2,844,987	133,592,756	1,523,667
HOMELESS SERVICES	114,251,832	0	0	0	0	0
IN HOME SUPPORTIVE SERVICES	174,557,377	185,002,803	207,835,715	22,832,912	219,821,144	11,985,429
INTEGRATED INTAKE	1,916,241	3,007,385	3,193,032	185,647	3,311,291	118,259
NON PROGRAM	0	15,050,019	15,087,069	37,050	15,087,069	0
OFFICE ON AGING	33,538,232	50,571,506	55,819,996	5,248,490	59,013,779	3,193,783
PUBLIC ADMINISTRATOR	1,703,377	1,595,761	1,624,050	28,289	1,683,652	59,602
PUBLIC CONSERVATOR	1,724,285	1,886,535	2,062,829	176,294	2,138,862	76,033
PUBLIC GUARDIAN	3,537,327	2,910,946	3,023,024	112,078	3,133,636	110,612
REPRESENTATIVE PAYEE	779,045	738,210	763,653	25,443	792,187	28,534

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 03 Human Welfare & Neighborhood Development						
HUMAN SERVICES						
SF BENEFITS NET	62,885,111	76,623,766	76,430,068	(193,698)	78,748,752	2,318,684
TRANSITIONAL-AGED YOUTH BASELINE	5,765,938	4,443,224	4,588,827	145,603	4,591,676	2,849
WELFARE TO WORK	35,693,362	41,797,670	41,783,171	(14,499)	42,085,583	302,412
WORKFORCE DEVELOPMENT	2,090	0	0	0	0	0
HUMAN SERVICES	822,924,027	862,944,407	907,731,575	44,787,168	925,914,229	18,182,654
RENT ARBITRATION BOARD						
RENT BOARD	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
RENT ARBITRATION BOARD	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
STATUS OF WOMEN						
CHILDREN'S BASELINE	221,643	223,144	223,144	0	223,144	0
COMMISSION ON STATUS OF WOMEN	6,163,639	6,344,021	6,906,316	562,295	6,940,440	34,124
DOMESTIC VIOLENCE	354,402	298,498	362,903	64,405	362,963	60
TRANSITIONAL-AGED YOUTH BASELINE	186,349	186,349	186,349	0	186,348	(1)
STATUS OF WOMEN	6,926,033	7,052,012	7,678,712	626,700	7,712,895	34,183
Service Area: 03 Subtotals	1,084,512,361	1,359,204,059	1,450,627,402	91,423,343	1,468,292,098	17,664,696

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 04 Community Health						
PUBLIC HEALTH						
CAPITAL ASSET PLANNING	0	0	100,000	100,000	0	(100,000)
CENTRAL ADMINISTRATION	65,401,149	161,385,248	209,042,173	47,656,925	203,007,619	(6,034,554)
CHILDREN'S BASELINE	37,803,635	53,714,004	56,589,174	2,875,170	57,069,244	480,070
COMM HLTH - COMM SUPPORT - HOUSING	33,771,337	3,463,790	0	(3,463,790)	0	0
COMM HLTH - PREV - MATERNAL & CHILD HLTH	26,477,495	34,436,929	36,345,204	1,908,275	37,290,957	945,753
COMM HLTH - PREVENTION - AIDS	24,290,924	28,099,424	28,749,405	649,981	29,058,993	309,588
COMM HLTH - PREVENTION - DISEASE CONTROL	20,017,279	23,577,108	24,608,365	1,031,257	25,083,853	475,488
COMM HLTH - PREVENTION - HLTH EDUCATION	7,865,056	10,096,154	9,533,500	(562,654)	9,567,768	34,268
EMERGENCY SERVICES AGENCY	1,003,343	1,950,000	3,294,960	1,344,960	3,356,736	61,776
ENVIRONMENTAL HEALTH SERVICES	23,069,277	24,140,136	26,219,076	2,078,940	27,425,927	1,206,851
FORENSICS - AMBULATORY CARE	31,564,126	33,666,051	34,871,915	1,205,864	36,091,311	1,219,396
HEALTH AT HOME	7,764,690	7,767,692	7,991,975	224,283	8,275,631	283,656
HIV HEALTH SERVICES	30,614,314	38,314,280	41,943,462	3,629,182	42,219,357	275,895
LAGUNA HONDA - LONG TERM CARE	225,419,563	269,372,413	256,664,945	(12,707,468)	266,889,868	10,224,923
LAGUNA HONDA - NON LHH PROGRAM EXPENSES	533,202	1,705,355	1,886,691	181,336	2,169,445	282,754
LAGUNA HONDA HOSP - ACUTE CARE	4,084,438	3,750,952	3,877,448	126,496	4,011,481	134,033
MENTAL HEALTH - ACUTE CARE	2,534,175	3,462,797	3,462,797	0	3,462,797	0
MENTAL HEALTH - CHILDREN'S PROGRAM	49,507,564	51,505,567	52,899,745	1,394,178	54,045,623	1,145,878
MENTAL HEALTH - COMMUNITY CARE	160,554,486	184,874,106	169,375,129	(15,498,977)	167,558,949	(1,816,180)
MENTAL HEALTH - LONG TERM CARE	34,356,790	32,306,756	38,438,620	6,131,864	38,764,771	326,151
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	78,108,136	82,426,617	83,785,613	1,358,996	85,781,108	1,995,495
SFGH - ACUTE CARE - FORENSICS	2,415,119	3,326,728	3,479,914	153,186	3,600,003	120,089
SFGH - ACUTE CARE - HOSPITAL	688,011,813	669,671,572	716,048,303	46,376,731	741,059,370	25,011,067
SFGH - ACUTE CARE - PSYCHIATRY	31,792,666	25,780,393	26,977,263	1,196,870	27,548,254	570,991
SFGH - AMBU CARE - ADULT MED HLTH CNTR	47,619,262	46,552,972	47,073,935	520,963	48,125,077	1,051,142
SFGH - AMBU CARE - METHADONE CLINIC	3,151,650	3,138,199	3,174,428	36,229	3,282,423	107,995
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	3,727,959	4,714,821	4,589,215	(125,606)	4,733,671	144,456
SFGH - EMERGENCY - EMERGENCY	45,955,837	46,953,711	50,490,444	3,536,733	51,959,438	1,468,994
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	8,939,918	8,203,258	9,456,040	1,252,782	9,693,880	237,840
SFGH - LONG TERM CARE - RF PSYCHIATRY	11,541,013	13,566,408	17,336,586	3,770,178	17,897,549	560,963
SFHN-MANAGED CARE	121,706,766	112,512,092	152,706,792	40,194,700	135,515,798	(17,190,994)
SUBSTANCE ABUSE - COMMUNITY CARE	66,976,489	67,311,043	72,036,693	4,725,650	71,724,520	(312,173)
TRANSITIONAL-AGED YOUTH BASELINE	0	5,394,110	5,528,963	134,853	5,528,963	0
TRANSITIONS	1,291,797	1,735,753	2,168,788	433,035	2,217,282	48,494
PUBLIC HEALTH	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105
Service Area: 04 Subtotals	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 05 Culture & Recreation						
ACADEMY OF SCIENCES						
ACADEMY OF SCIENCES	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
ACADEMY OF SCIENCES	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
ARTS COMMISSION						
ART COMMISSION-ADMINISTRATION	1,741,579	893,057	3,658,054	2,764,997	3,773,356	115,302
CIVIC COLLECTION	68,439	1,266,614	1,309,850	43,236	1,382,043	72,193
CIVIC DESIGN	138,805	239,136	244,940	5,804	251,173	6,233
COMMUNITY ARTS & EDUCATION	5,040,632	0	0	0	0	0
COMMUNITY ARTS & EDUCATION-GENERAL ADMIN	49,209	730,295	0	(730,295)	0	0
COMMUNITY INVESTMENTS	3,380,024	8,752,040	7,801,077	(950,963)	7,845,306	44,229
CULTURAL EQUITY	802,674	0	0	0	0	0
EDUCATIONAL PROGRAMS	417,289	0	0	0	0	0
GALLERY	563,660	747,874	585,459	(162,415)	602,165	16,706
GRANTS FOR THE ARTS	1,200	0	0	0	0	0
MUNICIPAL SYMPHONY CONCERTS	2,370,000	2,620,683	2,920,211	299,528	3,076,061	155,850
PUBLIC ART	1,040,067	493,063	492,314	(749)	444,079	(48,235)
STREET ARTISTS	373,395	430,543	437,929	7,386	446,847	8,918
ARTS COMMISSION	15,986,973	16,173,305	17,449,834	1,276,529	17,821,030	371,196
ASIAN ART MUSEUM						
ASIAN ARTS MUSEUM	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799
ASIAN ART MUSEUM	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799
FINE ARTS MUSEUM						
ADMISSIONS	3,013,457	3,403,951	4,648,500	1,244,549	4,648,500	0
OPER & MAINT OF MUSEUMS	16,287,239	15,957,471	17,143,616	1,186,145	18,258,854	1,115,238
FINE ARTS MUSEUM	19,300,696	19,361,422	21,792,116	2,430,694	22,907,354	1,115,238
LAW LIBRARY						
LAW LIBRARY	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
LAW LIBRARY	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
PUBLIC LIBRARY						
ADULT SERVICES	821,772	400,000	400,000	0	400,000	0
BRANCH PROGRAM	22,893,150	23,178,273	24,953,785	1,775,512	25,874,311	920,526
CHILDREN'S BASELINE	10,836,632	12,397,985	13,414,849	1,016,864	13,917,640	502,791
CHILDREN'S SERVICES	400	20,000	20,000	0	20,000	0
COLLECTION TECHNICAL SERVICES	16,899,696	18,104,317	19,234,871	1,130,554	20,365,292	1,130,421
COMMUNITY ARTS & EDUCATION	8,126	0	0	0	0	0
COMMUNITY PARTNERSHIPS AND PROGRAMMING	1,463,729	2,153,591	2,264,433	110,842	2,343,434	79,001
FACILITIES	14,491,470	23,040,039	29,707,078	6,667,039	28,795,592	(911,486)
INFORMATION TECHNOLOGY	8,167,654	11,520,717	12,453,379	932,662	11,988,028	(465,351)
LIBRARY ADMINISTRATION	19,225,159	15,936,566	15,743,930	(192,636)	16,661,464	917,534
MAIN PROGRAM	18,350,859	18,912,146	19,509,405	597,259	20,273,495	764,090
TRANSITIONAL-AGED YOUTH BASELINE	200,780	345,213	345,213	0	345,213	0
PUBLIC LIBRARY	113,359,427	126,008,847	138,046,943	12,038,096	140,984,469	2,937,526
RECREATION AND PARK COMMISSION						
CAPITAL PROJECTS	18,154,404	52,165,722	57,575,650	5,409,928	29,040,489	(28,535,161)
CHILDREN'S BASELINE	13,294,709	12,115,417	13,203,152	1,087,735	13,153,326	(49,826)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	1,242,914	1,309,485	1,309,485	0	1,309,485	0
GOLDEN GATE PARK	12,367,502	12,536,108	11,782,142	(753,966)	12,370,325	588,183
MARINA HARBOR	3,819,178	4,274,444	4,090,475	(183,969)	4,073,311	(17,164)
NEIGHBORHOOD SERVICES	55,000	0	0	0	0	0
PARKS	73,169,894	85,569,749	88,218,234	2,648,485	89,273,015	1,054,781
REC & PARK ADMINISTRATION	285,055	326,350	126,350	(200,000)	126,350	0
RECREATION	17,793,959	21,692,900	22,752,884	1,059,984	23,582,268	829,384
STRUCTURAL MAINTENANCE	18,160,833	18,816,553	21,376,098	2,559,545	22,152,384	776,286
RECREATION AND PARK COMMISSION	158,343,448	208,806,728	220,434,470	11,627,742	195,080,953	(25,353,517)
WAR MEMORIAL						
OPER & MAINT OF MUSEUMS	0	400,000	400,000	0	400,000	0
OPERATIONS & MAINTENANCE	29,402,778	25,221,236	26,634,730	1,413,494	31,381,337	4,746,607
WAR MEMORIAL	29,402,778	25,621,236	27,034,730	1,413,494	31,781,337	4,746,607
Service Area: 05 Subtotals	352,611,072	414,729,613	443,862,233	29,132,620	427,801,276	(16,060,957)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 06 General Administration & Finance						
ASSESSOR / RECORDER						
ADMINISTRATION	4,742,224	5,045,912	5,357,355	311,443	5,541,129	183,774
EXEMPTIONS	0	868,514	873,372	4,858	907,910	34,538
PERSONAL PROPERTY	2,890,070	3,475,402	3,764,960	289,558	3,940,981	176,021
PUBLIC SERVICE	0	750,484	972,163	221,679	1,040,742	68,579
REAL PROPERTY	8,536,092	12,647,094	22,880,622	10,233,528	23,916,508	1,035,886
RECORDER	1,255,299	3,346,881	2,190,145	(1,156,736)	2,327,653	137,508
TECHNICAL SERVICES	3,843,628	2,105,999	1,263,006	(842,993)	700,006	(563,000)
TRANSACTIONS	0	1,603,036	1,643,168	40,132	1,706,403	63,235
TRANSFER TAX	1,144,860	1,336,947	1,220,315	(116,632)	1,267,298	46,983
ASSESSOR / RECORDER	22,412,173	31,180,269	40,165,106	8,984,837	41,348,630	1,183,524
BOARD OF SUPERVISORS						
BOARD - LEGISLATIVE ANALYSIS	2,110,264	2,174,806	2,223,739	48,933	2,223,739	0
BOARD OF SUPERVISOR	7,082,912	7,598,815	7,965,607	366,792	8,244,859	279,252
CHILDREN'S BASELINE	240,758	287,530	297,184	9,654	308,141	10,957
CLERK OF THE BOARD	3,794,366	4,546,832	5,109,488	562,656	4,858,103	(251,385)
LOCAL AGENCY FORMATION	230,542	40,000	143,168	103,168	0	(143,168)
BOARD OF SUPERVISORS	13,458,842	14,647,983	15,739,186	1,091,203	15,634,842	(104,344)
CITY ATTORNEY						
CLAIMS	5,883,475	6,773,251	7,019,594	246,343	7,276,348	256,754
HETCHY WATER OPERATIONS	29,603	0	0	0	0	0
LEGAL SERVICE	72,871,081	69,272,530	72,902,094	3,629,564	76,230,473	3,328,379
LEGAL SERVICE-PAYING DEPTS	2,735,000	2,735,000	2,735,000	0	2,735,000	0
CITY ATTORNEY	81,519,159	78,780,781	82,656,688	3,875,907	86,241,821	3,585,133
CITY PLANNING						
ADMINISTRATION/PLANNING	13,065,508	15,367,854	15,445,939	78,085	15,754,678	308,739
CITYWIDE PLANNING	8,276,151	15,312,029	15,519,195	207,166	12,364,867	(3,154,328)
CURRENT PLANNING	10,505,382	11,151,859	12,959,188	1,807,329	13,117,412	158,224
DEVELOPMENT AND PLANNING	66,510	0	0	0	0	0
ENVIRONMENTAL PLANNING	4,981,077	6,799,678	7,728,193	928,515	6,062,991	(1,665,202)
ZONING ADMINISTRATION AND COMPLIANCE	2,177,855	2,652,656	3,093,044	440,388	3,010,662	(82,382)
CITY PLANNING	39,072,483	51,284,076	54,745,559	3,461,483	50,310,610	(4,434,949)
CIVIL SERVICE COMMISSION						
CIVIL SERVICE COMMISSION	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
CIVIL SERVICE COMMISSION	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
CONTROLLER						
ACCOUNTING OPERATIONS	9,877,091	10,981,377	10,604,584	(376,793)	11,028,853	424,269
CITY SERVICES AUDITOR	11,568,323	16,363,025	17,426,310	1,063,285	17,315,336	(110,974)
ECONOMIC ANALYSIS	481,637	488,554	543,463	54,909	559,184	15,721
FINANCIAL SYSTEMS PROJECT	25,594,981	19,358,442	2,859,322	(16,499,120)	493,000	(2,366,322)
INFO SYSTEMS OPS - FINANCIAL & PROCUREMENT	0	0	28,095,016	28,095,016	27,959,148	(135,868)
MANAGEMENT, BUDGET AND ANALYSIS	2,940,127	3,526,993	3,621,422	94,429	3,757,335	135,913
PAYROLL AND PERSONNEL SERVICES	16,764,669	17,711,432	3,316,843	(14,394,589)	3,451,792	134,949
PUBLIC FINANCE	859,918	793,579	943,337	149,758	979,725	36,388
CONTROLLER	68,086,746	69,223,402	67,410,297	(1,813,105)	65,544,373	(1,865,924)
ELECTIONS						
ELECTIONS	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
ELECTIONS	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
ETHICS COMMISSION						
ELECTION CAMPAIGN FUND	739,253	737,068	705,941	(31,127)	1,251,586	545,645
ETHICS COMMISSION	2,324,251	3,698,669	3,814,178	115,509	3,860,262	46,084
ETHICS COMMISSION	3,063,504	4,435,737	4,520,119	84,382	5,111,848	591,729
GENERAL SERVICES AGENCY - CITY ADMIN						
311 CALL CENTER	12,004,693	15,262,023	15,223,696	(38,327)	15,873,648	649,952
ANIMAL WELFARE	5,273,352	6,910,403	6,787,546	(122,857)	10,651,121	3,863,575
CANNABIS OVERSIGHT	0	0	700,000	700,000	575,000	(125,000)
CAPITAL ASSET PLANNING	682,186	8,076,087	6,502,396	(1,573,691)	907,721	(5,594,675)
CITY ADMINISTRATOR - ADMINISTRATION	13,437,770	14,068,550	14,295,020	226,470	14,841,641	546,621
CITY CAPITAL PROJECTS	25,000	0	0	0	0	0
COMMITTEE ON INFORMATION TECHNOLOGY	399,182	550,741	648,258	97,517	648,046	(212)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 06 General Administration & Finance						
GENERAL SERVICES AGENCY - CITY ADMIN						
COMMUNITY AMBASSADOR PROGRAM	769,092	981,665	992,002	10,337	1,005,292	13,290
COMMUNITY REDEVELOPMENT	1,259,920	919,710	1,163,168	243,458	1,205,888	42,720
CONTRACT MONITORING	3,761,190	5,136,581	5,281,284	144,703	5,528,407	247,123
COUNTY CLERK SERVICES	1,562,472	1,934,741	2,104,453	169,712	2,094,760	(9,693)
DIGITAL SERVICES PROGRAM	0	361,000	643,464	282,464	665,109	21,645
DISABILITY ACCESS	1,635,057	2,757,524	4,136,890	1,379,366	1,977,640	(2,159,250)
EARTHQUAKE SAFETY PROGRAM	768,637	592,282	592,029	(253)	591,743	(286)
ENTERTAINMENT COMMISSION	761,971	947,951	978,102	30,151	1,010,464	32,362
FACILITIES MGMT & OPERATIONS	86,220,096	113,221,814	127,827,622	14,605,808	131,172,317	3,344,695
FLEET MANAGEMENT	1,441,145	989,176	1,393,990	404,814	913,529	(480,461)
GRANTS FOR THE ARTS	370,511	13,800,545	14,098,303	297,758	14,097,525	(778)
IMMIGRANT AND LANGUAGE SERVICES	4,578,702	4,682,011	5,546,611	864,600	5,707,483	160,872
JUSTIS PROJECT - CITY ADM OFFICE	3,743,124	3,406,336	3,511,744	105,408	3,572,377	60,633
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	3,440,244	5,051,408	5,437,529	386,121	5,572,870	135,341
MEDICAL EXAMINER	8,604,272	9,035,815	9,659,380	623,565	9,932,748	273,368
NEIGHBORHOOD BEAUTIFICATION	1,989,943	2,355,000	3,240,000	885,000	2,740,000	(500,000)
OFFICE OF SHORT-TERM RENTALS	275,604	470,056	524,585	54,529	542,223	17,638
PROCUREMENT SERVICES	5,293,348	7,418,829	7,418,736	(93)	6,751,834	(666,902)
PUBLICITY AND ADVERTISING	75,198	0	0	0	0	0
REAL ESTATE SERVICES	125,382	0	0	0	0	0
REPRODUCTION SERVICES	7,465,604	7,707,704	8,776,458	1,068,754	8,857,351	80,893
RISK MANAGEMENT / GENERAL	19,386,416	22,261,999	21,407,562	(854,437)	21,953,586	546,024
TOURISM EVENTS	88,492,625	82,087,513	87,822,236	5,734,723	94,278,454	6,456,218
TREASURE ISLAND	1,689,912	2,079,405	0	(2,079,405)	0	0
VEHICLE & EQUIPMENT MAIN & FUELING	28,680,560	31,746,311	32,775,882	1,029,571	34,023,753	1,247,871
GENERAL SERVICES AGENCY - CITY ADMIN	304,213,208	364,813,180	389,488,946	24,675,766	397,692,530	8,203,584
GENERAL SERVICES AGENCY - TECHNOLOGY						
ADMINISTRATION	27,961,074	34,256,391	35,286,706	1,030,315	37,497,647	2,210,941
GOVERNANCE AND OUTREACH	6,330,347	12,805,056	10,635,059	(2,169,997)	10,563,256	(71,803)
OPERATIONS	60,500,760	51,079,541	52,535,461	1,455,920	56,425,114	3,889,653
TECHNOLOGY	2,347,428	3,917,462	4,648,567	731,105	4,458,432	(190,135)
TECHNOLOGY SERVICES:PUBLIC SAFETY	10,811,052	11,133,063	11,862,355	729,292	12,047,034	184,679
GENERAL SERVICES AGENCY - TECHNOLOGY	107,950,661	113,191,513	114,968,148	1,776,635	120,991,483	6,023,335
HEALTH SERVICE SYSTEM						
HEALTH SERVICE SYSTEM	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
HEALTH SERVICE SYSTEM	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
HUMAN RESOURCES						
ADMINISTRATION	4,365,791	2,243,984	3,929,806	1,685,822	1,430,907	(2,498,899)
CLASS AND COMPENSATION	345,728	521,119	507,084	(14,035)	525,813	18,729
EMPLOYEE RELATIONS	5,503,887	5,587,634	3,861,368	(1,726,266)	5,682,257	1,820,889
EQUAL EMPLOYMENT OPPORTUNITY	2,195,353	3,169,536	3,605,114	435,578	3,729,150	124,036
HEALTH SERVICE SYSTEM	180,911	0	0	0	0	0
MANAGEMENT INFORMATION SYSTEM	0	0	0	0	300,000	300,000
RECRUIT/ ASSESS/ CLIENT SERVICES	8,201,702	10,582,980	9,333,274	(1,249,706)	10,346,378	1,013,104
WORKERS COMPENSATION	63,721,245	69,408,909	70,008,431	599,522	72,110,067	2,101,636
WORKFORCE DEVELOPMENT	3,159,508	3,502,002	2,351,145	(1,150,857)	2,226,237	(124,908)
HUMAN RESOURCES	87,674,125	95,016,164	93,596,222	(1,419,942)	96,350,809	2,754,587
MAYOR						
AFFORDABLE HOUSING	106,398,808	112,392,247	71,636,383	(40,755,864)	64,970,980	(6,665,403)
CHILDREN'S BASELINE	0	0	1,118,538	1,118,538	1,118,538	0
CITY ADMINISTRATION	5,238,633	5,785,349	5,913,558	128,209	6,148,979	235,421
COMMUNITY INVESTMENT	30,358,887	31,349,961	26,685,025	(4,664,936)	23,154,291	(3,530,734)
CRIMINAL JUSTICE	9,601	8,099	8,099	0	8,099	0
HOMELESS SERVICES	12,359,887	13,947,318	14,660,916	713,598	15,965,857	1,304,941
NEIGHBORHOOD SERVICES	377,552	487,076	553,309	66,233	578,740	25,431
OFFICE OF STRATEGIC PARTNERSHIPS	108,753	300,000	300,000	0	300,000	0
PUBLIC FINANCE	11,335,198	589,150	0	(589,150)	0	0
PUBLIC POLICY & FINANCE	1,728,983	1,805,543	1,948,036	142,493	2,075,892	127,856
TRANSITIONAL-AGED YOUTH BASELINE	180,675	180,755	180,755	0	180,755	0
MAYOR	168,096,977	166,845,498	123,004,619	(43,840,879)	114,502,131	(8,502,488)
RETIREMENT SYSTEM						

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 06 General Administration & Finance						
RETIREMENT SYSTEM						
ADMINISTRATION	1,425,681	2,280,014	2,478,975	198,961	2,543,341	64,366
EMPLOYEE DEFERRED COMP PLAN	875,110	1,168,582	1,235,277	66,695	1,324,354	89,077
INVESTMENT	6,587,516	7,180,569	7,652,662	472,093	7,842,541	189,879
RETIREMENT SERVICES	15,164,483	17,779,765	86,275,913	68,496,148	102,057,948	15,782,035
RETIREMENT SYSTEM	24,052,790	28,408,930	97,642,827	69,233,897	113,768,184	16,125,357
TREASURER/TAX COLLECTOR						
BUSINESS TAX	4,559,549	5,447,504	4,386,639	(1,060,865)	4,329,408	(57,231)
CHILDREN'S BASELINE	644,697	894,815	942,572	47,757	960,411	17,839
DELINQUENT REVENUE	6,808,857	8,053,215	7,235,059	(818,156)	7,286,662	51,603
GROSS RECEIPTS TAX	5,771,331	5,989,972	5,740,986	(248,986)	5,890,156	149,170
INVESTMENT	2,372,424	4,939,955	5,147,500	207,545	5,223,920	76,420
LEGAL SERVICE	575,648	679,421	702,434	23,013	726,904	24,470
MANAGEMENT	4,977,381	6,826,121	7,402,753	576,632	7,588,086	185,333
PROPERTY TAX/LICENSING	2,510,502	1,823,920	2,005,710	181,790	2,042,174	36,464
TAXPAYER ASSISTANCE	1,880,119	2,395,336	2,425,635	30,299	2,583,438	157,803
TRANSFER TAX	521	1,671,733	1,636,942	(34,791)	1,697,762	60,820
TREASURY	3,543,735	3,484,974	3,541,602	56,628	3,624,331	82,729
TREASURER/TAX COLLECTOR	33,644,764	42,206,966	41,167,832	(1,039,134)	41,953,252	785,420
Service Area: 06 Subtotals	981,498,536	1,086,578,735	1,152,789,458	66,210,723	1,177,756,922	24,967,464
Service Area: 07 General City Responsibilities						
GENERAL CITY RESPONSIBILITY						
CHILDREN'S BASELINE	0	0	918,414	918,414	5,908,871	4,990,457
GENERAL CITY RESPONSIBILITIES	1,708,040,693	1,820,421,253	2,007,962,539	187,541,286	2,042,040,029	34,077,490
GENERAL FUND UNALLOCATED	77,529,447	0	0	0	0	0
INDIGENT DEFENSE/GRAND JURY	351,425	450,000	450,000	0	450,000	0
RETIREE HEALTH CARE - PROP B	286,651	54,728,000	0	(54,728,000)	0	0
TRANSITIONAL-AGED YOUTH BASELINE	0	0	396,243	396,243	1,112,170	715,927
GENERAL CITY RESPONSIBILITY	1,786,208,216	1,875,599,253	2,009,727,196	134,127,943	2,049,511,070	39,783,874
GENERAL FUND UNALLOCATED						
GENERAL FUND UNALLOCATED	79,066	0	0	0	0	0
GENERAL FUND UNALLOCATED	79,066	0	0	0	0	0
Service Area: 07 Subtotals	1,786,287,282	1,875,599,253	2,009,727,196	134,127,943	2,049,511,070	39,783,874
Expenditure Subtotals						
Less Interdepartmental Recoveries And Transfers	(10,861,841,710)	11,966,052,861	12,682,089,893	716,037,032	12,657,734,278	(24,355,615)
Net Uses	8,815,625,423	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	-105,885,333

USES BY CATEGORY AND OBJECT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Salaries & Wages						
001 PERMANENT SALARIES-MISC	1,672,682,366	1,980,016,015	2,077,708,359	97,692,344	2,139,033,931	61,325,572
002 PERMANENT SALARIES-UNIFORM	520,338,465	563,529,203	550,698,389	(12,830,814)	560,443,955	9,745,566
003 PERMANENT SALARIES-PLATFORM	172,974,240	198,508,369	207,615,826	9,107,457	213,420,510	5,804,684
004 PERMANENT SALARIES-NURSES	245,177,508	266,297,361	278,922,174	12,624,813	286,341,929	7,419,755
005 TEMP SALARIES-MISC	99,551,657	68,612,904	69,453,219	840,315	69,833,102	379,883
006 TEMP SALARIES-NURSES	6,417,982	6,037,004	6,222,635	185,631	6,062,256	(160,379)
009 PREMIUM PAY	100,585,411	96,613,710	99,468,869	2,855,159	98,869,324	(599,545)
010 ONE-TIME PAYMENTS	21,186,063	6,535,772	6,681,795	146,023	6,681,795	0
011 OVERTIME	163,523,567	121,092,740	141,096,586	20,003,846	130,279,286	(10,817,300)
012 HOLIDAY PAY	28,930,389	26,854,064	28,955,496	2,101,432	28,859,687	(95,809)
Salaries & Wages	3,031,367,648	3,334,097,142	3,466,823,348	132,726,206	3,539,825,775	73,002,427
Fringe Benefits						
013 RETIREMENT	506,281,972	549,765,459	597,452,560	47,687,101	632,282,163	34,829,603
014 SOCIAL SECURITY	173,454,629	196,741,254	207,467,028	10,725,774	213,032,887	5,565,859
015 HEALTH SERVICE	517,388,915	589,994,773	629,879,221	39,884,448	682,216,898	52,337,677
016 DENTAL COVERAGE	40,961,151	42,940,153	43,291,289	351,136	45,124,173	1,832,884
017 UNEMPLOYMENT INSURANCE	7,901,242	9,001,914	9,360,607	358,693	9,557,480	196,873
019 OTHER FRINGE BENEFITS	19,645,268	20,396,031	22,816,187	2,420,156	30,034,960	7,218,773
Fringe Benefits	1,265,633,177	1,408,839,584	1,510,266,892	101,427,308	1,612,248,561	101,981,669
Overhead						
020 OVERHEAD	171,372,358	206,612,499	(124,912,710)	(331,525,209)	(128,774,731)	(3,862,021)
Overhead	171,372,358	206,612,499	(124,912,710)	(331,525,209)	(128,774,731)	(3,862,021)
Professional & Contractual Services						
021 TRAVEL	4,319,785	3,111,227	3,198,794	87,567	3,182,721	(16,073)
022 TRAINING	9,385,680	10,304,102	10,152,473	(151,629)	10,627,868	475,395
023 EMPLOYEE EXPENSES	1,701,609	1,098,878	1,141,823	42,945	1,141,823	0
024 MEMBERSHIP FEES	4,608,115	3,979,603	4,050,816	71,213	4,075,313	24,497
025 ENTERTAINMENT AND PROMOTION	1,408,741	935,646	944,246	8,600	944,246	0
026 COURT FEES AND OTHER COMPENSATION	10,714,240	9,380,037	10,046,509	666,472	10,047,509	1,000
027 PROFESSIONAL & SPECIALIZED SERVICES	807,975,449	924,793,071	968,089,232	43,296,161	921,900,366	(46,188,866)
028 MAINTENANCE SVCS-BUILDING & STRUCTURES	48,348,617	40,417,055	42,716,666	2,299,611	42,811,274	94,608
029 MAINTENANCE SVCS-EQUIPMENT	60,746,733	65,060,669	69,032,327	3,971,658	69,166,447	134,120
030 RENTS & LEASES-BUILDINGS & STRUCTURES	79,724,364	157,084,326	170,341,347	13,257,021	165,137,029	(5,204,318)
031 RENTS & LEASES-EQUIPMENT	15,396,363	18,445,401	15,829,145	(2,616,256)	15,829,145	0
032 UTILITIES	21,952,177	22,614,570	23,472,365	857,795	23,884,202	411,837
033 POWER FOR RESALE	26,239,230	80,787,475	84,645,157	3,857,682	85,785,846	1,140,689
034 SUBSISTANCE	99,477	52,000	56,000	4,000	56,000	0
035 OTHER CURRENT EXPENSES	96,817,153	143,375,140	174,298,646	30,923,506	173,455,996	(842,650)
051 INSURANCE	90,986,429	75,301,196	75,595,354	294,158	77,343,448	1,748,094
052 TAXES; LICENSES & PERMITS	208,196,735	196,288,100	213,865,730	17,577,630	202,363,091	(11,502,639)
053 JUDGMENTS & CLAIMS	50,597,227	26,926,712	26,573,675	(353,037)	26,628,675	55,000
054 OTHER FIXED CHARGES	800,485	970,314	970,314	0	970,314	0
058 HEALTH SERV FUND-OTHER BENEFIT EXPENSES	180,911	0	0	0	0	0
06B PROGRAMMATIC PROJECTS-CFWD BUDGET ONLY	0	25,939,993	25,000,000	(939,993)	25,000,000	0
06C CAPITAL PROJECTS BUDGET - CFWD ONLY	0	0	(3,649,740)	(3,649,740)	0	3,649,740
06G GRANT EXPENDITURES BUDGET - CFWD ONLY	0	3,102,726	1,375,964	(1,726,762)	0	(1,375,964)
06P PROGRAMMATIC PROJECTS-BUDGET	0	106,209,385	105,912,417	(296,968)	133,925,495	28,013,078
079 ALLOCATED CHARGES	(67,870,686)	(50,054,695)	(49,902,322)	152,373	(49,761,756)	140,566
Professional & Contractual Services	1,472,328,834	1,866,122,931	1,973,756,938	107,634,007	1,944,515,052	(29,241,886)
Aid Assistance / Grants						
036 AID ASSISTANCE	59,785,039	86,487,163	29,699,958	(56,787,205)	29,274,958	(425,000)
037 AID PAYMENTS	269,085,185	282,597,747	301,452,828	18,855,081	314,886,861	13,434,033
038 CITY GRANT PROGRAMS	404,310,527	547,422,499	638,342,901	90,920,402	656,128,191	17,785,290
039 OTHER SUPPORT & CARE OF PERSONS	103,631,091	70,856,557	61,173,451	(9,683,106)	52,973,388	(8,200,063)
Aid Assistance / Grants	836,811,842	987,363,966	1,030,669,138	43,305,172	1,053,263,398	22,594,260

USES BY CATEGORY AND OBJECT

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Materials & Supplies						
040 MATERIALS & SUPPLIES BUDGET ONLY	0	136,302,264	123,778,039	(12,524,225)	123,954,847	176,808
041 INVENTORIES	965,559	0	0	0	0	0
042 BUILDING & CONSTRUCTION SUPPLIES	29,312,634	20,209,963	20,569,179	359,216	20,570,402	1,223
043 EQUIPMENT MAINTENANCE SUPPLIES	77,740,610	31,101,456	31,249,898	148,442	31,249,898	0
044 HOSPITAL; CLINICS & LABORATORY SUPPLIES	94,504,399	25,989,049	46,767,606	20,778,557	51,385,920	4,618,314
045 SAFETY	14,536,078	9,487,812	9,604,441	116,629	9,599,041	(5,400)
046 FOOD	10,827,474	8,100,503	8,142,399	41,896	8,521,438	379,039
047 FUELS AND LUBRICANTS	19,099,876	20,539,172	20,894,584	355,412	17,894,584	(3,000,000)
048 WATER SEWAGE TREATMENT SUPPLIES	11,014,851	12,786,905	13,104,703	317,798	13,104,703	0
049 OTHER MATERIALS & SUPPLIES	54,645,705	52,167,219	49,613,132	(2,554,087)	49,921,631	308,499
04A EQUIPMENT (5K OR LESS-CONTROLLED ASSET)	1,688,774	2,195,018	2,035,018	(160,000)	2,035,018	0
Materials & Supplies	314,335,960	318,879,361	325,758,999	6,879,638	328,237,482	2,478,483
Equipment						
060 EQUIPMENT PURCHASE	46,403,401	40,723,795	60,963,654	20,239,859	29,472,274	(31,491,380)
061 EQUIPMENT LEASE PURCHASE-INITIAL	211,206	1,460,450	1,553,240	92,790	0	(1,553,240)
062 EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	(505)	0	0	0	160,840	160,840
063 EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	25,305	0	0	0	0	0
064 EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	7,695,674	7,820,475	4,572,572	(3,247,903)	4,256,486	(316,086)
065 ANIMAL PURCHASE	18,700	80,500	48,000	(32,500)	0	(48,000)
066 LAND	18,051,273	0	0	0	0	0
068 INTEREST EXPENSE-CAPITALIZED	11,949	0	0	0	0	0
Equipment	72,417,003	50,085,220	67,137,466	17,052,246	33,889,600	(33,247,866)
Debt Service						
070 DEBT SERVICE - BUDGET ONLY	0	35,045,959	44,497,378	9,451,419	61,739,100	17,241,722
071 DEBT REDEMPTION	407,949,185	288,294,573	391,917,160	103,622,587	326,288,682	(65,628,478)
073 DEBT ISSUANCE COST	448,827	13,750,000	0	(13,750,000)	0	0
074 DEBT INTEREST AND OTHER FISCAL CHARGES	311,273,348	681,895,955	717,754,599	35,858,644	717,212,349	(542,250)
Debt Service	719,671,360	1,018,986,487	1,154,169,137	135,182,650	1,105,240,131	(48,929,006)
Services of Other Departments						
081 SERVICES OF OTHER DEPTS (AAO FUNDS)	805,043,350	882,097,512	827,756,501	(54,341,011)	841,727,707	13,971,206
Services of Other Departments	805,043,350	882,097,512	827,756,501	(54,341,011)	841,727,707	13,971,206
Transfers Out						
092 CONTRIBUTION TRANSFERS OUT (CTO)	640,510,756	605,920,736	680,853,224	74,932,488	745,641,128	64,787,904
092 GENERAL FUND SUBSIDY TRANSFER OUT	30,100,000	34,882,772	39,718,003	4,835,231	40,524,086	806,083
093 OTHER OPERATING TRANSFERS OUT (OTO)	735,783,461	682,891,089	696,256,061	13,364,972	689,859,203	(6,396,858)
093 TRANSFER OUT FOR CAPITAL EXPENDITURES	27,720,000	38,000,000	39,090,000	1,090,000	42,930,000	3,840,000
095 INTRAFUND TRANSFERS OUT (ITO)	1,245,364,030	903,178,628	917,145,596	13,966,968	825,469,707	(91,675,889)
Transfers Out	2,679,478,247	2,264,873,225	2,373,062,884	108,189,659	2,344,424,124	(28,638,760)
Budgetary Reserves						
097 UNAPPROPRIATED REVENUE RETAINED	0	132,941,269	134,607,725	1,666,456	150,398,262	15,790,537
098 UNAPPROPRIATED REVENUE-DESIGNATED	0	124,700,962	132,730,958	8,029,996	135,583,212	2,852,254
Budgetary Reserves	0	257,642,231	267,338,683	9,696,452	285,981,474	18,642,791
Facilities Maintenance						
06F FACILITIES MAINTENANCE PROJECTS-BUDGET	24,883,583	65,272,294	63,518,582	(1,753,712)	49,059,410	(14,459,172)
Facilities Maintenance	24,883,583	65,272,294	63,518,582	(1,753,712)	49,059,410	(14,459,172)
Capital Renewal						
06R CAPITAL RENEWAL	178,845	124,934,785	97,394,188	(27,540,597)	114,553,559	17,159,371
Capital Renewal	178,845	124,934,785	97,394,188	(27,540,597)	114,553,559	17,159,371
Capital Projects						
067 BLDS;STRUCTURES & IMPROVEMENTS	570,129,007	347,118,922	354,329,145	7,210,223	146,177,966	(208,151,179)
Capital Projects	570,129,007	347,118,922	354,329,145	7,210,223	146,177,966	(208,151,179)
Uncategorized						
092 CONTRIBUTION TRANSFERS OUT (CTO)	0	0	63,071,545	63,071,545	66,424,027	3,352,482
Uncategorized	0	0	63,071,545	63,071,545	66,424,027	3,352,482
Expenditures	11,963,651,214	13,132,926,159	13,450,140,736	317,214,577	13,336,793,535	(113,347,201)
Less Interfund and Intrafund Transfers	(2,151,503,011)	(2,264,873,225)	(2,436,134,429)	(171,261,204)	(2,410,848,151)	25,286,278
Less Interdepartmental Recoveries	(996,522,780)	(1,280,576,484)	(907,055,360)	373,521,124	(924,879,770)	(17,824,410)
Net Uses	8,815,625,423	9,587,476,450	10,106,950,947	519,474,497	10,001,065,614	(105,885,333)

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

AUTHORIZED POSITIONS, GRAND RECAP DETAIL

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Operating						
Permanent	32,179.57	32,907.99	33,328.54	420.55	33,333	5
Temporary	721.56	765.13	746.99	(18.14)	727	(20)
Non-Operating						
Grant	397.71	401.54	372.10	(29.44)	372	0
Capital/Other	1,788.98	2,126.51	2,212.75	86.24	2,239	26
Authorized Positions - Subtotal:	35,087.82	36,201.17	36,660.38	459.21	36,671	11
Unfunded Positions						
Attrition Savings	(3,351.03)	(3,055.20)	(3,158.03)	(102.83)	(3,088)	70
Capital/Other	(2,184.22)	(2,519.50)	(2,596.75)	(77.25)	(2,623)	(26)
Unfunded Positions - Subtotal:	(5,535.25)	(5,574.70)	(5,754.78)	(180.08)	(5,711)	44
Net Funded Positions:	29,552.57	30,626.47	30,905.60	279.13	30,960	55

FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 01 Public Protection						
ADULT PROBATION	148.52	146.34	150.33	3.99	150.90	0.57
DEPARTMENT OF POLICE ACCOUNTABILITY	0	0	43.22	43.22	43.22	0.00
DISTRICT ATTORNEY	267.35	273.53	278.14	4.61	275.05	(3.09)
EMERGENCY MANAGEMENT	258.10	251.43	257.53	6.10	257.55	0.02
FIRE DEPARTMENT	1,575.39	1,619.78	1,648.82	29.04	1,648.57	(0.25)
JUVENILE PROBATION	240.95	238.60	234.17	(4.43)	226.85	(7.32)
POLICE	2,870.79	3,013.38	2,971.48	(41.90)	2,957.95	(13.53)
PUBLIC DEFENDER	162.19	170.90	179.30	8.40	176.87	(2.43)
SHERIFF	1,005.76	1,056.16	998.77	(57.39)	1,066.76	67.99
Service Area: 01 TOTAL	6,529.05	6,770.12	6,761.76	(8.36)	6,803.72	41.96
Service Area: 02 Public Works, Transportation & Commerce						
AIRPORT COMMISSION	1,492.61	1,540.77	1,585.95	45.18	1,592.57	6.62
BOARD OF APPEALS	5.00	5.00	5.00	0	5.00	0.00
BUILDING INSPECTION	283.15	282.03	281.00	(1.03)	280.82	(0.18)
ECONOMIC AND WORKFORCE DEVELOPMENT	97.94	105.91	104.82	(1.09)	102.51	(2.31)
GENERAL SERVICES AGENCY - PUBLIC WORKS	924.94	981.44	1,032.18	50.74	1,052.13	19.95
MUNICIPAL TRANSPORTATION AGENCY	4,930.78	5,159.98	5,177.90	17.92	5,175.96	(1.94)
PORT	241.29	244.19	245.64	1.45	245.33	(0.31)
PUBLIC UTILITIES COMMISSION	1,633.53	1,636.96	1,648.13	11.17	1,646.98	(1.15)
Service Area: 02 TOTAL	9,609.24	9,956.28	10,080.62	124.34	10,101.30	20.68
Service Area: 03 Human Welfare & Neighborhood Development						
CHILD SUPPORT SERVICES	74.87	81.06	79.30	(1.76)	76.40	(2.90)
CHILDREN AND FAMILIES COMMISSION	15.50	14.54	15.00	0.46	15.00	0.00
CHILDREN; YOUTH & THEIR FAMILIES	41.86	52.19	53.86	1.67	54.97	1.11
ENVIRONMENT	61.07	65.92	66.86	0.94	66.67	(0.19)
HOMELESSNESS AND SUPPORTIVE HOUSING	0	108.91	118.75	9.84	120.81	2.06
HUMAN RIGHTS COMMISSION	11.68	12.15	13.36	1.21	13.36	0.00
HUMAN SERVICES	2,045.57	2,067.89	2,116.60	48.71	2,112.64	(3.96)
RENT ARBITRATION BOARD	31.29	33.96	36.45	2.49	35.17	(1.28)
STATUS OF WOMEN	6.01	6.48	6.47	(0.01)	6.28	(0.19)
Service Area: 03 TOTAL	2,287.85	2,443.10	2,506.65	63.55	2,501.30	(5.35)
Service Area: 04 Community Health						
PUBLIC HEALTH	6,601.99	6,806.30	6,867.02	60.72	6,867.02	0.00
Service Area: 04 TOTAL	6,601.99	6,806.30	6,867.02	60.72	6,867.02	0.00
Service Area: 05 Culture & Recreation						
ACADEMY OF SCIENCES	12.37	12.00	12.00	0	12.00	0.00
ARTS COMMISSION	28.49	30.48	30.63	0.15	30.62	(0.01)
ASIAN ART MUSEUM	57.15	57.14	56.94	(0.20)	56.83	(0.11)
FINE ARTS MUSEUM	113.58	108.70	107.82	(0.88)	107.67	(0.15)
LAW LIBRARY	3.00	3.00	3.00	0	3.00	0.00
PUBLIC LIBRARY	662.28	682.99	699.29	16.30	699.48	0.19
RECREATION AND PARK COMMISSION	916.35	935.45	943.13	7.68	940.46	(2.67)

FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Service Area: 05 Culture & Recreation						
WAR MEMORIAL	64.70	68.46	70.45	1.99	69.95	(0.50)
Service Area: 05 TOTAL	1,857.92	1,898.22	1,923.26	25.04	1,920.01	(3.25)
Service Area: 06 General Administration & Finance						
ASSESSOR / RECORDER	162.08	171.88	175.23	3.35	175.56	0.33
BOARD OF SUPERVISORS	76.84	76.54	77.05	0.51	76.20	(0.85)
CITY ATTORNEY	306.39	306.82	308.75	1.93	308.69	(0.06)
CITY PLANNING	181.78	213.75	218.17	4.42	217.83	(0.34)
CIVIL SERVICE COMMISSION	6.02	6.02	6.02	0	6.02	0.00
CONTROLLER	252.58	263.44	257.11	(6.33)	249.59	(7.52)
ELECTIONS	57.01	47.90	47.50	(0.40)	47.13	(0.37)
ETHICS COMMISSION	18.45	21.39	23.25	1.86	23.45	0.20
GENERAL SERVICES AGENCY - CITY ADMIN	802.64	829.52	846.38	16.86	847.18	0.80
GENERAL SERVICES AGENCY - TECHNOLOGY	220.60	227.80	232.16	4.36	231.75	(0.41)
HEALTH SERVICE SYSTEM	50.80	51.36	51.38	0.02	51.37	(0.01)
HUMAN RESOURCES	152.41	154.88	149.16	(5.72)	157.24	8.08
MAYOR	54.68	56.00	58.01	2.01	58.71	0.70
RETIREMENT SYSTEM	105.43	106.51	107.93	1.42	107.85	(0.08)
TREASURER/TAX COLLECTOR	218.81	218.64	208.19	(10.45)	208.56	0.37
Service Area: 06 TOTAL	2,666.52	2,752.45	2,766.29	13.84	2,767.13	0.84
Report Grand Total	29,552.57	30,626.47	30,905.60	279.13	30,960.48	54.88

A photograph of the Palace of Fine Arts in San Francisco at dusk or night. The building's iconic dome and classical columns are brightly lit from within, casting a warm glow and creating a reflection on the water in the foreground. The sky is a deep blue, suggesting twilight. The overall atmosphere is grand and architectural.

DEPARTMENT BUDGETS



ACADEMY OF SCIENCES

MISSION

The California Academy of Sciences (SCI or “the Academy”) is a multifaceted scientific institution that houses an aquarium, a planetarium, and a natural history museum, and is committed to cutting-edge research, educational outreach, and finding new and innovative ways to engage and inspire the public.

SERVICES

Although the California Academy of Sciences consists of divisions that run its operations, programs, and research departments, the only portion of the Academy that receives funding from the City and County of San Francisco through the annual budget is the Steinhart Aquarium.

THE STEINHART AQUARIUM is home to 40,000 live animals, representing more than 900 separate species from around the world. Established through a gift to the City, the Aquarium educates the public about aquatic species. The Aquarium has one of the most important fish collections in the world and the largest collection of Pacific invertebrates in the United States. Together, these two collections make the Academy a major center for ocean life. Its collections of reptiles, plants, and insects are also among the best in the world.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
Total FTE	12	12	12	-	12	-



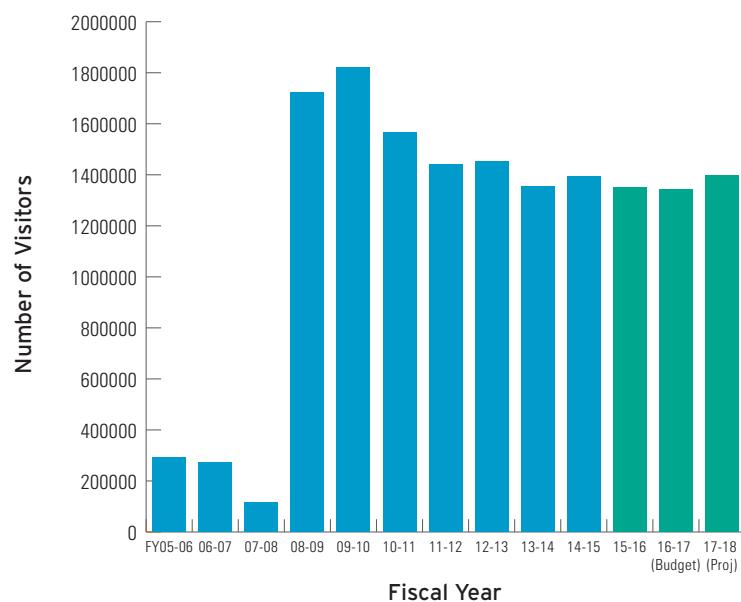
LOOKING BACK

BIG IDEAS

The Academy has long been an oasis for generations of San Franciscans to encounter the wonders of nature and science. The Academy's initiatives focus on understanding and sustaining the world's most precious and threatened ecosystems—including coral reefs, tropical rainforests, and California's iconic coasts and landscapes—and will re-shape the way people learn about and discuss environmental issues. These efforts drive the Academy's evolution from a traditional natural history museum to one that also engages, empowers, and equips the public with ideas and practices for a better future.

The Academy's initiatives continue to serve the Bay Area, recognizing that American museums are one of the country's most trusted sources of information as they collectively serve nearly 850 million visitors per year. As part of the Academy for All initiative, the Academy serves 260,000 children, teachers, and families each year who otherwise might not have access to the Academy and its resources. The long-term goal is to ensure that every child in the Bay Area has access to transformative science learning experiences—through regular visits, field trips, immersive programs, and ongoing educational engagement activities—digitally, in classrooms, or within the Academy's walls.

NUMBER OF VISITORS. ➤
The Academy hosts over 1.2 million visitors each year.



PROMOTING SCIENCE LITERACY THROUGH MUSEUM EXHIBITS

In the summer of 2016, the Academy opened the new exhibit "Twilight Zone: Deep Reefs Revealed," inviting visitors to discover the beauty and importance of the little-known reefs that exist 200 to 500 feet below the ocean's surface. With this first major improvement to the Steinhart Aquarium in nearly eight years, visitors have been able to experience animals from one of the least-explored places on the planet. The Academy is making fundamental breakthroughs in coral reef biology; developing new conservation solutions and restoration techniques; and sharing that knowledge through innovative exhibits and educational media programs.

GUEST ATTENDANCE

Over 1.2 million guests visited the Academy in each of the past two fiscal years, maintaining the Academy's track record of being the most-visited arts and culture institution in the Bay Area. With the Steinhart Aquarium continually ranked as the top reason guests visit the Academy, visitor satisfaction continues to be incredibly high. Located in Golden Gate Park on the west side of the City, outside of the traditional tourist areas, the Academy is an important economic anchor for the surrounding neighborhoods.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ACADEMY OF SCIENCES (EEH)					
Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff					
• Recycling rate of Academy waste	80%	81%	81%	81%	81%
Provide excellent and educational experiences to a broad range of visitors that inspire them to explore, explain, and sustain life					
• City cost per visitor (SCI)	\$5.14	\$3.82	\$3.82	\$3.82	\$3.82
• Number of visitors	1,200,073	1,415,000	1,400,000	1,415,000	1,400,000
• Number of visitors attending on San Francisco Neighborhood Free Days and Quarterly Free Days	42,399	45,000	43,000	45,000	46,000
• Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	96%	90%	90%	90%	90%



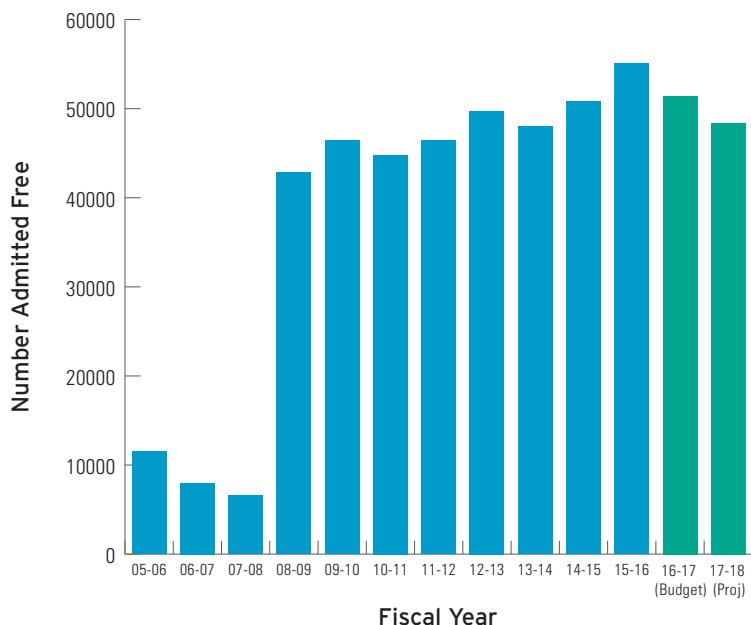
BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$6.4 million for the Academy of Sciences is \$0.2 million, or 3.5 percent, higher than the FY 2016-17 budget of \$6.2 million. This increase is largely due to additional spending on capital projects and equipment. The FY 2018-19 proposed budget of \$6.4 million for the Academy of Sciences does not represent a significant increase from the proposed FY 2016-17 budget of \$6.4 million.

PHILANTHROPIC ENDEAVORS

The Academy is focusing fundraising efforts on large initiatives such as Coral Reefs, Tropical Rainforests, California Biodiversity and Museum Accessibility to All. The initiatives align with the Academy's mission and leverage exhibits within the Museum to inspire better understanding and conservation of the natural world. The new exhibit Twilight Zone: Deep Reefs Revealed is an example of the collaboration of private

NUMBER OF SAN FRANCISCO SCHOOL CHILDREN ADMITTED FREE. Approximately 50,000 children are admitted free in education groups each year.



donors and Academy resources to produce a highly immersive and educational exhibit.

CAPITAL INVESTMENT

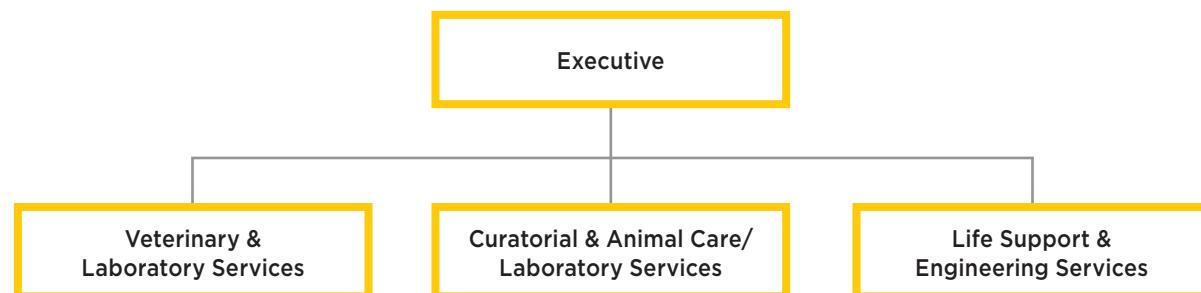
During FY 2017-18 and FY 2018-19, the Academy will benefit from investment in facilities maintenance and building projects intended to keep Steinhart Aquarium in excellent working order and ensure a safe environment for staff, visitors, and live animals. This investment in preventative maintenance will decrease future facilities maintenance costs and represents a prudent investment of City resources.

ACCESSIBILITY

The Academy for All initiative currently serves over 225,000 children and their families annually

through free and low-cost programs—including free admission days, free field trips, and special programs targeting youth traditionally underrepresented in science fields. Lowering the barriers to entry—whether cost, access, language, or culture—is a first step. The long-term goal is to ensure that every child in the Bay Area has unencumbered access to transformative science learning experiences through regular visits, field trips, immersive programs, and ongoing educational engagement activities at the Academy. The Academy recognizes that this is good for San Francisco’s educational system, the local economy, and the civic landscape. The Academy is also one of San Francisco’s leading employers of individuals with disabilities and at-risk transitional aged youth.

ACADEMY OF SCIENCES ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	12.37	12.00	12.00	0.00	12.00	0.00
Net Operating Positions	12.37	12.00	12.00	0.00	12.00	0.00
SOURCES						
General Fund Support	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
Sources Total	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
USES - OPERATING EXPENDITURES						
Salaries & Wages	1,224,014	1,288,472	1,317,028	28,556	1,351,342	34,314
Fringe Benefits	455,267	497,349	526,373	29,024	556,160	29,787
Professional & Contractual Services	2,695,618	2,687,136	1,689,468	(997,668)	1,624,468	(65,000)
Materials & Supplies	0	243,600	0	(243,600)	0	0
Equipment	150,188	92,438	152,250	59,812	264,879	112,629
Services of Other Departments	322,246	352,965	1,533,873	1,180,908	1,648,459	114,586
Uses - Operating Expenditures Total	4,847,333	5,161,960	5,218,992	57,032	5,445,308	226,316
USES - PROJECT EXPENDITURES						
Facilities Maintenance	369,184	249,606	262,086	12,480	275,190	13,104
Capital Renewal	0	763,000	912,000	149,000	691,000	(221,000)
Capital Projects	148,207	0	0	0	0	0
Uses - Project Expenditures Total	517,391	1,012,606	1,174,086	161,480	966,190	(207,896)
USES BY PROGRAM RECAP						
Academy Of Sciences	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420
Uses by Program Recap Total	5,364,724	6,174,566	6,393,078	218,512	6,411,498	18,420



ADULT PROBATION

MISSION

The Adult Probation Department (ADP) is an integral partner in the City's criminal justice system and contributes to public safety through its court services, evidence-based supervision, and treatment referral functions. ADP supervises approximately 3,762 adult probationers who are on court-ordered supervision and diversion programs, and 432 mandatory supervision and post-release community supervision clients.

SERVICES

The Adult Probation Department provides services through the following divisions:

PRE-SENTENCE INVESTIGATION prepares pre-sentence investigation and supplemental reports for the Superior Court when individuals are charged with felony offenses or have violated the conditions of their probation, resulting in a new charge. The reports include an evidence-based risk and needs assessment to aid the courts in sentencing decisions. Records, reception, and support staff maintain the official department records for clients and process reports.

COMMUNITY SERVICES SUPERVISION provides supervision services, wrap-around care, and referrals to treatment to promote clients' success and ensure compliance with the terms and conditions of their probation. Specialized Intensive Services Units closely monitor high-risk probationers who have committed gang, sex, drug, or domestic violence related offenses.

POST RELEASE COMMUNITY SUPERVISION (PRCS) manages the post-release community supervision population. The Pre-Release Team coordinates the release of inmates from the county jail or state prison to county community supervision.

REENTRY coordinates a seamless continuum of care and support to probationers to increase successful outcomes, and to reduce recidivism and victimization.

ADMINISTRATIVE SERVICES provides fiscal management, personnel and payroll services, grants and contract administration, operational and performance analysis, capital improvements, and management information services.

BUDGET DATA SUMMARY

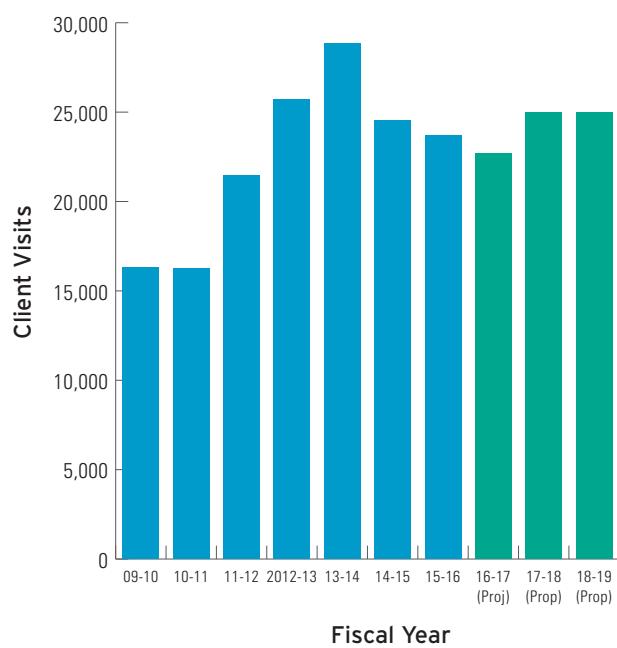
	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	29,289,077	34,019,907	35,367,576	1,347,669	36,608,761	1,241,185
Total FTE	149	146	150	4	151	1



LOOKING BACK

Fiscal Year (FY) 2016-17 was the fifth year of Public Safety Realignment in which prisoners at California Department of Correction and Rehabilitation facilities were returned to county-level supervision. In this context, the Adult Probation Department implemented the City and County's realignment programs and initiatives. This mandate became the new normal, and these clients continue to be integrated into the existing populations served by the County's criminal justice, health, and human service partners.

FY 2016-17 offered opportunities to build, strengthen, and institutionalize realignment initiatives. The Community Assessment and Services Center (CASC), Reentry Pod, transitional housing, and Cameo House continued to provide positive outcomes for our clients. Restorative Justice and the new Restitution Program increased our ability to serve victims of crime and engage clients in the community in positive and pro-social ways.



CLIENT VISITS TO ADULT PROBATION OFFICE.
The number of probationers, victims, and members of the public who come to the Department office each year

STATE PUBLIC SAFETY REALIGNMENT

Assembly Bill (AB) 109 was implemented in October 2011 to reduce the prison population and to improve outcomes for individuals returning to their communities. This was accomplished by releasing non-serious, non-violent, non-high risk sex offenders back to their county of legal residence while allocating resources directly to the counties. The Department experienced an incremental increase in caseloads from the addition of the post-release community supervision population. The Department's Realignment Community Supervision Division and Pre-Release Team provide intensive supervision this population. The Pre- Release Team is responsible for coordinating the release of inmates from the county jail or state prison to county community supervision, administering a risk and needs assessment, and outlining special conditions of supervision prior to their release in order to address individual needs and improve outcomes.

ASSISTING REINTEGRATION & REDUCING RECIDIVISM

The Community Assessment & Services Center (CASC) opened in June 2013 and operates five days a week. The CASC is a one-stop service center for the Department's current clients, former clients, and other justice involved residents of San Francisco. The CASC model tightly aligns law enforcement and support services into an approach focused on accountability, responsibility, and opportunities for long-term change. The CASC provides counseling services, cognitive behavioral counseling, and vocational, educational and parenting classes among others to further reduce recidivism and increase positive outcomes for individuals.

The Reentry Pod is a joint effort between the Adult Probation and the Sheriff's Department to serve individuals who will be released to community supervision upon completion of their local jail sentence. Located in County Jail #2, this effort joins pre and post-release programs in order to reduce recidivism and facilitate offenders' successful reentry into the community. The Reentry Pod can host up to 56 inmates.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
COMMUNITY SERVICES					
Provide protection to the community through supervision and provision of appropriate services to adult probationers					
• Number of community meetings attended by probation staff	220	200	150	200	200
• Number of visits by probationers and victims to the Department for services	24,005	25,000	22,000	22,000	22,000
• Total active probationers	4,269				
PRE-SENTENCING INVESTIGATION					
Provide timely reports to guide the courts with rendering appropriate sentencing decisions					
• Number of COMPAS risk/needs assessments and reassessments conducted	1,314	1,500	1,100	1,200	1,200
• Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	100%	100%	100%	100%	100%
• Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	95%	100%	97%	100%	100%
ADMINISTRATION - ADULT PROBATION					
Maximize staff effectiveness					
• Probationers, PRCS, Mandatory Supervision clients per Probation Officer	50	50	50	50	50
POST RELEASE COMMUNITY SUPERVISION					
Provide protection to the community through supervision and provision of appropriate services to adult probationers					
• Percent of individuals completing Mandatory Supervision who complete successfully.	68%	85%	85%	85%	85%
• Percent of individuals who have been on PRCS for at least twelve months that have successfully completed PRCS.	60%	75%	75%	75%	75%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2016-17 proposed budget of \$35.4 million for the Adult Probation Department is \$1.3 million, or 4.0 percent, higher than the FY 2016-17 budget of \$34.0 million. Increases were largely due to the salary and benefit costs related to expansion of the CASC to 24-7 service, increased hiring of Deputy Probation Officers, and investment in reception staff at the main office.

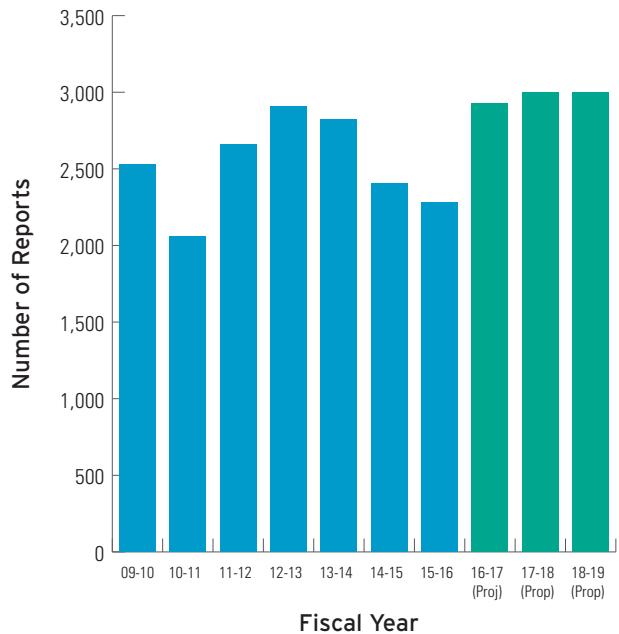
The Fiscal Year (FY) 2018-19 proposed budget of \$36.6 million for the Adult Probation Department is \$1.2 million, or 3.5 percent, higher than the FY 2017-18 proposed budget of \$35.4 million. This increase is due, similarly, to salary and benefits costs.

JAIL RE-ENVISIONING PROCESS

In 2016, stakeholders from across the City and community came together to build consensus around

the future of San Francisco's jail population. The Re-envisioning the Jail Replacement Project Work Group (RJP) published a series of recommendations aimed at reducing the jail population through services for justice-involved individuals. The Adult Probation Department is actively cooperating in this process through a variety of methods.

Adult Probation is also cooperating with the Sheriff's department to streamline access to services for those leaving the county jails by ensuring 24-7 access to the CASC, and transportation from jails to the CASC for probationers, and for formerly incarcerated individuals who want to participate in CASC programs. Adult Probation will also benefit from an expansion of the Sheriff's Electronic Monitoring program, which is being expanded in FY 2017-18.



▲ SUPPLEMENTAL REPORTS. *The number of supplemental reports submitted to the Superior Court*

The department will also work with the Department of Public Health to operationalize the Law-Enforcement Assisted Diversion (LEAD) Grant, a state funding package. This two-year grant is an innovative cross-departmental collaboration that will offer services rather than arrest for low-level drug offenders, and will allow the Adult Probation Department to provide services for pre-arrest individuals out of the CASC. San Francisco Police Department staff will be able to direct pre-arrestees to the CASC, where they will be assessed for health and social service needs, including treatment, education, and housing. By allowing potential arrestees to choose services in lieu of arrest or jail time, LEAD funding is aimed at further reduction of City's justice-involved population.

TARGETED RECIDIVISM PREVENTION

In support of the City's violence prevention initiative, the Department continues to dedicate positions and program resources to administer the Interrupt, Predict and Organize (IPO) Employment Program for transitional aged youth (18 to 25 years old). IPO Employment is a multi-disciplinary, multi-agency approach to education, job training, job experience and wrap-around services for participants who are at risk. The program

supports participants in GED studies, placement into paying jobs to build job experience, and wrap around care to remove barriers to employment, anger management counseling, parenting classes and more.

In addition, the Department has launched the IPO Family Program, serving individuals from 26 to 35 years old. This program was designed to identify and address the needs of not only the participant but their families as well. Modeled after the IPO Employment Program, this program provides additional support to these older participants by providing services to build stronger parenting skills, healthier family relationships, and more stable roles in the community.

EFFECTIVE SUPERVISION OF HIGH-RISK INDIVIDUALS

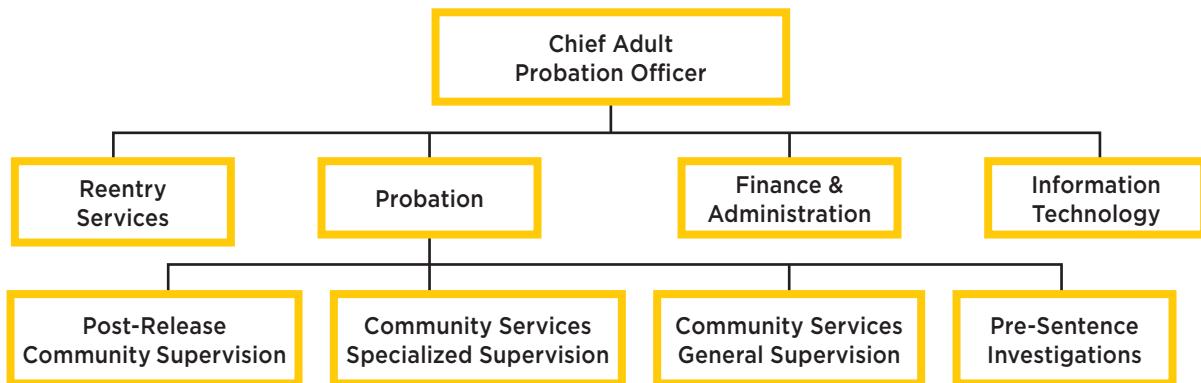
The Adult Probation Department's client population includes very high-risk and high-needs individuals. In addition to the high-risk population served as a result of Public Safety Realignment (AB109), the majority of our clients demonstrate a high risk for recidivism with multiple co-occurring criminogenic needs. Supervising this high-risk and high-need population requires skilled community supervision and culturally competent services to address challenges related to substance abuse, housing, employment, mental health, education, anger management, parenting skills, and other destabilizers. The Department continues to implement evidence-based supervision strategies that are effective in reducing recidivism and improving outcomes.

QUALITY ASSURANCE

The Adult Probation Department continues to collect, analyze, and report data to improve the effectiveness of its supervision strategies and reentry services. The Department reports monthly on reentry services, treatment, and housing referrals. Performance measurements and outcome analyses of reentry service providers continue to assist the Department in identifying gaps in services, responding to clients' needs, and ensuring the programs offered are effective and evidence based. Over the next two fiscal years, the Department will enhance service evaluation, focus on ensuring that clients permanently stay out of the criminal justice system, and expand reporting to inform decisions related to current and projected service level needs.



ADULT PROBATION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	148.52	146.34	153.41	7.07	154.90	1.49
Non-operating Positions (cap/other)	0.00	0.00	(3.08)	(3.08)	(4.00)	(0.92)
Net Operating Positions	148.52	146.34	150.33	3.99	150.90	0.57
SOURCES						
Intergovernmental Revenue - Federal	350,865	339,789	353,226	13,437	363,214	9,988
Intergovernmental Revenue - State	16,546,262	17,250,493	17,608,565	358,072	18,080,565	472,000
Charges for Services	778,851	527,500	683,500	156,000	683,500	0
Other Revenues	44,063	0	0	0	0	0
Expenditure Recovery	6,000	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(852,051)	0	0	0	0	0
General Fund Support	12,415,087	15,902,125	16,722,285	820,160	17,481,482	759,197
Sources Total	29,289,077	34,019,907	35,367,576	1,347,669	36,608,761	1,241,185
USES - OPERATING EXPENDITURES						
Salaries & Wages	13,546,639	14,746,976	15,492,222	745,246	15,991,882	499,660
Fringe Benefits	5,049,615	5,737,511	6,407,108	669,597	7,076,540	669,432
Professional & Contractual Services	5,064,413	5,689,116	6,033,223	344,107	6,028,811	(4,412)
Aid Assistance / Grants	2,061,879	2,608,195	2,736,075	127,880	2,736,075	0
Materials & Supplies	359,613	470,723	460,724	(9,999)	460,724	0
Equipment	78,009	92,937	0	(92,937)	0	0
Services of Other Departments	3,128,909	4,674,449	4,238,224	(436,225)	4,314,729	76,505
Uses - Operating Expenditures Total	29,289,077	34,019,907	35,367,576	1,347,669	36,608,761	1,241,185
USES BY PROGRAM RECAP						
Administration - Adult Probation	5,260,960	5,466,714	6,150,334	683,620	6,369,625	219,291
Community Services	11,918,521	12,761,812	12,754,219	(7,593)	13,265,461	511,242
One Stop Re Entry Services	1,561,966	1,594,325	1,757,729	163,404	1,804,426	46,697
Pre - Sentencing Investigation	2,940,961	3,570,678	3,842,084	271,406	4,083,233	241,149
Realignment Services-Post Release Comm.	7,416,661	10,200,093	10,301,210	101,117	10,482,016	180,806
Work Orders & Grants	190,008	426,285	562,000	135,715	604,000	42,000
Uses by Program Recap Total	29,289,077	34,019,907	35,367,576	1,347,669	36,608,761	1,241,185



AIRPORT

MISSION

The San Francisco International Airport (SFO or “the Airport”) strives to be an exceptional airport in service to its communities. SFO is the Bay Area’s largest airport, with 36 international and 10 domestic airline carriers offering non-stop links to 79 U.S. cities and more than 45 international destinations.

SERVICES

The Airport provides services through the following divisions:

ADMINISTRATION AND POLICY creates and enhances partnerships within the City and with the Airport’s neighbors; recruits and maintains a competent workforce; oversees internship programs for workforce development; develops SFO’s federal and state policy agenda; develops environmental sustainability plans; and coordinates sustainability efforts throughout the Airport.

BUSINESS AND FINANCE ensures that airport property and facilities achieve cost-efficiency; provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; manages the Airport’s financial performance; and oversees medical services at the Airport.

PLANNING, DESIGN, AND CONSTRUCTION plans and implements capital improvement projects and programs. The Planning team prepares long-range facility development planning studies and analyzes projects to support the development of the Airport’s capital improvement program. The Design and Construction teams oversee new construction projects, as well as improvements to buildings, utilities, and other airport systems.

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

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

MARKETING AND COMMUNICATIONS provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities; markets opportunities for new or expanded airline services, on-site parking, and concessions to increase airport revenue; and oversees customer service programs.

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

OPERATIONS AND SECURITY manages the airfield, public transportation, terminals, airport security program, and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

BUDGET DATA SUMMARY

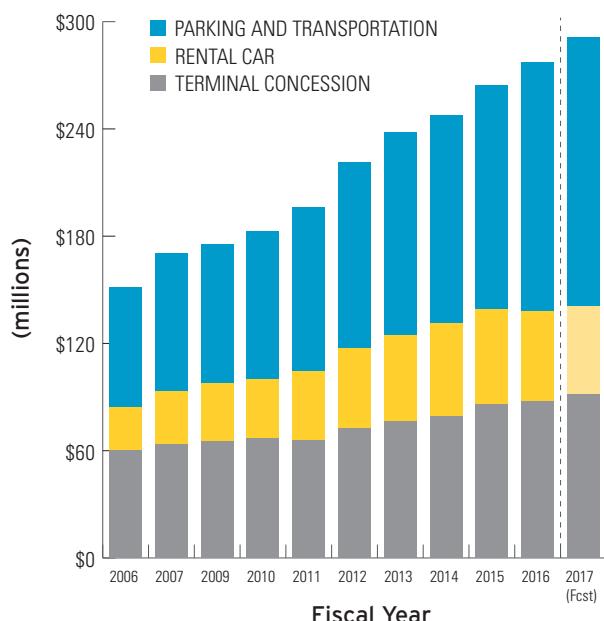
	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	1,136,461,955	964,158,240	987,785,877	23,627,637	981,109,210	(6,676,667)
Total FTE	1,493	1,541	1,586	45	1,593	7



LOOKING BACK

Over the past five years, the Airport has been one of the fastest growing airports nationwide. In Fiscal Year (FY) 2015-16, the Airport continued its long run of passenger growth, reaching a record 51.4 million passengers – a 7 percent increase over the prior year and a 56 percent increase since FY 2006-07. For FY 2016-17 the Airport expects to see continued growth, projecting a 3.5 percent increase over the previous year's total, bringing passenger totals to 53.2 million.

In FY 2016-17, SFO's passenger traffic increase in the domestic sector was from mainline carrier United and Low Cost Carriers Virgin America, Jet Blue, and Southwest. Virgin America's recent growth led to the carrier becoming the second largest airline at SFO. Strong international sector growth was from a number of new services, which included WOW Air to Iceland, Volaris to Mexico, and United to Tel Aviv, Xi'an, Hangzhou, Auckland, and Singapore. A number of carriers also increased flight frequency or used larger aircraft to serve existing destinations. Although the Airport is currently forecasting more modest growth going forward (2.4 percent average annual growth through 2022), it still projects serving an additional 6.2 million passengers annually by 2022.



AMOUNT OF NON-AIRLINE REVENUE PER YEAR. Non-airline revenue has increased by 92 percent since 2007, reaching an expected \$291.5 million in FY 2016-17.

This passenger traffic growth has helped increase non-airline revenues, which are critical to maintaining competitive airline rates and serve as the base for the Airport's Annual Service Payment (ASP) to the General Fund. In FY 2015-16, non-airline revenues including parking, concessions, ground transportation, and rental car fees totaled \$277.4 million – a 5.0 percent increase over the prior year and an 83.1 percent overall increase since FY 2006-07. Based on current passenger projections, the Airport estimates FY 2016-17 non-airline revenues will reach approximately \$291.5 million and projects revenues will continue to grow at an average of 3.4 percent annually over the next five years.

ECONOMIC IMPACT

According to SFO's most recent Economic Impact report, the Airport generated more than 39,400 jobs and \$7.8 billion in business activity in FY 2014-15. Off-site business activities that depend directly on local air service for staff travel, cargo deliveries, or visitor spending together raise the Airport's direct economic contribution to the Bay Area to \$34.7 billion in business sales and approximately 158,400 jobs. Operations at SFO also generated \$2.8 billion in state and local tax revenues during the fiscal year.

AIR TRAFFIC CONTROL TOWER

In October 2016, the Airport, in conjunction with the Federal Aviation Administration (FAA), opened a state-of-the-art Airport Traffic Control Tower and Integrated Facility building, which was honored as the top engineering project in both the State of California and the United States by the American Council of Engineering Companies. The collaboration between the Airport and the FAA was a first-of-its-kind partnership, with the FAA covering the costs associated with the tower and the Airport covering expenses related to facility integration, as well as some design features. The Airport also supervised the Tower's design and construction work, typically done by the FAA.

Standing 221 feet tall, the new tower provides the Airport with the latest in technology and design, meeting stringent safety, security, and seismic standards, while obtaining LEED® Gold status. Additionally, it features an inviting, flared design

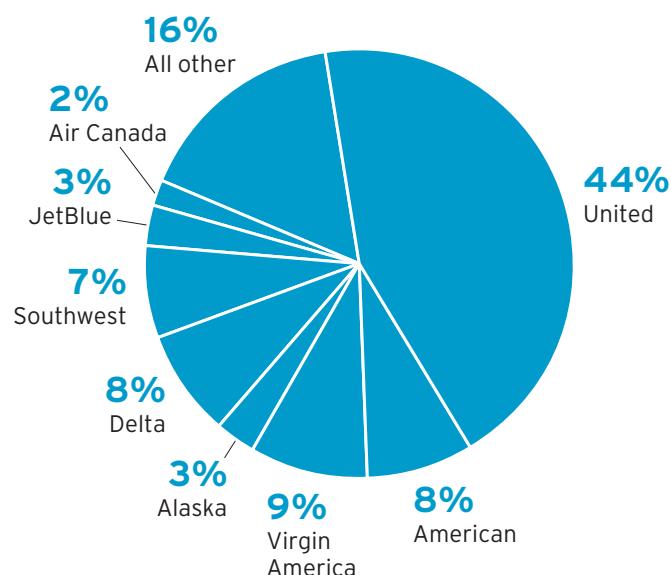
clad in curved metal paneling and a vertical public-facing glass band that glows at night.

TERMINAL RENOVATIONS

Using Terminal 2 (T2) renovation principles and standards – which have resulted in T2 having one of the highest passenger spend rates of any terminal in the US – the Airport has invested in numerous terminal enhancement projects aimed at improving the passenger experience while maintaining safety, addressing passenger growth, and meeting sustainability goals. As a result, SFO continues to be recognized as an industry leader receiving numerous awards over the past year. Recent awards include Airport Revenue News' Best Concession Management Team and the Acterra Award for Sustainability. Additionally, SFO's Chief Development Officer, Geoff Neumayr, was recognized as one of Engineering News-Record's (ENR) "Top 25 Newsmakers" for his innovative efforts in incorporating a culture of collaboration into the Airport's capital planning process.

TECHNOLOGY INFRASTRUCTURE

The Airport has made capital investments in innovative technology infrastructure that have helped increase the passenger experience while transforming the way the Airport does business. Recent accomplishments include the development of an application-based Commercial Transport System that tracks app-enabled commercial



AIRLINE ENPLANEMENT MARKET SHARE.

The top eight airlines control 84 percent of market share at SFO, with all other carriers comprising the remaining 16 percent.

vehicles (e.g. Uber and Lyft) operating within airport boundaries and the development of a navigation app that helps visually impaired customers navigate through the Airport. In October 2016, the American Association of Airport Executives honored SFO's Chief Information Officer, Ian Law, with their "Most Innovative Individual in Airports" Award for his efforts in utilizing technology to revolutionize the passenger experience.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ADMINISTRATION, BUSINESS					
Contribute to the strength of the local economy					
• Amount of annual service payment to the City's General Fund, in millions	42.54	42.80	44.67	43.40	46.43
• Percent change in domestic air passenger volume	5.8%	2.5%	2.7%	1.9%	1.7%
• Percent change in international air passenger volume	9.5%	3.3%	11.2%	2.9%	2.0%
Control airline cost per enplaned passenger					
• Airline cost per enplaned passenger (in constant 2008 dollars)	\$14.18	\$14.89	\$13.79	\$15.34	\$14.23
SAFETY & SECURITY					
Provide accessible and convenient facilities and superior customer service					
• Average immigration and customs wait times as a percent of the average of comparable airports	123%	130%	140%	135%	135%
• Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.11	4.10	4.16	4.14	4.18



BUDGET ISSUES AND DETAILS

The Airport is entering the second year of its fixed two-year budget cycle. The FY 2017-18 proposed budget of \$987.8 million is \$23.6 million, or 2.5 percent, higher than the FY 2016-17 budget of \$964.2 million. This increase is primarily due to the annualization of new positions added in the prior year; new positions proposed for FY 2017-18; higher costs for various non-personnel services; and rising debt service costs. The budget includes a \$45.6 million annual service payment to the City's General Fund.

INVESTING IN CAPITAL, CREATING JOBS

The Airport's current FY 2016-17 Ten-Year Capital Improvement Plan (CIP) calls for approximately \$6.1 billion in capital investments that will support the local economy and businesses. Highlights of the CIP include investments in terminal improvements, such as the renovations of Terminal 1 and the western portion of Terminal 3, a new on-airport hotel, a second long-term parking garage, an extension of the AirTrain System to the long-term parking garages, a consolidated administration campus, runway and taxiway repairs, and improvements to the sea wall. The CIP projects the Airport will invest approximately \$1.6 billion in FY 2017-18 and another \$1.3 billion in FY 2018-19. These investments are estimated to support more than 24,000 jobs.

PROVIDING LOCAL BUSINESS OPPORTUNITIES AND REVENUE

SFO continues to be one of the top performing airports for retail, food, and beverage concessions. With nearly seventy percent of concessionaires locally-owned, the Airport not only provides a unique experience, but also provides valuable opportunities and exposure for local businesses. In 2014, an innovative pop-up retail program was developed to facilitate small local business participation in SFO's retail program by providing opportunities for short-term permits with minimal start-up costs and ready-to-move-in facilities. This program has proven to be very successful, and it will be expanded in new terminal development. The Airport held a well-attended outreach workshop in 2016 for local small business owners and is continuing to engage, educate, and encourage local business owners. Another "Doing Business At SFO" workshop will take place this year in preparation for upcoming leasing opportunities

for Terminal 2, soon-to-be renovated areas of Terminal 3 and the new Terminal 1 Boarding Area B.

SUPPORTING TOURISM AND TRADE

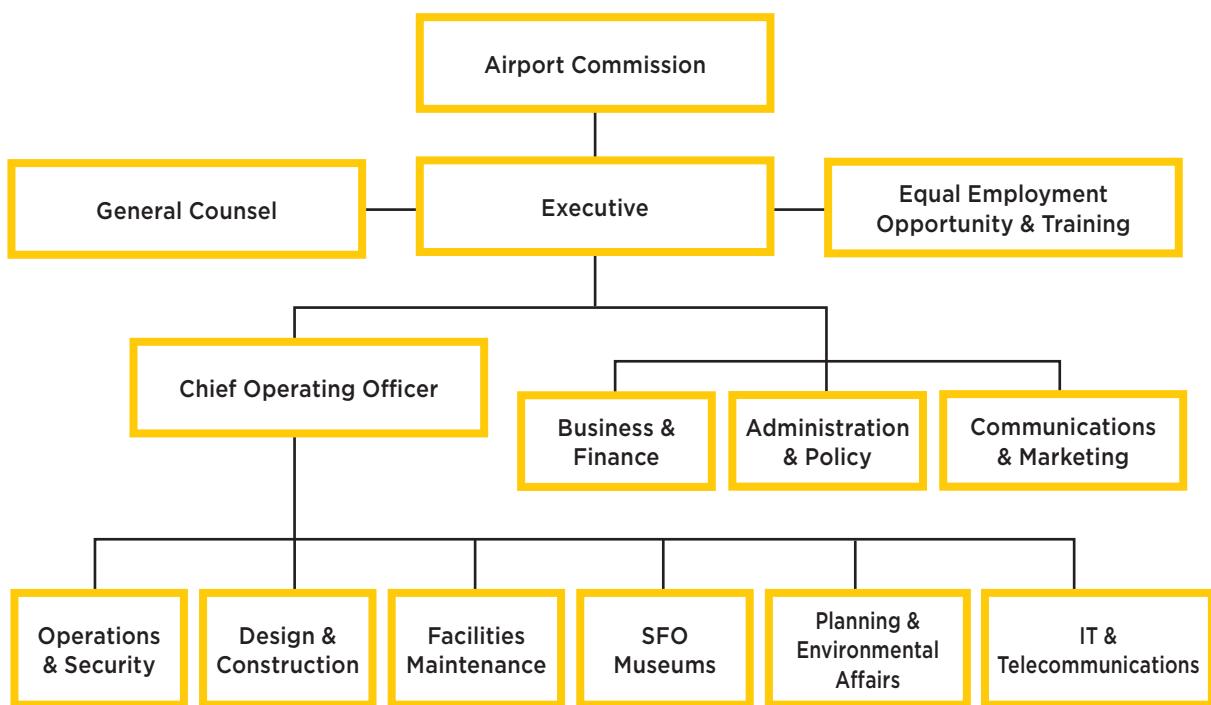
By attracting new and expanded airline service, the Airport supports tourism and international trade while promoting competition that benefits travelers. The Airport forecasts that enplanements (the number of passengers boarding an airplane) will reach 26.8 million in FY 2016-17, a 4.6 percent increase from the FY 2015-16 total of 25.6 million. Enplanements in FY 2017-18 are forecast to reach 27.5 million, a 2.7 percent year-over-year increase. Growth in both domestic and international sectors is expected to continue, due to new and increased services. Virgin America and Alaska Airlines, which recently merged, announced expanded service to 10 new destinations in 2017. International service growth has come from a number of airlines including United, Air Canada, Air India, China Eastern, WOW Air, Fiji Airways, Volaris, and Swiss Air, which commenced new services in 2016. Service additions that have been announced for 2017 include those by Virgin Atlantic, Korean Air, Low Cost Carrier Thomas Cook Airways, Finnair, and Air Berlin.

GUEST EXPERIENCE

The Airport strives to earn the highest satisfaction ratings from guests among our peer international US gateway airports, as measured by Airport Council International's "Airport Service Quality" global survey and benchmarking program. Satisfaction scores rose throughout 2016, culminating in the highest quarterly score since surveying began in 2012. Satisfaction with essential experiences such as wayfinding, cleanliness, ambiance, and Wi-Fi connectivity are among the highest achieved as well. Satisfaction levels in Terminals 2 and 3E continue to be among the highest in North America due to the Terminals providing a high level of comfort and hospitality. The Airport provides guest-oriented services and amenities such as yoga rooms, indoor animal relief areas, a concierge program, and 'Serve Well', an airport-wide guest service training program for all staff members regardless of employer that helps the Airport deliver an exceptional experience.



AIRPORT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	1,676.62	1,738.18	1,808.66	70.48	1,820.57	11.91
Non-operating Positions (cap/other)	(184.01)	(197.41)	(222.71)	(25.30)	(228.00)	(5.29)
Net Operating Positions	1,492.61	1,540.77	1,585.95	45.18	1,592.57	6.62
SOURCES						
Licenses & Fines	3,440,934	438,000	1,207,000	769,000	1,207,000	0
Use of Money or Property	312,748,233	320,131,000	338,251,000	18,120,000	338,251,000	0
Intergovernmental Revenue - Federal	10,424,138	20,909,000	21,510,000	601,000	21,510,000	0
Intergovernmental Revenue - State	8,029	20,000	20,000	0	20,000	0
Charges for Services	633,385,592	610,538,000	629,375,500	18,837,500	629,375,500	0
Other Revenues	349,889,824	42,764,000	46,464,000	3,700,000	46,464,000	0
Transfers In	62,051,572	76,675,588	63,882,299	(12,793,289)	48,882,299	(15,000,000)
Expenditure Recovery	372,723	7,632,577	(66,812)	(7,699,389)	65,285	132,097
Transfer Adjustments-Sources	(62,051,572)	(157,755,130)	(63,882,299)	93,872,831	(48,882,299)	15,000,000
Use of / (Deposit to) Fund Balance	(173,807,518)	42,805,205	35,206,448	(7,598,757)	30,123,516	(5,082,932)
Sources Total	1,136,461,955	964,158,240	1,071,967,136	107,808,896	1,067,016,301	(4,950,835)
USES - OPERATING EXPENDITURES						
Salaries & Wages	129,041,132	151,417,445	160,304,645	8,887,200	165,296,097	4,991,452
Fringe Benefits	61,611,483	78,572,234	84,318,522	5,746,288	88,983,281	4,664,759
Overhead	1,723,614	2,650,000	(5,642,098)	(8,292,098)	(5,712,747)	(70,649)
Professional & Contractual Services	107,324,804	128,428,959	133,084,124	4,655,165	133,084,124	0
Materials & Supplies	17,010,252	18,194,495	17,961,400	(233,095)	17,961,400	0
Equipment	809,826	3,604,532	2,174,563	(1,429,969)	0	(2,174,563)
Debt Service	423,212,939	420,860,380	433,023,815	12,163,435	433,023,815	0
Services of Other Departments	65,190,932	72,220,273	76,680,644	4,460,371	77,760,378	1,079,734
Transfers Out	113,680,468	120,264,301	109,541,762	(10,722,539)	94,374,362	(15,167,400)
Transfer Adjustments-Uses	(62,051,572)	(76,675,588)	(63,882,299)	12,793,289	(48,882,299)	15,000,000
Uses - Operating Expenditures Total	857,553,878	919,537,031	947,565,078	28,028,047	955,888,411	8,323,333
USES - PROJECT EXPENDITURES						
Facilities Maintenance	10,949,650	14,584,000	15,000,000	416,000	0	(15,000,000)
Capital Projects	267,958,427	30,037,209	25,220,799	(4,816,410)	25,220,799	0
Uses - Project Expenditures Total	278,908,077	44,621,209	40,220,799	(4,400,410)	25,220,799	(15,000,000)
USES BY PROGRAM RECAP						
Administration	24,309,022	32,167,024	33,448,422	1,281,398	34,819,606	1,371,184
Airport Director	9,618,648	9,297,674	9,142,722	(154,952)	9,249,795	107,073
Bureau Of Design And Construction	8,250,977	16,426,198	9,225,780	(7,200,418)	9,526,460	300,680
Business & Finance	521,081,499	538,218,917	556,277,741	18,058,824	556,106,517	(171,224)
Capital Projects And Grants	0	30,946,209	26,230,799	(4,715,410)	26,230,799	0
Chief Operating Officer	31,747,872	34,482,651	36,245,112	1,762,461	36,751,311	506,199
Communications & Marketing	8,630,795	18,221,958	19,761,808	1,539,850	19,862,577	100,769
Continuing Projects, Maint And Renewal	0	14,584,000	15,000,000	416,000	0	(15,000,000)
Departmental Fund Transfer	9,055,000	0	0	0	0	0
Facilities	169,547,943	183,089,248	191,209,247	8,119,999	196,205,070	4,995,823
Facilities Maintenance,Construction	278,908,077	0	0	0	0	0
Fire Airport Bureau Non-Personnel Cost	838,331	926,046	864,921	(61,125)	712,300	(152,621)
Operations And Security	66,582,915	74,615,621	80,145,963	5,530,342	81,425,760	1,279,797
Planning Division	5,016,880	6,366,657	6,201,317	(165,340)	6,304,397	103,080
Police Airport Bureau Non-Personnel Cost	2,873,996	4,816,037	4,032,045	(783,992)	3,914,618	(117,427)
Uses by Program Recap Total	1,136,461,955	964,158,240	987,785,877	23,627,637	981,109,210	(6,676,667)



ARTS COMMISSION

MISSION

The San Francisco Arts Commission (ART) champions the arts as essential to daily life by investing in a vibrant arts community, enlivening the urban environment, and shaping innovative cultural policy. The Department values the transformative power of art as critical to strengthening neighborhoods, building infrastructure, and fostering positive social change. Additionally, the Department strives to ensure a vibrant San Francisco where creativity, prosperity, and progress go hand in hand.

SERVICES

The Arts Commission provides services through the following program areas:

COMMUNITY INVESTMENT

COMMUNITY ARTS AND EDUCATION promotes community revitalization through the arts in economically disadvantaged and undeserved areas via six community cultural centers and the Arts Education Program.

CULTURAL EQUITY GRANTS awards project-based grants to San Francisco arts organizations and individual artists to nurture the continued growth of a vibrant arts scene that celebrates the City's diversity and its variety of cultural traditions.

STREET ARTISTS PROGRAM administers licenses to hundreds of local crafts people who sell handmade products in legal vending spaces, providing the City with a colorful marketplace year-round.

URBAN ENVIRONMENT

PUBLIC ART PROGRAM commissions new art for the City and is funded with two percent of the gross construction cost of city capital improvement projects, as mandated by the City's Art Enrichment Ordinance.

CIVIC ART COLLECTION oversees the care and maintenance of 4,000 objects in all media that comprise the City's \$90 million collection, which includes over 100 historic monuments.

CIVIC DESIGN REVIEW fulfills the Arts Commission's original Charter mandate to review the design of all structures placed on city property to ensure the quality of the built environment in San Francisco.

SAN FRANCISCO ART COMMISSION GALLERIES present year-round curated exhibitions that both reflect regional diversity and position the Bay Area within an international art landscape.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	15,986,973	16,173,305	17,449,834	1,276,529	17,821,030	371,196
Total FTE	28	30	31	-	31	-



LOOKING BACK

In Fiscal Year (FY) 2016-17, the Arts Commission continued to make progress towards achieving the goals and objectives outlined in its five year strategic plan, which was adopted in 2014. ART's achievements include:

MODERNIZING OPERATIONS TO IMPROVE ACCESSIBILITY

After a full year of design and development, in spring of 2017 the Arts Commission launched a new website for the first time in over 10 years. The new site integrates all of ART's programs, enabling cross promotion of opportunities and resources, while also providing a robust search function.

The new website integrates the Department's online grant system (Go Grants), which makes it possible for prospective grantees to apply electronically. The site also includes an arts education directory that allows teachers, parents and students to find arts-education providers throughout the City. Lastly, the site integrates the Department's collections database, which enables the public to search the City's Civic Art Collection online for the first time in history. The new website is also fully ADA compliant and mobile responsive.

EXPLORING THE SOCIAL AND POLITICAL IMPACT OF ART

The San Francisco Arts Commission Galleries presented the first installment of "Sanctuary City," a year-long exhibition and public program series that delves into topics related to San Francisco's immigration policies, immigrant and refugee populations, and the history of San Francisco's Sanctuary City status.

This inaugural Sanctuary City exhibition, *With Liberty and Justice for Some*, featured over 125 portraits of immigrants to the United States by 100 artists from Los Angeles and the Bay Area. Conceived in response to the presidential election in November, the show is a statement in response to the current administration's new executive order, which blocked citizens from six Muslim-majority countries (Syria, Iran, Libya, Somalia, Sudan and Yemen) from getting

visas for 90 days and reinstated a temporary blanket ban refusing admission to all refugees for 120 days. Notable subjects portrayed in the exhibition include actor Bela Lugosi, entertainer Grace Jones, former Secretary of State Madeleine Albright, Jamaican political leader Marcus Mosiah Garvey Jr., Architect I. M. Pei, Province of Pennsylvania founder William Penn, and several established artists such as Hung Liu, David Hockney, Marcel Duchamp, Enrique Chagoya, Wanxin Zhang, and Julie Mehretu.

LEADING NATIONAL ARTS CONVENING

Americans for the Arts, the leading nonprofit organization for advancing the arts and arts education in America, will hold its annual convention in San Francisco this summer. It is the largest national gathering of arts leaders and their partners in creative business, education, and government, and is expected to draw upwards of 2,000 attendees.

A series of prominent speakers and arts innovators will explore the deep and diverse economic, civic, and social impacts that the arts generate for the nation's neighborhoods and cities, as well as the role of the arts in creating and sustaining healthy, vibrant, and equitable communities. More than 74 speakers in 36 sessions will cover a wide range of topics, including arts education, public art, arts funding, cultural equity, employee engagement, research, and advocacy. Two pre-conference talks will focus on racial equity and public art.

This year's annual convention will examine the role of the arts in creating and sustaining healthy, vibrant, and equitable communities. The conference will also highlight the arts' impact on the national and local economy. Approximately 4.8 million Americans work in arts and culture industries, and the arts generate \$22.3 billion in federal, state, and local government revenue. Cultural tourism in San Francisco alone contributes \$1.7 billion to the local economy. Talks will revolve around five core themes: engaging equity, inspiring activation, embracing reinvention, celebrating optimism, and building skills.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
General					
Developing public awareness and policies that reflect the arts as critical for positive social change and innovative government					
• Number of people attending public and outreach programs organized by SFAC/year	1,284	5,860	5,860	5,860	5,860
Enlivening the urban environment through the promotion of equitable access to high quality art and design					
• Number of public art projects completed during the year	28	20	20	28	23
• Number of public building projects reviewed by the Civic Design Review Committee	45	40	40	40	40
Promoting the employment of artists and those skilled in crafts					
• Number of artists and organizations attending technical assistance and capacity building workshops/year	231	325	325	283	295
• Number of artists supported by SFAC through grants, honorarium, and commissions/year	173	239	239	240	227
• Number of unique street artist licenses issued/year	360	345	345	352	352



BUDGET ISSUES AND DETAILS

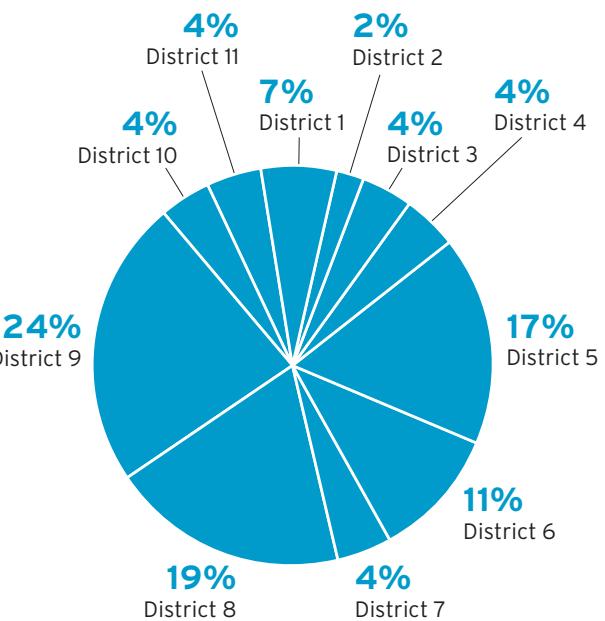
The Fiscal Year (FY) 2017-18 proposed budget of \$17.4 million for the Arts Commission is \$1.3 million, or 7.9 percent, higher than the FY 2016-17 budget of \$16.2 million. The increase is the result of growing salary and fringe benefit costs, the addition of a cost-of-living adjustment (COLA) for the Department's non-profit partners (grantees), and an increase in one-time capital spending.

The FY 2018-19 proposed budget of \$17.8 million is \$0.4 million, or 2.1 percent, higher than the FY 2017-18 proposed budget. A large portion of this increase is due to increases in capital spending, in addition to growing salary and benefits costs.

IMPROVING ADMINISTRATIVE INFRASTRUCTURE

In FY 2017-18, the Arts Commission plans to create its first department-wide database, the third and final technology goal in a plan that included implementing an online grants management system (FY 2015-16) and launching a redesigned website (FY 2016-17). Centralizing information across programs will allow the Department to increase operational efficiencies department wide, improve the Department's ability to analyze data to make informed, strategic decisions, and better serve the public. The new system

will serve as a customer, payment, and project management system. It will also store performance measures and contacts for targeted outreach. The system will include an artist registry so ART will better understand the needs of the people served.



GRANTEE BY DISTRICT. Nearly sixty percent of Arts Commission grantees are located in Districts 9, 8, and 5.

CARING FOR OUR CULTURAL CAPITAL ASSETS

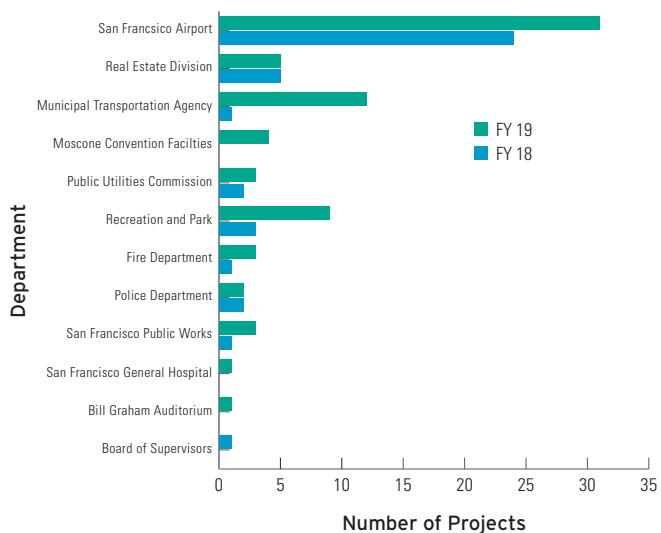
The Department's capital funding for the coming year addresses health and safety issues, as well as deferred maintenance needs at the City's four cultural centers—these centers are neighborhood anchors enjoyed by approximately 250,000 people each year. Projects include complete testing of fire protection backflow at the Bayview Opera House, installing air conditioning to the current HVAC system at the African American Art & Culture Complex, and both an elevator retrofit and an HVAC replacement at the Mission Cultural Center for Latino Arts.

Additionally, ART will invest in structural assessments and reinforcement, conservation assessments and treatment, and restoration of sited works in the civic art collection, which includes historic sculptures and statues throughout the City. Priority projects include the Beach Chalet murals and woodwork, the McKinley monument in Golden Gate Park, the Whales sculpture at City College, and the murals in the Mothers Building at the Zoo.

INCREASING PUBLIC PROGRAMMING CAPACITY

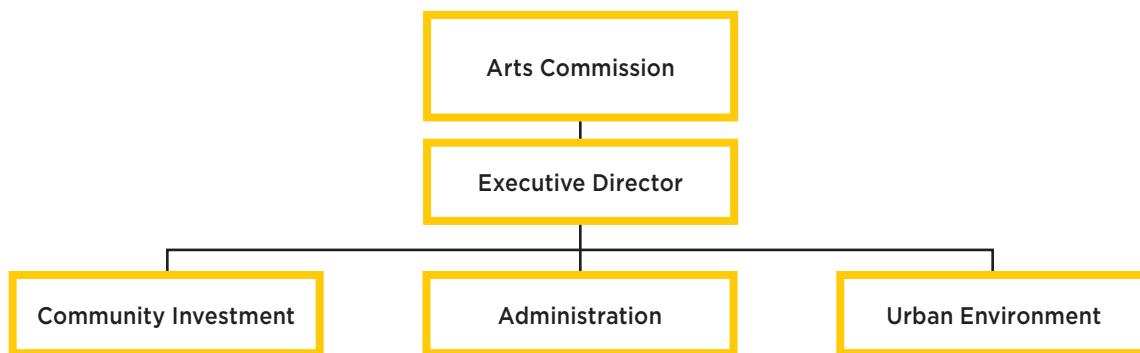
The Department is investing in its new, larger gallery by increasing free public programs to include additional opening night celebrations, artist talks, lectures, panels, and brown bag lunch discussions. ART is also producing workshops, performances, family days, and inter-departmental curator/docent tours. Additionally,

the Department is now able to produce a series of public programs and mini-exhibitions on particular themes over a longer period of time - for example, ART's current 12 month exploration of SF's Sanctuary City status, described above. The Department is starting a school tour program, as well as outreach to youth, adult groups, and non-profit partners to develop and diversify its audiences. The gallery space is the public face of the Arts Commission and an important way for ART to contribute to activating its new home in the Veterans War Memorial building.



PUBLIC ART PROJECTS BY DEPARTMENT.
San Francisco International Airport houses the most public art projects of any department in the City.

ARTS COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	35.96	37.68	39.30	1.62	39.52	0.22
Non-operating Positions (cap/other)	(7.47)	(7.20)	(8.67)	(1.47)	(8.90)	(0.23)
Net Operating Positions	28.49	30.48	30.63	0.15	30.62	(0.01)
SOURCES						
Licenses & Fines	196,662	221,037	177,248	(43,789)	182,816	5,568
Charges for Services	1,498,441	1,283,273	1,289,077	5,804	1,295,310	6,233
Other Revenues	1,563,401	50,000	100,000	50,000	50,000	(50,000)
Transfers In	455,343	3,899,680	3,987,223	87,543	3,990,573	3,350
Expenditure Recovery	1,977,896	1,015,254	1,289,003	273,749	1,298,185	9,182
Use of / (Deposit to) Fund Balance	(1,913,413)	8,477	7,728	(749)	9,493	1,765
General Fund Support	12,208,643	9,695,584	10,599,555	903,971	10,994,653	395,098
Sources Total	15,986,973	16,173,305	17,449,834	1,276,529	17,821,030	371,196
USES - OPERATING EXPENDITURES						
Salaries & Wages	2,427,274	2,872,057	2,992,172	120,115	3,080,395	88,223
Fringe Benefits	1,071,869	1,244,875	1,328,432	83,557	1,403,946	75,514
Overhead	(358,446)	(489,323)	(511,203)	(21,880)	(511,203)	0
Professional & Contractual Services	3,891,639	3,852,878	4,414,906	562,028	4,454,847	39,941
Aid Assistance / Grants	2,942,489	6,456,730	6,503,544	46,814	6,503,544	0
Materials & Supplies	70,491	30,110	30,110	0	30,110	0
Equipment	286,100	0	0	0	0	0
Services of Other Departments	630,293	687,092	557,294	(129,798)	573,583	16,289
Transfers Out	11,427	0	0	0	0	0
Uses - Operating Expenditures Total	10,973,136	14,654,419	15,315,255	660,836	15,535,222	219,967
USES - PROJECT EXPENDITURES						
Facilities Maintenance	643,168	213,886	224,579	10,693	235,808	11,229
Capital Renewal	0	1,005,000	1,450,000	445,000	500,000	(950,000)
Capital Projects	4,370,669	300,000	460,000	160,000	1,550,000	1,090,000
Uses - Project Expenditures Total	5,013,837	1,518,886	2,134,579	615,693	2,285,808	151,229
USES BY PROGRAM RECAP						
Art Commission-Administration	1,741,579	893,057	3,658,054	2,764,997	3,773,356	115,302
Civic Collection	68,439	1,266,614	1,309,850	43,236	1,382,043	72,193
Civic Design	138,805	239,136	244,940	5,804	251,173	6,233
Community Arts & Education	5,040,632	0	0	0	0	0
Community Arts & Education-General Admin	49,209	730,295	0	(730,295)	0	0
Community Investments	3,380,024	8,752,040	7,801,077	(950,963)	7,845,306	44,229
Cultural Equity	802,674	0	0	0	0	0
Educational Programs	417,289	0	0	0	0	0
Gallery	563,660	747,874	585,459	(162,415)	602,165	16,706
Grants For The Arts	1,200	0	0	0	0	0
Municipal Symphony Concerts	2,370,000	2,620,683	2,920,211	299,528	3,076,061	155,850
Public Art	1,040,067	493,063	492,314	(749)	444,079	(48,235)
Street Artists	373,395	430,543	437,929	7,386	446,847	8,918
Uses by Program Recap Total	15,986,973	16,173,305	17,449,834	1,276,529	17,821,030	371,196



ASIAN ART MUSEUM

MISSION

The Asian Art Museum (AAM) of San Francisco is the largest museum in the country devoted exclusively to the arts and cultures of Asia. The Museum showcases, cares for, and grows the City's collection of more than 18,000 artworks from across Asia. Each year, the Museum organizes and presents thought-provoking special exhibitions that celebrate Asian art from millennia past to cutting-edge contemporary. The Asian Art Museum's educational and outreach programs connect a broad, diverse public — including tens of thousands of school students a year — with the historic and living traditions of Asian cultures, sparking conversation, creativity, and cultural empathy in the Bay Area and around the world.

SERVICES

The Asian Art Museum provides services through the following program areas:

COLLECTIONS & SPECIAL EXHIBITIONS contribute to the vitality of the Civic Center neighborhood and the wider San Francisco community by serving as an accessible source of cultural enrichment and a touchstone for visitors of all ages and experiences — from lifelong supporters to first-time museumgoers, visitors looking to connect with their heritage, kindergarten children listening to stories, and young artists creating their own new stories as they engage with the history, power, and beauty of Asian art.

To ensure the Museum's unique special exhibitions and inspiring collections are affordable to all, the AAM offers free admission to Museum members, children 12 and under, members of the U.S. Armed Forces, and college students visiting as part of their coursework. Additionally, free general admission is offered to all visitors on the first Sunday of each month and during a variety of heritage celebration days that take place throughout the year.

EDUCATIONAL & OUTREACH PROGRAMS guide global and local audiences, online and on-site, in the understanding and appreciation of Asian art. Programs are designed to reach diverse audiences. The Museum features award-winning digital installations, energetic and knowledgeable docents, passionate storytelling volunteers, and informative in-gallery interpretations. Evening series with local thought-leaders in art, architecture, cuisine, and craft complement day programs for all ages. Family programs allow parents and children to explore exhibitions and collections together.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799
Total FTE	57	57	57	-	57	-

AAM's world-class library is open to the public for study. Through presentations and lecture workshops, volunteers work with curators to bring the Museum out of the galleries and into libraries, nursing homes, classrooms, and community centers across the City and around the Bay Area. The high school intern program allows dedicated teens the chance to share their passion for the Museum and art. Twice a month, the Museum offers Family Fun Day featuring programs developed by these interns. For a fifth year, AAM has proudly served as the venue for the annual San Francisco Unified School District's (SFUSD) Art Festival. Over the course of the 9-day festival, the Museum displays student artwork, hosts performances, and invites SFUSD students and their families to visit AAM for free.

LOOKING BACK

Fiscal Year (FY) 2015-16 and FY 2016-17 bridged the Asian Art Museum's 50th anniversary, providing numerous opportunities to welcome and engage long-time supporters, first-time visitors, and every level of experience in between, while positioning the Museum to thrive through its next half century.

CONTINUING INNOVATION

Throughout this year, visitor experience remained at the heart of the Museum's mission-driven activities, such as recurring programs, annual cultural festivals, special exhibitions, and online and on-site initiatives. A digital app the Museum created to teach visitors about conservation won a bronze MUSE award from the American Alliance of Museums. The app was part of a pilot project that solicited visitor feedback on various art interpretation approaches. In January, AAM launched a new tool for enjoying the Museum's

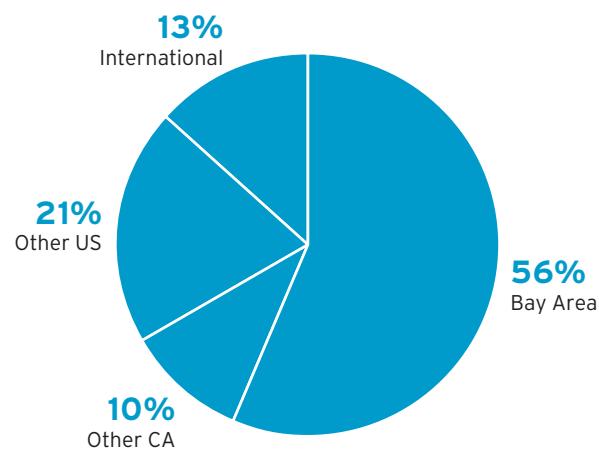
vast art collection through the AAM website, www.asianart.org.

FESTIVALS AND COMMUNITY ENGAGEMENT

Residents and families of the City participated in many of the Museum's diverse events. One highlight, the SFUSD Arts Festival, opened the Museum's doors free of charge to 6,000 district school children and their families to view student-produced art and performances in a world-class gallery setting. The Museum's program, Target First Free Sundays, offers free admission and removes economic barriers to all visitors. Free admission helped thousands of families participate in the Museum's vibrant celebration of Divali, the Hindu festival of lights. AAM hosted many popular cultural celebrations, including the free 50th-anniversary celebration that welcomed more than 7,000 visitors, as well as Asian and Pacific Islander Heritage month, Korea Day, and Fil-Am (Filipino-American) Day.

WORLD CLASS EXHIBITS

Visitors also experienced critically-acclaimed exhibitions and installations of significant Asian artworks over the course of the year. *Emperors' Treasures: Chinese Art from the National Palace Museum, Taipei*, the centerpiece of the 50th anniversary, shed light on 800 years of imperial taste-making. *Pearls on a String: Artists, Patrons and Poets at the Great Islamic Courts*, the first major exhibition of art from across the Islamic world at AAM, emphasized the role of human relationships in inspiring creativity in 16th-c. Mughal India, 17th-c. Safavid Iran, and 18th-c. Ottoman Turkey. *The Rama Epic: Hero, Heroine, Ally, Foe*, introduced to today's contemporary audiences to the legendary South and Southeast Asian epic that remains unfamiliar to most Americans.



 **VISITOR ORIGIN.** While the majority of the Asian Art Museum visitors are from San Francisco and the Bay Area, a large portion come from other parts of California, the United States, and other countries.

Major gifts to AAM included a selection of 140 ink works by Japanese Zen Buddhist masters that were bequeathed by George Gund III. Additionally, more than a dozen contemporary ceramic artworks from groundbreaking artists in Japan were provided

by Phyllis Kempner and George Stein. AAM's new neighborhood landmark, *Dragon Fortune*, from Taiwanese artist Hung Yi is the auspicious candy-colored denizen of the Museum's front entrance and enlivens that corner of Civic Center for all passersby.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ASIAN ART MUSEUM (EEI)					
Increase museum awareness and relevance through digital engagement					
• Number of digital visits and social media followers	2,778,000	3,005,000	3,000,000	2,900,000	3,000,000
Increase museum membership					
• Number of museum members	15,447	15,000	16,000	15,000	18,000
Increase number of museum visitors					
• City cost per visitor (AAM)	\$32.60	\$35.00	\$31.34	\$33.00	\$31.00
• Number of museum visitors	273,401	250,000	275,000	200,000	310,000
Provide quality programs on Asian art and culture					
• Number of education program participants	37,691	36,000	38,000	23,000	20,000



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 and FY 2018-19 proposed budgets of \$10.9 million for the Asian Art Museum do not represent a significant change from the FY 2016-17 budget. Salaries and benefits increase while equipment spending decreases.

EXHIBITIONS AND PROGRAMMING

The AAM enables a diverse global audience to discover the unique achievements of Asian arts and cultures through its exhibitions and related programming.

During the past two fiscal years, more than 550,000 visitors enjoyed the Museum's 26 exhibitions and installations in addition to numerous rotating collections, which included the first significant art exhibition from the Philippines and the Sikh kingdoms of India, which build on the goal of meaningfully representing local Asian communities.

Over the next two fiscal years, the Museum plans to focus on temporary exhibitions, the permanent collection, contemporary art, and digital technology. It will modify its gallery space to allow the creation of more exhibitions that will focus on

contemporary artists. AAM is planning permanent gallery improvements, such as new casework and interpretive materials to highlight masterpieces in the collection. In addition, several planned special exhibitions will be drawn from objects in the permanent collection.

DIGITAL ACHIEVEMENTS

The almost 900,000 unique visitors to AAM's website can now browse various online features in major European and Asian languages. The Museum's social media presence continues to grow, opening up the conversation to almost 500,000 followers around the world.

The Museum has begun to integrate digital displays in a variety of formats, including an expanding arsenal of in-gallery touch-screen monitors that permit visitors to view high-resolution scans of AAM's masterpieces, also available via the Museum's website.

The Museum's digital forensic analysis of a wooden Buddha was rewarded an industry MUSE award, which recognized the impact and innovation of the

project on audiences' understanding of behind-the-scenes conservation work.

AAM continues to photograph current holdings and new acquisitions, and make progress on the overall digitizing of the Museum's collection.

SUPPORTING DIVERSITY

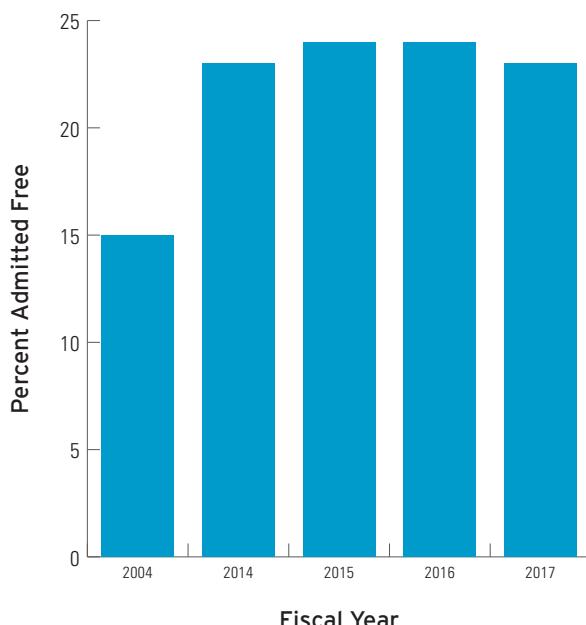
The Museum's stakeholders reflect the ethnic and cultural diversity of the Bay Area; 27 percent of its volunteers are under 30 years of age, 30 percent are over 65, and they speak 31 languages other than English. Employees, volunteers, and visitors come from almost every San Francisco neighborhood and Bay Area county, reflecting the broad relevance of Asian art and cultures to the daily lives of AAM's neighbors near and far.

AAM offers free admission the first Sunday of every month through a privately-sponsored program, allowing working families and individuals who may have financial barriers to attend.

Universal access signage has been incorporated into the Museum's wayfinding, allowing those whose primary language may not be English to more easily navigate amenities. Gender-neutral bathrooms are soon to be implemented, ensuring that all visitors and City residents can appreciate the Museum as a safe, accessible, and welcoming space.

CAPITAL INVESTMENTS

The AAM continues to invest in its building and infrastructure to preserve the integrity of its historic

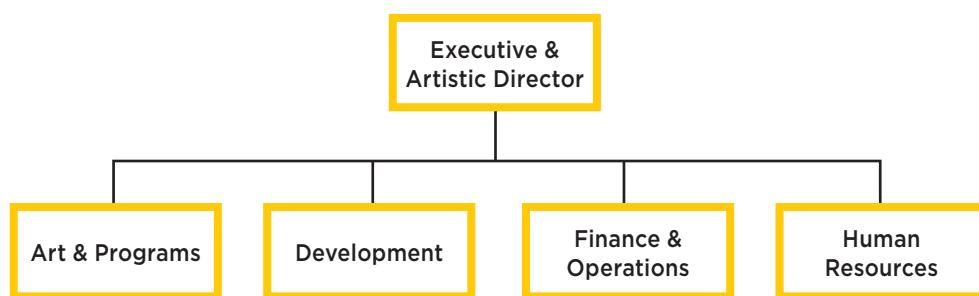


▲ PERCENT OF VISITORS ADMITTED FREE. Due to the significant efforts of AAM leadership, nearly one quarter of all Museum visitors are admitted free of charge.

exteriors and interiors. Paramount to this effort is ensuring safety and accessibility for employees, volunteers, and visitors while protecting the collections.

The new exhibition pavilion that is expected to begin construction in 2018 will be funded by private donations. The additional space will increase the Museum's opportunities for more exhibitions, programs, and activities.

ASIAN ART MUSEUM ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	57.15	57.14	56.94	(0.20)	56.83	(0.11)
Net Operating Positions	57.15	57.14	56.94	(0.20)	56.83	(0.11)
SOURCES						
Charges for Services	439,051	695,000	695,000	0	695,000	0
Use of / (Deposit to) Fund Balance	(394)	67,666	0	(67,666)	0	0
General Fund Support	9,019,248	10,093,820	10,160,304	66,484	10,169,103	8,799
Sources Total	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799
USES - OPERATING EXPENDITURES						
Salaries & Wages	4,317,234	4,681,791	4,783,054	101,263	4,909,437	126,383
Fringe Benefits	1,767,592	1,922,753	2,028,261	105,508	2,144,191	115,930
Overhead	22,927	32,495	35,261	2,766	35,261	0
Professional & Contractual Services	1,973,800	2,211,706	2,129,398	(82,308)	2,113,996	(15,402)
Equipment	0	182,156	42,265	(139,891)	0	(42,265)
Services of Other Departments	989,730	1,108,416	1,092,288	(16,128)	1,143,202	50,914
Uses - Operating Expenditures Total	9,071,283	10,139,317	10,110,527	(28,790)	10,346,087	235,560
USES - PROJECT EXPENDITURES						
Facilities Maintenance	275,615	252,169	264,777	12,608	278,016	13,239
Capital Renewal	0	465,000	390,000	(75,000)	200,000	(190,000)
Capital Projects	111,007	0	90,000	90,000	40,000	(50,000)
Uses - Project Expenditures Total	386,622	717,169	744,777	27,608	518,016	(226,761)
USES BY PROGRAM RECAP						
Asian Arts Museum	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799
Uses by Program Recap Total	9,457,905	10,856,486	10,855,304	(1,182)	10,864,103	8,799



ASSESSOR-RECORDER

MISSION

The Office of the Assessor-Recorder (ASR) carries out the property tax-related functions governed by the State Constitution and local laws. The Office's core responsibility is to identify and assess the value of all taxable property in the City and County of San Francisco, and apply all legal exemptions. Property tax funds public education and is the single largest revenue source supporting the City's general operations. The Office also records and maintains official records of the City, and collects transfer tax from changes in property ownership.

SERVICES

The ASR provides services through the following divisions:

REAL PROPERTY locates taxable property, identifies ownership, establishes taxable value, and reassesses property after a change in ownership and/or new construction.

BUSINESS PERSONAL PROPERTY conducts routine audits on and manages the business property filings of over 35,000 city businesses that pay property tax. In addition to real property, the equipment, supplies, and machinery owned by businesses to conduct their work is assessed annually.

TRANSACTIONS reviews and evaluates all recorded real estate transactions to determine their suitability for re-assessment.

EXEMPTIONS processes exemption requests and applies all legal exemptions to assessed property. Common exemptions include homeowner's exemptions, welfare exemptions, and exemptions for religious and educational institutions.

RECORDER provides the underlying framework for the City's real estate transactions and is responsible for recording legal documents that determine ownership of real property. The Recorder Division assesses and collects transfer taxes, and also maintains, indexes, and issues official copies of all recorded documents, such as public marriage certificates.

PUBLIC SERVICES provides information to the public for all Assessor-Recorder functions. The Public Service Division also provides translation services to customers and assists the public in accessing official city records.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	22,412,173	31,180,269	40,165,106	8,984,837	41,348,630	1,183,524
Total FTE	162	172	175	3	176	-



LOOKING BACK

UPHOLDING FAIR TAXATION AND RECOVERING FUNDS FOR VITAL PUBLIC SERVICES

A significant focus of the Office has been in the area of ensuring compliance and fair taxation. In Fiscal Year (FY) 2016-17, ASR implemented a number of efforts that have generated tangible results for the City and County of San Francisco.

In the transfer tax area, the Office created a focused high-value transfer tax audit program to improve compliance with the City's Transfer Tax Ordinance, and to ensure full recovery of transfer taxes owed. To date, the program has uncovered \$27 million owed to the City from properties that had underreported their sales values. In cooperation with the Board of Supervisors, the Office strengthened the transfer tax code by clarifying transfer tax obligations for legal entities transferring real estate.

In new construction, the Office made significant progress in capturing the value of in-progress construction projects. For the 2016 lien date, the Office doubled the number of projects reviewed compared to the prior fiscal year and enrollment increased by an additional \$2.6 billion in property assessments. By working down outstanding appeals, the Office has reduced the City's exposure and revenue at risk. Pending appeals topped 7,000 cases at the 2013 fiscal year end but by March 2017, the number of outstanding appeals dropped to a little over 1,400.

On the business personal property side, the Office implemented a process to ensure short-term rentals also complied with state business reporting requirements currently expected of all businesses in the City. As our economic environment continues to develop and flex in new ways, the Office will continue to lead with a thoughtful and fair application of state and local laws.

INVESTMENT IN TECHNOLOGY TO PRESERVE HISTORICAL RECORDS AND IMPROVE EFFICIENCY

More than 208,000 unique real property parcels, each with historical property ownership and assessment information, are tracked by the Office

of the Assessor-Recorder. In FY 2016-17, the Office successfully launched the Assessor Information Management System (AIMS) and completed the conversion of over 300,000 property files, or 3 million images, to digital format. The result of this effort created an efficient single consolidated searchable system for the Office's critical work documents and safeguards information against disaster and other unforeseen circumstances.

TRANSPARENCY AND CUSTOMER SERVICE

In addition, the Office strives to deliver excellent customer service for our taxpayers. Over the last year, the Office demonstrated its commitment to transparency and public information by making nine years of the City's complete property assessment data publicly available online for the first time. The non-confidential data remains easily accessible through the Office's online portal at no cost to the public. The Office has also completed a series of informational factsheets for taxpayers based on common questions and feedback. Those factsheets are in the process of being translated into Chinese, Spanish, and Filipino to meet the needs of San Francisco's diverse communities.

Together with the Treasurer-Tax Collector, the Office has initiated data sharing agreements that minimize paperwork for taxpayers. For example, new business applicants previously had to register twice between the two offices. Now, new business applicants simply register with the Treasurer-Tax-Collector's Office as a single point of entry, saving time and introducing convenience for new business owners.

INVESTING IN OUR STAFF

Core to the Office's approach is investing in staff. In the past year, the Office initiated a new division to standardize tools and to gather office-wide data to improve efficiency. Part of the new Standards Team's work is to develop strong training resources for new and existing employees. An investment in staff also means creating professional growth opportunities aligned with the operational needs of the Office. In FY 2016-2017, the Office recruited a new class of appraiser

trainees to work with certified appraisers to learn the basics of appraisal and to prepare them for a profession in real estate valuation and assessments. In addition to staff development efforts, the Office created a centralized Project Management Office

(PMO) to oversee over 30 projects aimed at improving internal operations and efficiency. The PMO provides an organized structure and resource for staff to track projects from inception and scoping to resource allocation and implementation.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
RECORDER					
Collect all fees for recording of documents					
• Number of documents recorded	197,224	195,000	216,836	215,000	215,000
• Recording fees	\$4,034,695	\$3,929,355	\$4,320,665	\$4,200,000	\$4,200,000
REAL PROPERTY					
Assess all taxable property within the City and County of San Francisco					
• Number of Supplemental and Escape Assessments	28,437	27,000	26,185	26,000	26,000
• Value (in billions) of working assessment roll (Secured Roll, excluding SBE Roll)	\$194.67	\$202.46	\$209.00	\$215.00	\$219.00
Effectively defend and resolve assessment appeals					
• Number of appeals resolved in a year	4,038	3,000	1,800	5,000	5,000



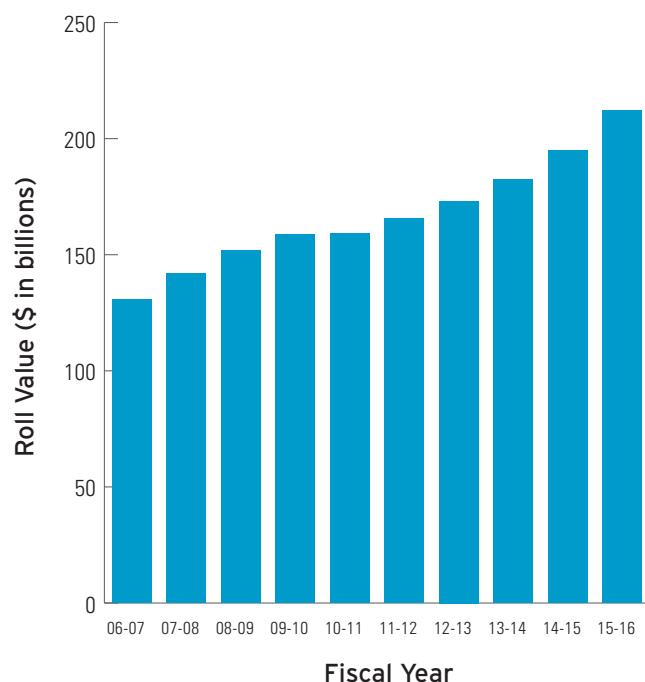
BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$40.2 million for the Assessor-Recorder is \$9.0 million, or 28.8 percent, higher than the FY 2016-17 budget of \$31.2 million. This increase is driven by investment in staff to streamline internal processes, continue to work through the department's property appraisal backlog, and modernize recorder processes.

The FY 2018-19 proposed budget of \$41.3 million for the Assessor-Recorder is \$1.2 million, or 2.9 percent, higher than the FY 2017-18 proposed budget of \$40.2 million; this increase is driven by salary and benefits costs.

WORKING MORE EFFICIENTLY

Significant real estate development and sales activity continues to impact the Office of the Assessor-Recorder's core operations. The Office's assessment workload continues to increase due to a higher volume of new commercial and residential construction activity, and steady influx of property sales. As of January 2017, the Office had more than 16,700 new construction and change-in-ownership



▲ VALUE OF THE CERTIFIED ASSESSMENT ROLL

ROLL. The Certified Assessment Roll value has increased each of the last five years, totaling a \$46.5 billion dollar increase since FY 2011-12.

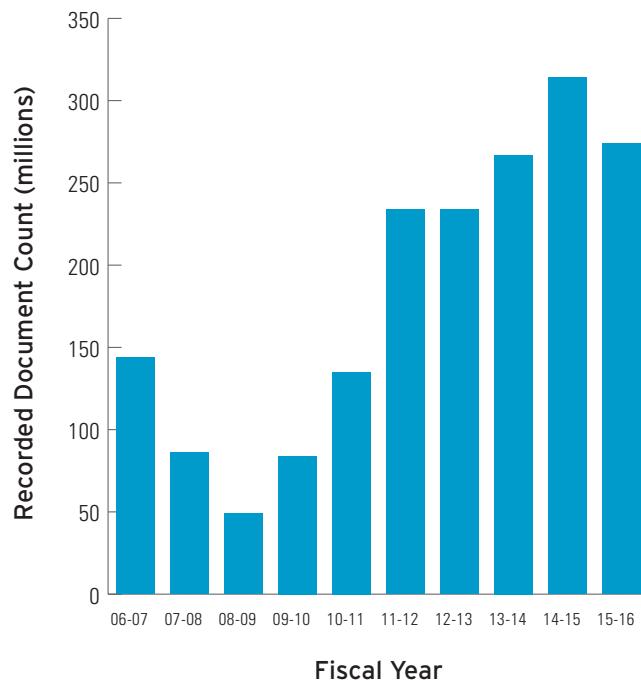
cases pending reassessment, without a foreseeable decline in incoming new construction cases. Additionally, the office has a backlog of more than 23,000 changes in ownership transactions pending initial review. As a result, the Office continues to seek opportunities to reduce processing times and find efficiencies in our work. The Mayor's Proposed Budget reflects additional analysis staff, technology, and other administrative changes to ensure the Office's long-term success. For example, these positions will implement projects aimed at improving operational efficiency and taxpayer service, such as barcoding outgoing correspondence to simplify document indexing, developing systems to track and report on large development projects, and expanding the functionality and use of the Assessor Information Management System within the office.

MODERNIZING THE CITY'S PROPERTY ASSESSMENT AND TAX SYSTEMS

As one of three major IT initiatives in the City's Information & Communication Technology Plan (ICT) for FY 2017-18 to FY 2021-22, the

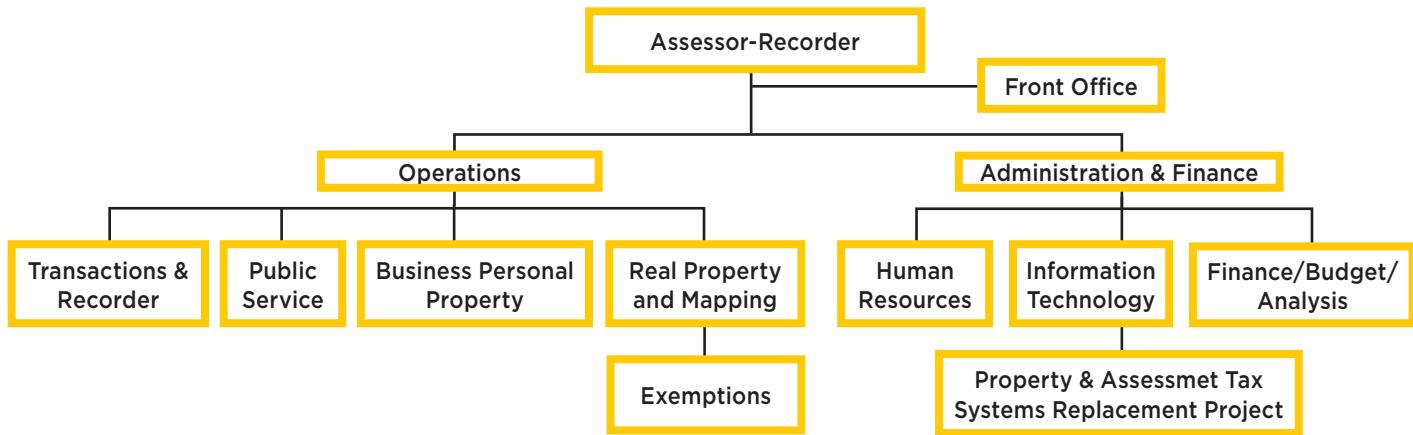
Mayor's Proposed Budget also includes funding for a joint project between the Offices of the Assessor-Recorder, Treasurer-Tax Collector, and Controller to replace and secure the City's property assessment and tax systems. The property assessment and tax systems enable the assessment, collection, and legally required apportioning of approximately \$2.6 billion in annual property tax revenues. In FY 2016-17, the three offices structured a joint governance process to oversee the project and completed the development of business and system requirements in preparation for procurement. As part of the project, the Office of the Assessor-Recorder is taking the necessary steps to prepare the Office's historic data for conversion, including the development of data governance policies, and data documentation and clean-up. By formally coordinating efforts, it is anticipated that the joint project will improve efficiency, deliver better customer service, reduce revenue at risk, provide added transparency, and secure the City's property assessment and tax systems for the long-run.

REAL PROPERTY TRANSFER TAX REVENUE BY YEAR. The Real Property Transfer Tax is a volatile revenue source for the City, but years of an active real estate market have provided at least \$234 million annually for the last five years.





ASSESSOR-RECORDER ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	173.16	179.42	197.70	18.28	202.18	4.48
Non-operating Positions (cap/other)	(11.08)	(7.54)	(22.47)	(14.93)	(26.62)	(4.15)
Net Operating Positions	162.08	171.88	175.23	3.35	175.56	0.33

SOURCES

Intergovernmental Revenue - State	549,297	525,000	525,000	0	525,000	0
Charges for Services	4,034,592	3,929,355	3,865,753	(63,602)	3,792,839	(72,914)
Other Revenues	149	0	0	0	0	0
Transfers In	2,458,082	0	0	0	0	0
Expenditure Recovery	1,301,719	2,415,651	3,304,657	889,006	3,593,590	288,933
Transfer Adjustments-Sources	(1,844,542)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(2,918,703)	1,875,103	754,392	(1,120,711)	964,814	210,422
General Fund Support	18,831,579	22,435,160	31,715,304	9,280,144	32,472,387	757,083
Sources Total	22,412,173	31,180,269	40,165,106	8,984,837	41,348,630	1,183,524

USES - OPERATING EXPENDITURES

Salaries & Wages	12,920,421	15,779,554	16,724,475	944,921	17,289,060	564,585
Fringe Benefits	5,411,653	6,688,428	7,189,562	501,134	7,626,427	436,865
Overhead	301,817	117,396	131,961	14,565	131,961	0
Professional & Contractual Services	713,628	3,934,384	12,756,326	8,821,942	13,465,211	708,885
Materials & Supplies	182,102	125,387	106,070	(19,317)	104,070	(2,000)
Equipment	0	27,188	56,274	29,086	37,808	(18,466)
Services of Other Departments	2,882,552	2,473,932	2,637,438	163,506	2,694,093	56,655
Transfers Out	1,844,542	0	0	0	0	0
Transfer Adjustments-Uses	(1,844,542)	0	0	0	0	0
Uses - Operating Expenditures Total	22,412,173	29,146,269	39,602,106	10,455,837	41,348,630	1,746,524

USES - PROJECT EXPENDITURES

Capital Projects	0	2,034,000	563,000	(1,471,000)	0	(563,000)
Uses - Project Expenditures Total	0	2,034,000	563,000	(1,471,000)	0	(563,000)

USES BY PROGRAM RECAP

Administration	4,742,224	5,045,912	5,357,355	311,443	5,541,129	183,774
Exemptions	0	868,514	873,372	4,858	907,910	34,538
Personal Property	2,890,070	3,475,402	3,764,960	289,558	3,940,981	176,021
Public Service	0	750,484	972,163	221,679	1,040,742	68,579
Real Property	8,536,092	12,647,094	22,880,622	10,233,528	23,916,508	1,035,886
Recorder	1,255,299	3,346,881	2,190,145	(1,156,736)	2,327,653	137,508
Technical Services	3,843,628	2,105,999	1,263,006	(842,993)	700,006	(563,000)
Transactions	0	1,603,036	1,643,168	40,132	1,706,403	63,235
Transfer Tax	1,144,860	1,336,947	1,220,315	(116,632)	1,267,298	46,983
Uses by Program Recap Total	22,412,173	31,180,269	40,165,106	8,984,837	41,348,630	1,183,524



BOARD OF APPEALS

MISSION

The Board of Appeals (BOA or PAB) provides the public with a final administrative review process for the issuance, denial, suspension, revocation, and modification of City permits as well as for certain decisions of the Zoning Administrator, Planning Commission, and Historic Preservation Commission.

SERVICES

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

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

CUSTOMER SERVICE provides notification of and information regarding public hearings on appeals, and strives to create a fair and impartial forum within which appeals may be considered and decided. Information about the appeal process is available through a variety of means, including the Department's web site, at its offices, and at meetings at City Hall. Written materials are available in English, Spanish, Chinese, and Tagalog, and staff members are available to assist limited English speaking customers in Spanish. The benchmarks used to assess the quality of customer service include clearly articulated timelines for assigning hearing dates, established briefing schedules, and hearing protocols that create a fair and accessible process, allowing all parties an equal opportunity to present their case. To ensure the appeals process is carried out in a timely manner, the BOA also benchmarks the timeliness of its determinations and issuance of written decisions.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	861,480	970,380	1,038,570	68,190	1,069,987	31,417
Total FTE	5	5	5	-	5	-



LOOKING BACK

APPEALS VOLUME

In Fiscal Year (FY) 2015-16, the volume of new appeals filed with the BOA was 16.5 percent higher than the ten-year average of 193 appeals per year. 225 new appeals were filed with the Board, along with 17 requests for late jurisdiction, and 15 rehearing requests, for a total of 257 new matters. The Board heard 193 of these matters: 168 appeals, 12 requests for late jurisdiction and 13 rehearing requests. The remaining cases were either settled by the parties and withdrawn, dismissed because the underlying determination was canceled, or were filed late in the year and carried over to be heard in the following year.

The BOA denied 79 percent of the appeals it heard during the year, upholding the underlying department's decision. Appeals were granted in 16 percent of cases, where the BOA overruled or modified the department's original decision. The remaining 5 percent were continued by the Board after hearing to allow other City processes to be completed before Board action.

APPEALS BY DEPARTMENT

The appeals heard during FY 2015-16 were associated with properties throughout San Francisco's neighborhoods and stem from decisions made by multiple City departments and Commissions. Three-quarters of the appeals

heard during the year were of land-use related determinations made by the Department of Building Inspection, the Planning Department, Planning Commission, Historic Preservation Commission or the Zoning Administrator. It is common for land-use matters to comprise the majority of the BOA's docket. This year the BOA saw an increase in appeals associated with enforcement actions by departments, including 35 appeals protesting the denial of sign permits and 24 appeals protesting Notices of Violation and Penalty issued by the Zoning Administrator. The Board also heard 36 appeals filed on Public Works determinations, these were primarily related to tree removal permits and permits for the installation of cell phone equipment on public property. The remaining cases include appeals of determinations made by the Arts Commission regarding Street Artist Certificates, the Department of Public Health regarding Tobacco Sales Permits, the Entertainment Commission regarding Place of Entertainment Permits, and the Municipal Transportation Agency regarding Color Scheme (taxi) permits.

Statistics on FY 2016-17 cases will be more fully compiled within the first quarter of the new fiscal year, but midyear data project a slight decrease in overall appeal volume and a continuing emphasis on land-use related appeals.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
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APPEALS PROCESSING

Provide a fair and efficient administrative appeals process to the public

● Percentage of cases decided within 75 days of filing	68%	60%	65%	60%	60%
● Percentage of written decisions released within 15 days of final action	100%	97%	97%	97%	97%

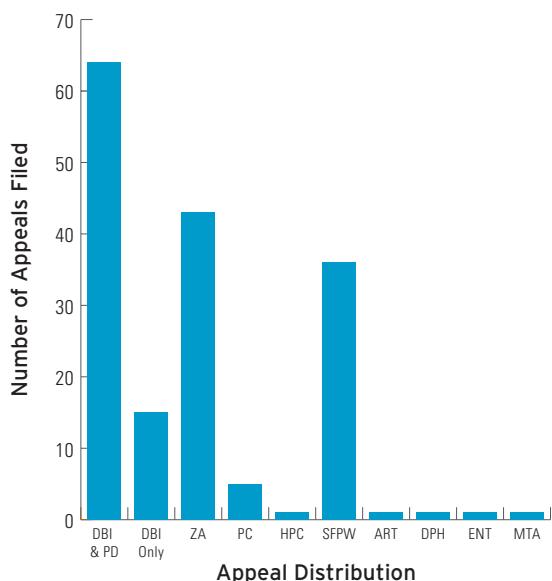


BUDGET ISSUES AND DETAILS

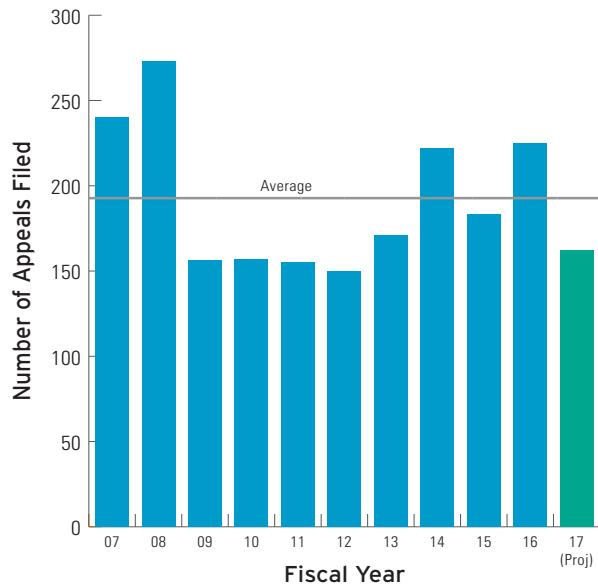
The Board of Appeals has a proposed budget of \$1.0 million in FY 2017-18 and \$1.1 million in FY 2018-19. This is roughly the same as the FY 2016-17 budget of \$1.0 million. The small increase in FY 2018-19 is driven by salary and benefit cost increases.

STRIVING FOR EXCELLENT AND ACCESSIBLE CITY SERVICES

The BOA continues to improve the accessibility of the appeal process by developing new resource materials for the public and by providing written and telephonic information in different languages. In an effort to maximize public access to Board decisions, the Board posts all Board decisions dating back to its inception in 1932 on its website.



CASE ORIGINATION. Appeals stem from decisions made by a wide range of city departments and Commissions, depicted below. In 2016, land use-related cases represented 76 percent of all cases heard.



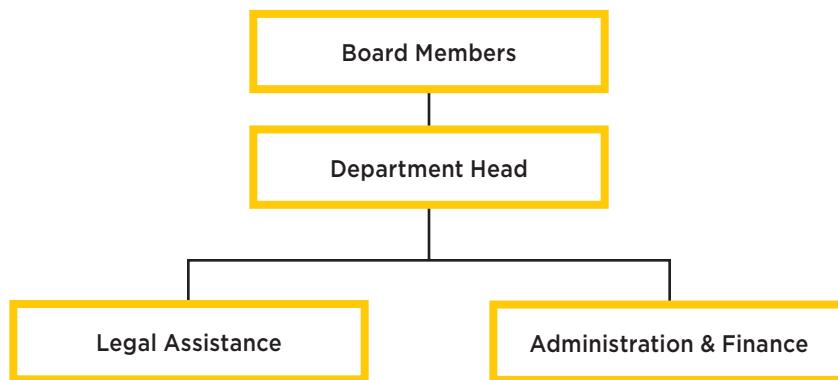
APPEAL VOLUME. Annual appeal volume fluctuates from year-to-year for a variety of reasons, including the health of the economy, new permitting legislation or business trends that trigger a spike in certain appeal types, and specific enforcement efforts by the City that result in appealable penalties. For 2017, appeal volume is projected to be lower than average by 16 percent.

To encourage the public's participation in the matters heard by the Board, the briefs, exhibits and written public comment submitted to the Board for each case scheduled for hearing are also posted on the Board's website.

The Board continues to cross-train its staff to ensure consistency and quality service provision at all times. The ongoing enhancement of the department's internal appeal management database continues to improve both the appeal filing experience and the Department's ability to report on appeal trends and outcomes.



BOARD OF APPEALS ORGANIZATIONAL STRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	5.00	5.00	5.00	0.00	5.00	0.00
Net Operating Positions	5.00	5.00	5.00	0.00	5.00	0.00
SOURCES						
Charges for Services	860,330	970,380	1,038,570	68,190	1,069,987	31,417
General Fund Support	1,150	0	0	0	0	0
Sources Total	861,480	970,380	1,038,570	68,190	1,069,987	31,417
USES - OPERATING EXPENDITURES						
Salaries & Wages	424,099	451,333	466,961	15,628	480,233	13,272
Fringe Benefits	224,436	200,910	249,337	48,427	265,234	15,897
Professional & Contractual Services	48,364	74,192	74,192	0	74,192	0
Materials & Supplies	5,082	9,398	9,398	0	9,398	0
Services of Other Departments	159,499	234,547	238,682	4,135	240,930	2,248
Uses - Operating Expenditures Total	861,480	970,380	1,038,570	68,190	1,069,987	31,417
USES BY PROGRAM RECAP						
Appeals Processing	861,480	970,380	1,038,570	68,190	1,069,987	31,417
Uses by Program Recap Total	861,480	970,380	1,038,570	68,190	1,069,987	31,417



BOARD OF SUPERVISORS

MISSION

The Board of Supervisors (BOS or “Board”) is the legislative branch of government in the City and County of San Francisco. The Board of Supervisors responds to the needs of the people of San Francisco by adopting legislation, establishing policies, and assisting constituents. As stated in the City Charter, the Board of Supervisors provides for the public’s access to government meetings, documents, and records.

SERVICES

The Board of Supervisors provides services through the following divisions:

THE BOARD OF SUPERVISORS is comprised of 11 elected members who are responsible for adopting the City’s budget, appropriating funds, approving City laws, and establishing policies and procedures to improve the overall quality of life in San Francisco.

THE CLERK OF THE BOARD is the steward of the legislative record and manages the business and staff of the Department.

ASSESSMENT APPEALS BOARD (AAB) adjudicates disputes between the Office of the Assessor-Recorder and property owners. It equalizes the valuation of the taxable property within the City for the purpose of taxation.

BUDGET AND LEGISLATIVE ANALYST provides fiscal and policy analyses, special studies, and management audit reports of City departments and programs for the Board.

LOCAL AGENCY FORMATION COMMISSION (LAFCO) reviews and approves jurisdictional boundary changes. LAFCo plays an advisory role for the Community Choice Aggregation energy program.

SUNSHINE ORDINANCE TASK FORCE advises the Board, and provides information to other City departments on appropriate ways to implement the Sunshine Ordinance in order to ensure that deliberations of commissions, boards, councils, and other agencies of the City are conducted before the people, and that City operations are open to the public’s review.

YOUTH COMMISSION is a body of 17 San Franciscans between the ages of 12 and 23 responsible for advising the Board and the Mayor on policies and laws related to young people.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	13,458,842	14,647,983	15,739,186	1,091,203	15,634,842	(104,344)
Total FTE	77	77	77	1	76	(1)



LOOKING BACK

Consistent with its Five-Year Plan, the Department focused its efforts on the following technology projects in the last two fiscal years.

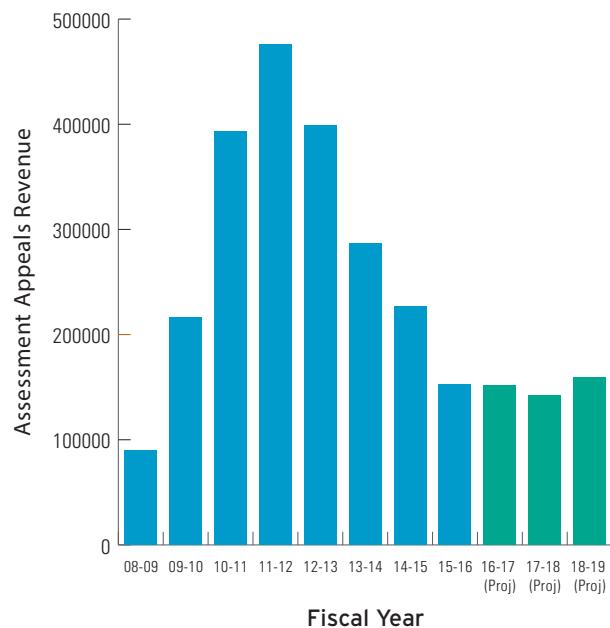
LEGISLATIVE MANAGEMENT SYSTEM

In Fiscal Year (FY) 2016-17, the Department made significant progress to identify the key components necessary to replace the existing Legistar system with a stable, maintained, and customized solution. The new Legislative Management System will improve the legislative workflow by streamlining the process of drafting, submitting, and accessing legislation, developing and managing public meeting agenda, and ensuring the integrity and retention of legislative

records. The project team, Clerk of the Board staff, board member offices, and city departments have collaborated to scope business requirements for an RFP to procure the new system with an emphasis on expanding user access, supporting public integration, and streamlining workflows.

RECORDS REPOSITORY SYSTEM

The Office of the Clerk of the Board, chartered with the duty to maintain the Board's legislative records, has continued to make progress on the Records Repository System project through its ambitious backfile conversion and digitization effort to ensure preservation and archival of historical legislative records. The Department is working with the Office of Contract Administration to develop a collaborative citywide RFP solicitation process to move towards an environmentally friendly and cost-effective process for records management. The Department will also ensure that digitized records are seamlessly integrated and indexed into a records repository. Together with the Legislative Management System, this project will streamline business processes and productivity, enhance equitable access to information, and improve customer experience.



ASSESSMENT APPEALS REVENUE HAS DECLINED. Assessment Appeal Board revenue is expected to remain low as San Francisco's real estate market is projected to remain strong.

EXPANDED ONLINE FILING

Expanding last year's launch of new online application filing for real and personal property regular assessments, the Assessment Appeals Board (AAB) is expected to roll out online application filing for real and personal property escape assessment. The project would update the applications to better support business operations and workflow, enhance reporting capabilities, and allow improved communications with assessment appeals applicants. The completion of this project will conclude the Department's Assessment Appeals Back Office Re-Engineering Project initiated in FY 2015-16.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Clerk of the Board – Legislative					
Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.					
• Percentage of Board, Committee, Commission and Task Force legislative or policy related documents posted on the web site within the mandated timeframes for public access.	100%	100%	100%	100%	100%
Clerk of the Board - Administration					
Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters. BOS.FAQ.01					
• Percentage of Board meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%	100%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$15.7 million for the Board of Supervisors is \$1.1 million, or 7.4 percent, higher than the FY 2016-17 budget of \$14.6 million. This increase is primarily due to salary and benefit increases, and an investment in the Department's Legislative Management System.

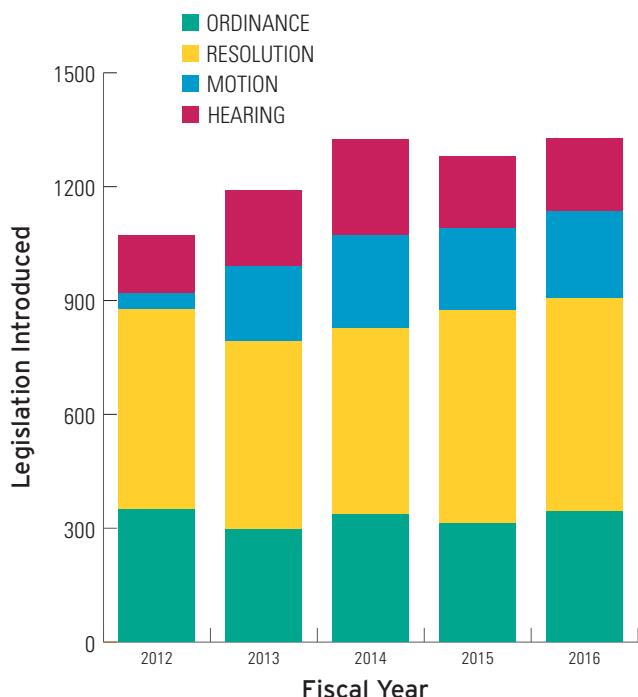
The FY 2018-19 proposed budget of \$15.6 million for the Board of Supervisors is \$0.1 million, or 0.7 percent lower than the proposed FY 2017-18 budget of \$15.7 million. This decrease is due to one-time expenses from the previous fiscal year going away.

CONTINUANCE OF CHARTER MANDATED SERVICES

The Office of the Clerk of the Board, under the auspices of the Board of Supervisors, is designated by the City's charter to oversee the Board's legislative processes and proceedings.

The Charter also requires that the Department provide direct services that support open and participatory government. To support this requirement, the Clerk of the Board publishes an annual listing of vacancies for active boards, commissions, and committees. The Charter also mandates that the Department maintain positions including members of the Board of Supervisors, legislative assistants, the Clerk of the Board, and committee clerks, and also maintain programs such as the Assessment Appeals Board, the Sunshine Ordinance Task Force, and the Youth

Commission. The proposed budget assumes the continuation of these Charter mandated programs and services.



LEGISLATIONS INTRODUCED BY THE BOARD OF SUPERVISORS BY YEAR. The Board of Supervisors has introduced 6,193 pieces of legislation over the past five years, with resolutions being the most common, totaling 2,642.

STRATEGIC PLANNING FOR INFORMATION TECHNOLOGY

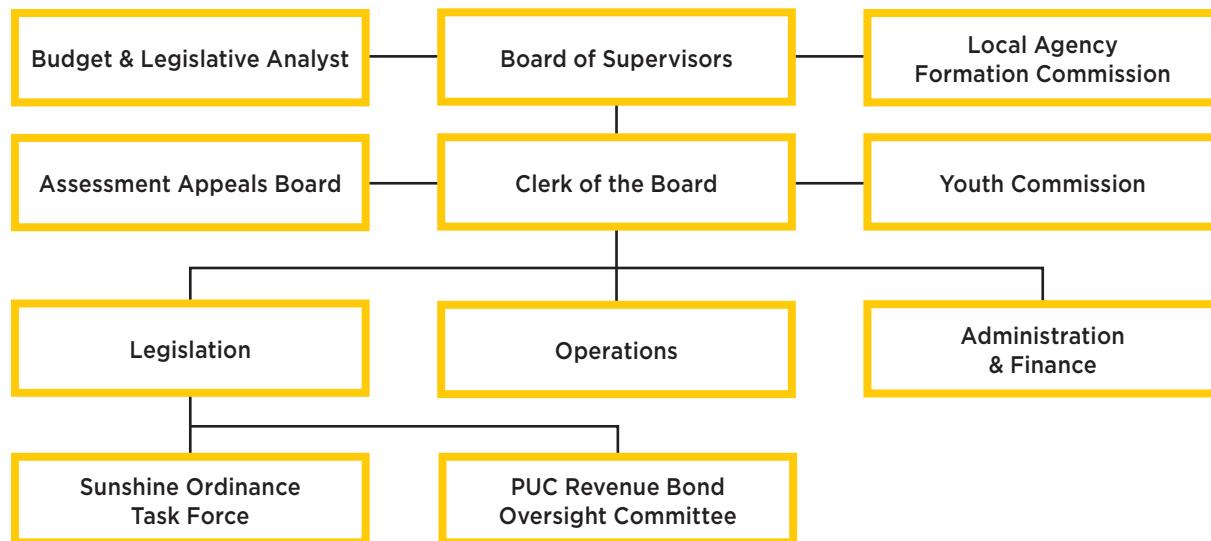
The Department will continue to invest in information technology resources to address anticipated changes in the business and technology environment in the coming years. In addition to the Legislative Management System and the Records Repository System projects, the Department will also explore solutions to frequently requested services by the Board, such as a constituent management solution and e-mail communication service that will improve community outreach. The Department is also redoubling its efforts on cybersecurity to ensure protection against data breach and loss. Finally, the Department

will strategically align its budgetary and staffing resources to support these initiatives.

DECREASE IN ASSESSMENT APPEALS REVENUE

San Francisco's real estate market is expected to remain relatively strong and sustain its value over the next few years, which is likely to result in fewer appeals of property assessments. The Assessment Appeals Board's (AAB) revenue, which is largely generated by appeals fees, is projected to remain at a low level over the next two fiscal years. The AAB projects 1,250 appeals to be filed in both FY 2017-18 and FY 2018-19, compared to its peak caseload of 6,114 appeals in FY 2011-12.

BOARD OF SUPERVISORS ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	79.79	78.52	78.47	(0.05)	78.45	(0.02)
Non-operating Positions (cap/other)	(2.95)	(1.98)	(1.42)	0.56	(2.25)	(0.83)
Net Operating Positions	76.84	76.54	77.05	0.51	76.20	(0.85)
SOURCES						
Charges for Services	210,096	227,160	200,160	(27,000)	217,150	16,990
Other Revenues	5,000	0	0	0	0	0
Expenditure Recovery	262,093	161,891	161,996	105	161,996	0
Use of / (Deposit to) Fund Balance	(5,000)	13,912	20,000	6,088	0	(20,000)
General Fund Support	12,986,653	14,245,020	15,357,030	1,112,010	15,255,696	(101,334)
Sources Total	13,458,842	14,647,983	15,739,186	1,091,203	15,634,842	(104,344)
USES - OPERATING EXPENDITURES						
Salaries & Wages	7,366,572	8,008,993	8,398,474	389,481	8,535,009	136,535
Fringe Benefits	2,911,986	3,224,074	3,451,284	227,210	3,606,392	155,108
Professional & Contractual Services	2,894,677	3,040,009	3,502,238	462,229	3,091,530	(410,708)
Materials & Supplies	65,592	93,401	109,901	16,500	109,901	0
Services of Other Departments	220,015	281,506	277,289	(4,217)	292,010	14,721
Uses - Operating Expenditures Total	13,458,842	14,647,983	15,739,186	1,091,203	15,634,842	(104,344)
USES BY PROGRAM RECAP						
Board - Legislative Analysis	2,110,264	2,174,806	2,223,739	48,933	2,223,739	0
Board Of Supervisor	7,082,912	7,598,815	7,965,607	366,792	8,244,859	279,252
Children's Baseline	240,758	287,530	297,184	9,654	308,141	10,957
Clerk Of The Board	3,794,366	4,546,832	5,109,488	562,656	4,858,103	(251,385)
Local Agency Formation	230,542	40,000	143,168	103,168	0	(143,168)
Uses by Program Recap Total	13,458,842	14,647,983	15,739,186	1,091,203	15,634,842	(104,344)



BUILDING INSPECTION

MISSION

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

SERVICES

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

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

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

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	60,613,726	70,236,047	77,245,817	7,009,770	76,341,289	(904,528)
Total FTE	283	282	281	(1)	281	-

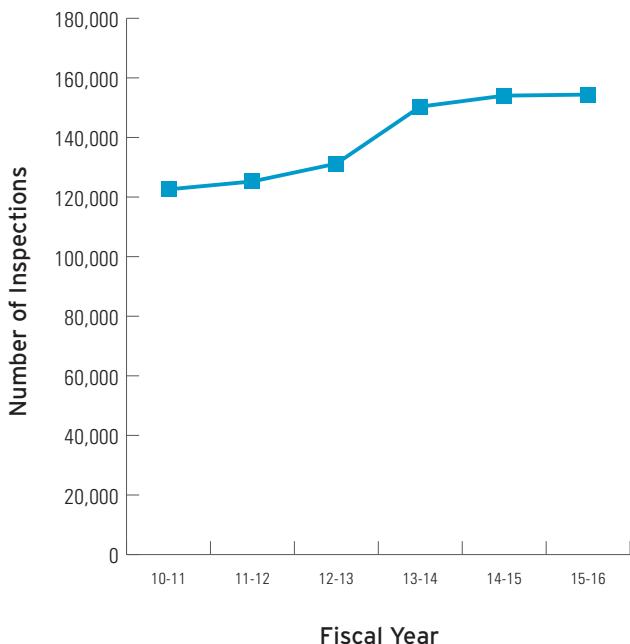


LOOKING BACK

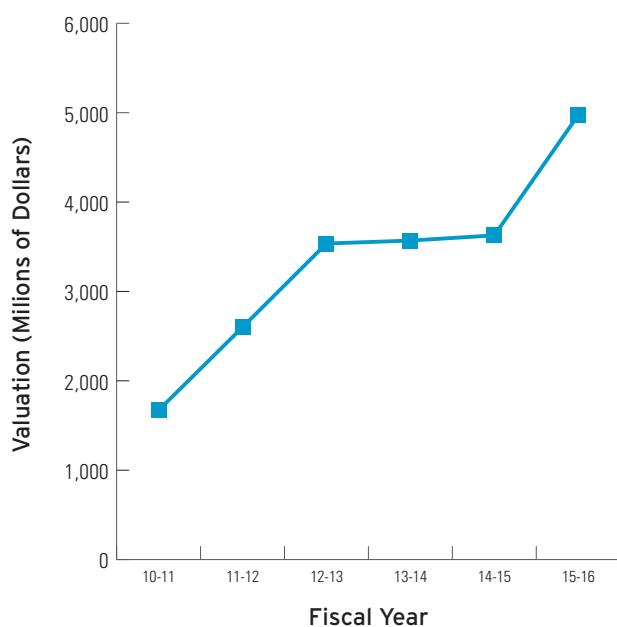
Construction activity remains strong but is slowing from the record highs of Fiscal Year (FY) 2015-16. In FY 2015-16, construction valuation of issued permits was \$4.9 billion, the highest on record. This increased activity was reflected in the number of permits issued (69,014) and inspections completed (154,391). FY 2016-17 year-to-date construction valuation is about 20 percent lower than prior year.

EXPANDING EDUCATION AND OUTREACH

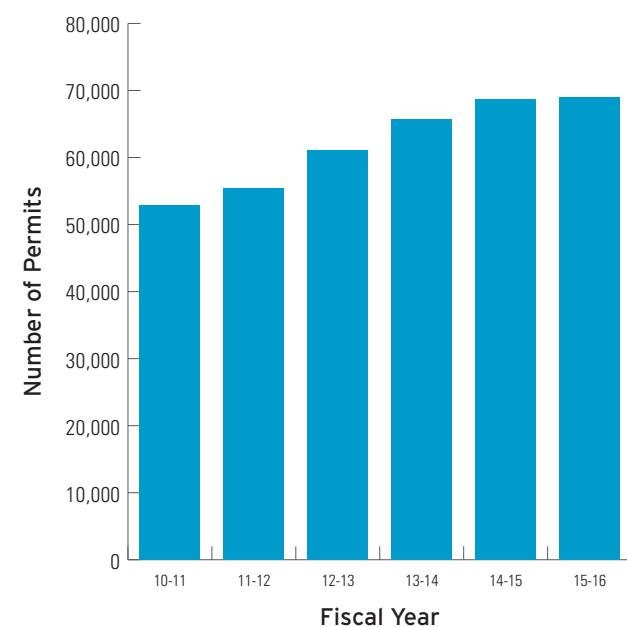
The Seismic Safety Outreach Program (SSOP) provides multi-lingual outreach and training on earthquake preparation to the public. These are provided in various neighborhoods in five supervisorial districts: District 1, District 3, District 4, District 5 and District 10. DBI's community partners have provided over 300 trainings. To date, 1,300 people have graduated as Program Ambassadors. These ambassadors completed a comprehensive curriculum including personal preparedness, basic first-aid and CPR, earthquake mitigation, response and recovery, and fire safety. This training allows the ambassadors to educate others in the importance of earthquake preparedness.



▲ **TOTAL INSPECTIONS PERFORMED.** The number of inspections DBI has performed has grown in recent years as construction activity in San Francisco has increased to record high levels.



▲ **TOTAL CONSTRUCTION VALUATIONS.** In FY 2015-16 DBI permitted construction projects with a total valuation of \$4.9 billion.



▲ **TOTAL NUMBER OF PERMITS ISSUED.** The number of permits issued by DBI has grown steadily from FY 2010-11 to FY 2015-16

IMPLEMENTING NEW BUILDING CODE LEGISLATION

The Department continued the implementation of new Building Code Legislation. DBI has implemented legislation for seismic safety, additional units, and legalization of units. The Mandatory Soft Story Program requires property owners to retrofit older, wooden-framed multi-family, multi-story buildings. Over 1200 properties have completed the retrofit. In addition, building owners participating in the

Mandatory Soft Story Program may add accessory dwelling units provided the units don't extend beyond the existing building. Over 320 permits have been submitted. Six properties have completed the program.

The Illegal Unit Program establishes a process to allow property owners to legalize units. Over 490 permits have been issued for work which ensures that these properties are safe. About 100 properties have been legalized.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
DBI - INSPECTION SERVICES					
Improve Code Enforcement					
• Inspections per inspector/day (building)	12.5	11.0	11.0	11.0	11.0
• Inspections per inspector/day (electrical)	11.9	11.0	11.0	11.0	11.0
• Inspections per inspector/day (plumbing)	10.8	11.0	11.0	11.0	11.0
• Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	99%	100%	100%	100%	100%
• Percentage of Non-Hazard Housing Inspection Complaints Responded to Within Three Business Days.	97%	80%	80%	80%	80%
DBI - PERMIT SERVICES					
Percentage of Submitted Permit Applications Routed within One Business Day					
• Timeliness of Distributing Submitted Drawings	100%	90%	100%	90%	90%
DBI - PLAN REVIEW SERVICES					
Improve Plan Review Turnaround Time					
• Percentage of Permit Applications for Multi-Family Residential and/or Mixed-Use Buildings Reviewed Within 42 Calendar Days	98%	90%	90%	90%	90%
• Percentage of Permit Applications for Office and/or Commercial Buildings Reviewed Within 42 Calendar Days	99%	90%	90%	90%	90%
• Percentage of Permit Applications for One and Two Family Dwellings Reviewed Within 28 Calendar Days	96%	90%	90%	90%	90%
• Percentage of Site Permit Applications reviewed with construction valuation greater than \$4,000,000 reviewed within 42 calendar days.	77%	85%	85%	85%	85%
• Percentage of Site Permit Applications reviewed with construction valuation less than \$3,999,999 reviewed within 30 calendar days.	70%	85%	85%	85%	85%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$77.2 million for the Department of Building Inspection (DBI) is \$7.0 million, or 10.0 percent, more than the FY 2016-17 budget of \$70.2 million. This increase is largely driven by increased funding for code enforcement, seismic safety, and residential hotel preservation outreach and contracted services (including workorders to other city departments).

The FY 2018-19 proposed budget of \$76.3 million is \$0.9 million, or 1.2 percent, less than the FY 2017-18 proposed budget. The decrease is due to a reduction in services of other city departments.

INCREASED CODE ENFORCEMENT RESOURCES

As the DBI is required to enforce various codes, the department focuses on both enforcement and outreach to ensure safe and livable communities. The budget includes funding to our Code Enforcement Outreach Program (CEOP) and Single-Room Occupancy Collaborative Program (SRO). These programs provide services to tenants in multi-family buildings and Single-Room Occupancy hotels. For several years, DBI has partnered with community based organizations to bring these rental housings into code compliance.

As the number of residents living and working in non-traditional spaces has increased, the department will expand code enforcement outreach efforts to these residents. The proposed budget includes \$2 million over the next two years for code enforcement outreach services to residents of warehouses or other unauthorized residential occupancies. The funding

will assist our community partners in assigning experienced housing counselors to work with these residents regarding their rights/obligations, available resources, and various code enforcement processes.

In addition, the department continues to work with other city departments to ensure a coordinated enforcement effort. As a member of the Fire Safety Working Group, DBI funds fire prevention, outreach and investigation services. The proposed budget includes \$1.0 million to Mayor's Office of Housing and Community Development Code Enforcement Loan Program. The loan program will provide funding to property owners to correct code violations.

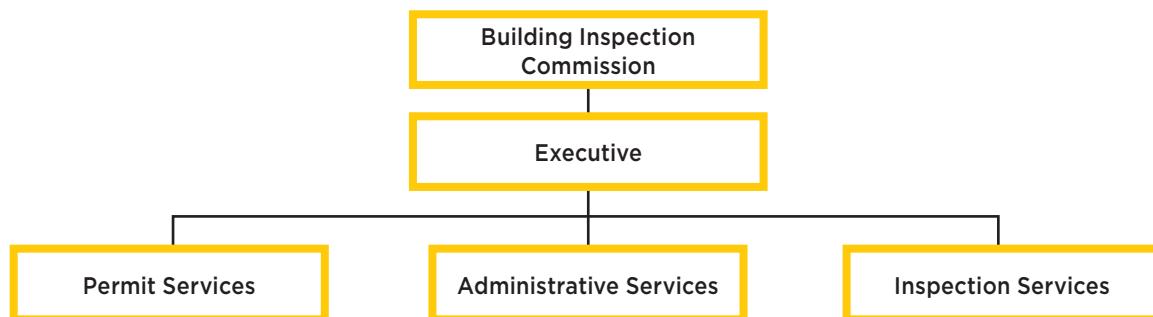
INCREASED SEISMIC SAFETY OUTREACH AND EDUCATION

The Department continues to develop a comprehensive Seismic Safety Outreach Program (SSOP) to prepare the city for future earthquakes. In addition to focusing on building code related enforcement to ensure that structures are safe, DBI is committed to expanding earthquake preparedness. The SSOP serves as integral component of the Department's Seismic Safety Program.

SSOP has provided seismic safety outreach to more than 25,000 residents. The budget includes increased funding to expand the program citywide. The expanded program will continue to provide outreach/informational sessions, emergency kits, and comprehensive ambassador trainings. The goal of the expansion is to ensure that each neighborhood has access to these resources and is prepared for the next big earthquake.



BUILDING INSPECTION COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	307.15	306.03	305.00	(1.03)	304.82	(0.18)
Non-operating Positions (cap/other)	(24.00)	(24.00)	(24.00)	0.00	(24.00)	0.00
Net Operating Positions	283.15	282.03	281.00	(1.03)	280.82	(0.18)
SOURCES						
Licenses & Fines	6,633,472	6,696,009	6,696,009	0	6,696,009	0
Use of Money or Property	823,172	559,214	559,214	0	559,214	0
Intergovernmental Revenue - State	104,500	0	0	0	0	0
Charges for Services	78,066,931	57,495,931	58,491,770	995,839	58,535,520	43,750
Other Revenues	6,686	0	0	0	0	0
Transfers In	21,530,168	3,701,579	5,883,211	2,181,632	3,101,579	(2,781,632)
Expenditure Recovery	320,763	167,472	173,340	5,868	173,340	0
Transfer Adjustments-Sources	(21,529,763)	(3,701,579)	(5,883,211)	(2,181,632)	(3,101,579)	2,781,632
Use of / (Deposit to) Fund Balance	(25,342,203)	5,317,421	11,325,484	6,008,063	10,377,206	(948,278)
Sources Total	60,613,726	70,236,047	77,245,817	7,009,770	76,341,289	(904,528)
USES - OPERATING EXPENDITURES						
Salaries & Wages	28,224,600	31,094,860	31,818,959	724,099	32,727,833	908,874
Fringe Benefits	12,488,453	13,543,120	14,294,008	750,888	15,153,492	859,484
Overhead	459,449	742,252	742,252	0	742,252	0
Professional & Contractual Services	3,055,928	4,442,486	4,593,846	151,360	5,274,966	681,120
Aid Assistance / Grants	2,922,485	3,991,314	4,991,314	1,000,000	4,991,314	0
Materials & Supplies	557,132	676,300	826,300	150,000	676,300	(150,000)
Equipment	508,504	156,000	1,130,000	974,000	430,000	(700,000)
Services of Other Departments	11,315,741	15,589,715	18,849,138	3,259,423	16,345,132	(2,504,006)
Transfers Out	21,529,763	3,701,579	5,883,211	2,181,632	3,101,579	(2,781,632)
Transfer Adjustments-Uses	(21,529,763)	(3,701,579)	(5,883,211)	(2,181,632)	(3,101,579)	2,781,632
Uses - Operating Expenditures Total	59,532,292	70,236,047	77,245,817	7,009,770	76,341,289	(904,528)
USES - PROJECT EXPENDITURES						
Capital Projects	1,081,434	0	0	0	0	0
Uses - Project Expenditures Total	1,081,434	0	0	0	0	0
USES BY PROGRAM RECAP						
Administration/Support Services	16,536,700	18,484,484	22,285,739	3,801,255	19,786,591	(2,499,148)
Housing Inspection/Code Enforcement Svcs	8,942,752	11,103,255	12,159,109	1,055,854	12,351,233	192,124
Inspection Services	20,870,729	24,437,016	26,886,015	2,448,999	27,811,105	925,090
Plan Review Services	14,263,545	16,211,292	15,914,954	(296,338)	16,392,360	477,406
Uses by Program Recap Total	60,613,726	70,236,047	77,245,817	7,009,770	76,341,289	(904,528)



CHILD SUPPORT SERVICES

MISSION

The Department of Child Support Services (CSS) works to empower parents to provide economic support for their children, thereby contributing to the well-being of families and children.

SERVICES

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

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

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

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

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
Total FTE	75	81	79	(2)	76	(3)



LOOKING BACK

EARLY INTERVENTION FOR SUCCESSFUL SUPPORT ORDERS

San Francisco's support order establishment model focuses on engaging noncustodial parents at the beginning of the life of the case to educate them about the child support program and deliver customer service that is inclusive and non-threatening. By working with parents in this way, our agency is able to establish orders that are accurate and reliable for the families the Department serves. Applying this model has allowed San Francisco to maintain a Default support order rate of 15 percent or less, the lowest Default rate in the state, of all support orders established.

SERVING INCARCERATED PARENTS

Since 2007, CSS has worked with the Sheriff's Department to provide on-site child support services to incarcerated parents. Caseworkers and attorneys meet with noncustodial parents who are incarcerated in the San Francisco County jail to discuss and respond to client concerns and

modify client orders. Over the course of the jail outreach initiative, 3,745 unique child support cases have been identified—associated to more than \$22 million of debt owed.

CHILD SUPPORT DEBT MANAGEMENT - COMPROMISE OF ARREARS PROGRAM (COAP)

The State of California implemented the Compromise of Arrears Program (COAP) in 2004 as a response to the increasing number of child support orders that are considered unenforceable or non-collectable. COAP offers an arrears management solution to the State of California and to parents who would otherwise not be able to pay their case balance.

In FY 2017-18, the Department will work closely with California DCSS to re-envision the COAP program to be more inclusive and expand opportunities for compromise of public assistance debt to low-income parents. Parents free of debt owed to welfare are able to provide more direct support to their children.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CHILD SUPPORT SERVICES PROGRAM					
Establish child support orders					
• San Francisco orders established as a percentage of cases needing an order	91.0%	91.9%	90.0%	91.9%	91.0%
Establish paternity for children born out of wedlock in the county					
• Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	98.1%	99.0%	98.1%	99.0%	99.0%
Increase economic self-sufficiency of single parent families					
• Amount of child support collected by SF DCSS annually, in millions	\$26.80	\$27.00	\$26.60	\$26.00	\$26.00
• San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	64.7%	65.0%	65.0%	65.0%	65.0%
• San Francisco current collections as a percentage of current support owed	83.4%	83.0%	83.0%	83.0%	83.0%



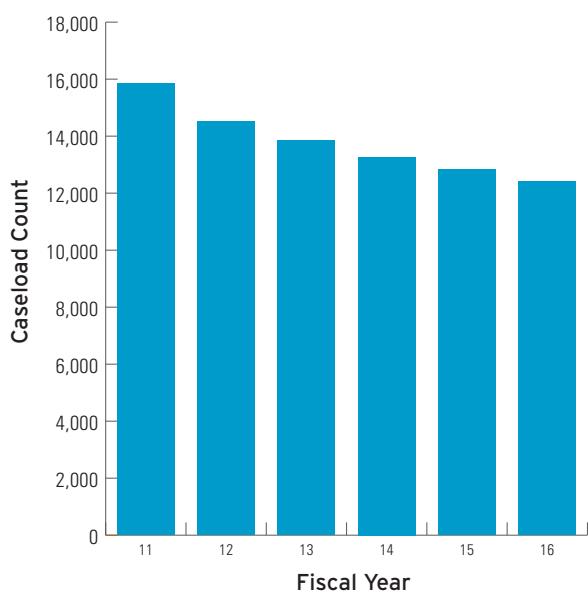
BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$13.7 million for the Department of Child Support Services is \$0.3 million, or 2.1 percent, lower than the FY 2016-17 budget of \$14.0 million. This budgetary savings is mainly due to the consolidation of leased office space.

The FY 2018-19 proposed budget of \$13.7 million for the Department of Child Support Services is essentially unchanged from the FY 2017-18 budget.

ONLINE APPLICATION FOR CHILD SUPPORT IS HERE

In an effort to improve parent access to the child support program, the California Department of Child Support Services (CA DCSS) and CSS introduced VIOLA (Virtual Interactive Online Application) for child support in December 2015. Now parents have the option to complete and submit their child support application electronically anytime. It is an easy, secure, no-cost application process that parents can access anytime and anywhere with service available in English and Spanish. As of March 2017, San Francisco has opened 279 cases for parents using VIOLA.



CSS CASELOAD COUNT. Cases handled by CSS have decreased over the last five years, totaling 12,398 in FY 2015-16.

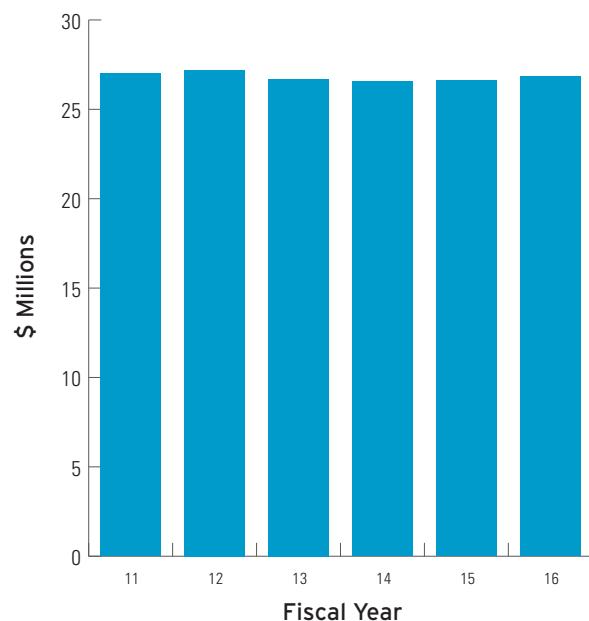
SUPPORT FOR PARENTS TO TRANSITION TO PERMANENT EMPLOYMENT

Although caseload has dropped by 19 percent over the last four years, collections have remained strong, only declining by 0.6 percent. Although the caseload has decreased, the percentage of collections distributed to families has increased by 2 percent between 2011 and 2016. For FY 2016-17 the Department collected approximately \$26.6 million. \$24.5 million or 92 percent of that went directly to families.

CHILD SUPPORT AND PARENTING TIME

SFDCSS continues to expand its collaborative partnership with the Project 500, an anti-poverty initiative introduced by the Mayor and administered through Human Services Agency, to focus intensive wrap-around services and case management to San Francisco families. The Department, in collaboration with the Superior Court, seeks to establish a pathway to broader parental involvement by offering family-centered child support services that include referral to the Superior Court for parenting time orders.

The Department helps to empower and encourage



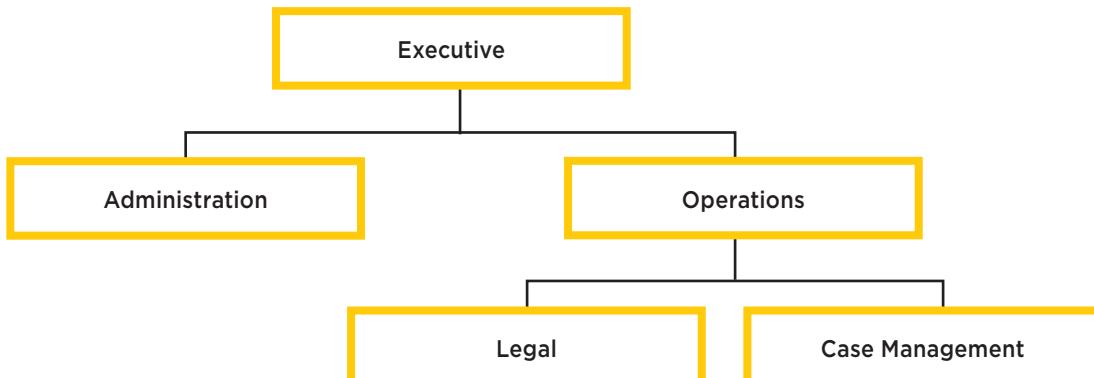
CSS DISTRIBUTED COLLECTIONS. Despite fewer cases, CSS has distributed similar amounts of collections each of the last five years.

stronger parental and family-structured relationships between parents and their children. Co-parenting allows each parent to have an equal voice in the important decisions about health, education and the general well-being of their child(ren).

Through collaboration with the DPH's DADS Project, Project 500 and HOPE SF, the Department will apply

an enhanced case management model to assist parents with establishing voluntary parenting time plans. It is through successful collaborations that the Department expects to promote fatherhood engagement and awareness to a wealth of services offered to families and children that reside in San Francisco County to optimize and increase better outcomes.

CHILD SUPPORT SERVICES ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	74.87	81.06	79.30	(1.76)	76.40	(2.90)
Net Operating Positions	74.87	81.06	79.30	(1.76)	76.40	(2.90)
SOURCES						
Use of Money or Property	6,503	0	0	0	0	0
Intergovernmental Revenue - Federal	8,294,839	8,896,891	8,713,430	(183,461)	8,723,866	10,436
Intergovernmental Revenue - State	4,273,098	4,344,276	4,344,276	0	4,344,276	0
Other Revenues	200	0	0	0	0	0
Expenditure Recovery	496,196	718,895	604,532	(114,363)	609,908	5,376
Use of / (Deposit to) Fund Balance	(6,703)	0	0	0	0	0
Sources Total	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
USES - OPERATING EXPENDITURES						
Salaries & Wages	6,613,862	7,391,867	7,232,977	(158,890)	7,155,550	(77,427)
Fringe Benefits	3,850,213	3,881,256	3,852,112	(29,144)	3,947,751	95,639
Professional & Contractual Services	1,762,263	1,820,891	1,724,630	(96,261)	1,736,101	11,471
Materials & Supplies	57,515	55,318	49,322	(5,996)	49,322	0
Equipment	7,683	0	0	0	0	0
Services of Other Departments	772,597	810,730	803,197	(7,533)	789,326	(13,871)
Uses - Operating Expenditures Total	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
USES BY PROGRAM RECAP						
Child Support Services Program	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812
Uses by Program Recap Total	13,064,133	13,960,062	13,662,238	(297,824)	13,678,050	15,812



CHILDREN AND FAMILIES COMMISSION

MISSION

The mission of the San Francisco Children and Families Commission (First 5) is to advance a shared commitment to support young children, from birth to five, and their families with abundant opportunities to be healthy, to learn, and to grow.

SERVICES

First 5 provides services through the following areas:

SYSTEMS CHANGE serves as an overarching frame that supports and extends to the other three impact areas (Child Development/Early Care and Education, Family Support, and Child Health). In this work, First 5 partners closely with organizations, communities, individuals, and public agencies to align and coordinate efforts around clearly defined objectives that advance the well-being of all children from birth. As part of this collaboration, First 5 also seeks innovative approaches to the complex challenges facing young children and families in our City.

CHILD DEVELOPMENT/EARLY CARE AND EDUCATION supports young children's healthy development and readiness for school. First 5 focuses primarily on quality assessment and improvement of early care and education programs through its Quality Rating and Improvement System (QRIS) to ensure optimal child development and improved outcomes for all children. This work also involves leveraging opportunities for common approaches to quality early care and education at the regional, state, and national levels.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
Total FTE	16	15	15	-	15	-

FAMILY SUPPORT strategies deepen and sustain the work of the San Francisco Family Resource Center (FRC) Initiative as a strong, effective foundation for family support services throughout the City. FRCs were established, in partnership with other city departments, to provide parents/caregivers and their families with opportunities to connect with each other, build parenting skills and knowledge of child development, and receive support in times of need or crisis.

CHILD HEALTH efforts include health and mental health consultation, inclusive educational practices, developmental screening, and centralized referral and tracking processes so that more children can be identified and linked to supportive services earlier in life. First 5 strives to help improve and integrate the child health care system by working with partners and stakeholders to articulate gaps, gather and communicate data, and build upon models of success to increase families' access to and utilization of services.



LOOKING BACK

READINESS STUDY

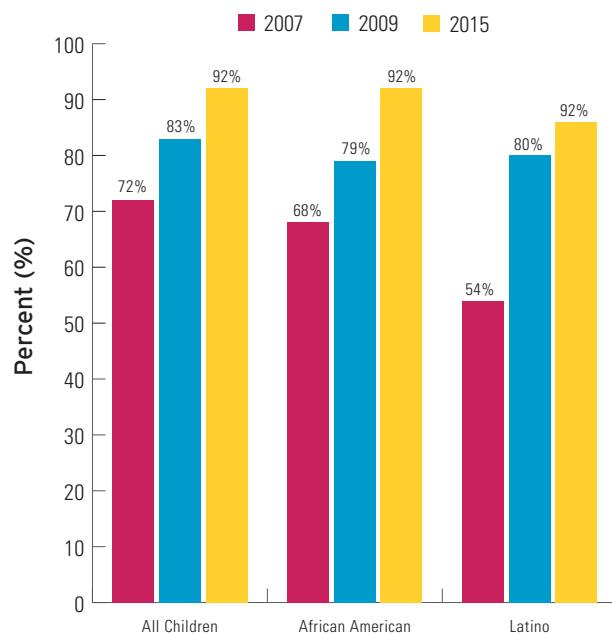
First 5 San Francisco recently completed its third county-wide school readiness study in partnership with the San Francisco Unified School District and Applied Survey Research. The study assessed 893 kindergarten students from across the district and found that 92 percent had attended a preschool or transitional kindergarten program prior to kindergarten entry, a 28 percent increase since the 2007 study. Throughout the year, First 5 has conducted more than a dozen presentations reaching hundreds of community stakeholders. Presentations have been instrumental in inspiring a renewed commitment to equity and quality in our programming and systems so that all San Franciscans can access the supports and resources they need to be ready for school and successful in life.

IMPROVED PROGRAMMING

Programs funded by First 5 San Francisco also made notable impacts, including:

- San Francisco's QRIS initiative continues to expand its reach among city-funded early care and education centers and family child care homes, with a total of 176 externally-rated sites. The average rating across sites is 3.5 on a 5-Tiered scale.
- Over 12,500 parents/caregivers and children were served by San Francisco's Family Resource Center initiative; 1,041 participated in a curriculum-based parenting class series. Results of pre/post-class assessments showed parenting skill improvements for 80 percent of parents who were above the risk threshold at the start of the class.

- San Francisco's Help Me Grow initiative provided information, referral, and/or care coordination to 1,036 parents with concerns about their child's development, outreach, training, and informational support to approximately 700 professionals. More than 7,000 health and development screenings were conducted through the combined efforts of public health nurses, early childhood mental health consultants, and trained community providers.



SAN FRANCISCO PRESCHOOL/TK ENROLLMENT PRIOR TO KINDERGARTEN.
Enrollment in preschool/TK programs prior to Kindergarten is up citywide and in key demographics.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CHILDREN AND FAMILIES FUND					
Improve parents'/caregivers' ability to support their children's readiness for school					
• Number of children participating in school readiness activities and services	1,785	1,500	1,500	1,500	1,500
• Number of parents participating in a parent education workshop or class series	1,041	900	900	900	900
Information, resources, and supports are available to promote and protect the oral, physical, and mental health of young children.					
• Number of children receiving vision, hearing, and/or dental screenings	4,971	4,000	4,000	4,000	4,000
Providers have the capacity and skills to implement evidence-based practices that ensure the healthy social-emotional and physical development of all children.					
• Number of children screened for special needs	2,781	2,475	2,475	2,475	2,475
• Number of resource centers receiving early childhood mental health consultation	144	150	144	34	34
PUBLIC EDUCATION FUND - PROP H					
Increase preschool workforce development opportunities					
• Number of Preschool For All (PFA) staff participating in PFA professional development activities	1,741	1,900	1,600	2,700	2,700



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$31.8 million for First 5 is \$2.7 million, or 9.4 percent, higher than FY 2016-17 budget of \$29.1 million. This increase is due to the start of two new grants, the Improve and Maximize Programs so All Children Thrive (IMPACT) grant and the Regional Coordination and Training and Technical Assistance Hubs (Regional HUB) from First 5 California, and an additional year of administering portions of the Public Education Enrichment Funds for the Office of Early Care and Education (OECE).

The FY 2018-19 proposed budget of \$27.9 million for First 5 is \$3.9 million, or 12.1 percent, lower than the FY 2017-18 proposed budget of \$31.8 million. This decrease is due to reduction in grant funding from state and federal sources and a decrease in city work orders to reflect First 5's new strategic plan.

CHILD DEVELOPMENT/EARLY CARE AND EDUCATION

First 5 has made strategic investments to establish a system of training, technical assistance, and coaching that supports early education programs to reflect

on their own strengths and challenges and partner with experts to systematically improve quality. Today, in partnership with OECE and the California Department of Education, First 5 continues this work through San Francisco's local Quality Rating and Improvement System (QRIS). The QRIS monitors the quality of the city's state-licensed early learning settings and supports them in achieving the highest standards of quality. The QRIS is also used as a systems driver to increase opportunities in early learning, improve teaching practices, and facilitate system integration.

HEALTH

Results from the 2015 Kindergarten Readiness Study indicate that many more children are receiving early screening for developmental concerns prior to kindergarten entry, as compared to 2009 results. However, First 5 San Francisco has established a goal of making early developmental screenings universal for all children in San Francisco. This expansion of developmental screening must also include expanded access and linkage to early intervention services that will meet the needs of children and families. This will

be a focal point of First 5 San Francisco's work in the coming year.

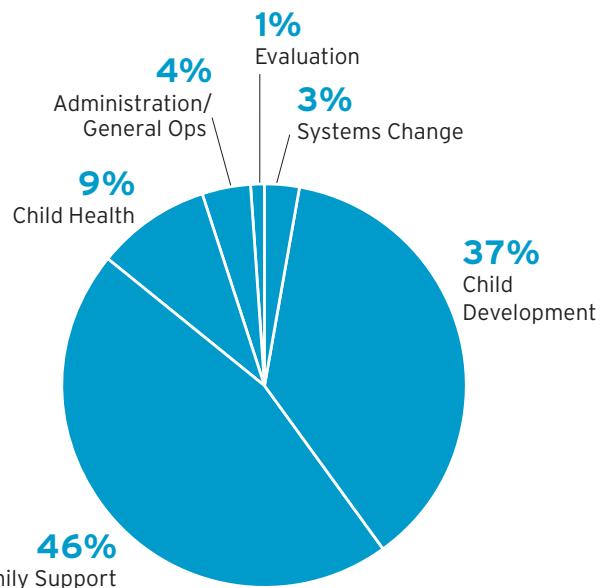
FAMILY SUPPORT

The Family Resource Center (FRC) Initiative will begin a new funding cycle in FY 2017-18. However, the proposed FY 2017-18 and FY 2018-19 budget will continue to jointly fund the neighborhood-based and population-focused FRCs with the Human Services Agency (HSA) and the Department of Children, Youth & Their Families (DCYF). Services are parent- and family-focused, ensuring children are healthy and successful learners.

In this budget, \$500,000 has been allocated for the establishment of a new FRC in the Bayview, where many families with a high level of need for services live. These families will have greater access to case management services, developmental screenings, early childhood mental health services, community resource events, referral services, and parent/caregiver support groups and classes.

REGIONAL COLLABORATION

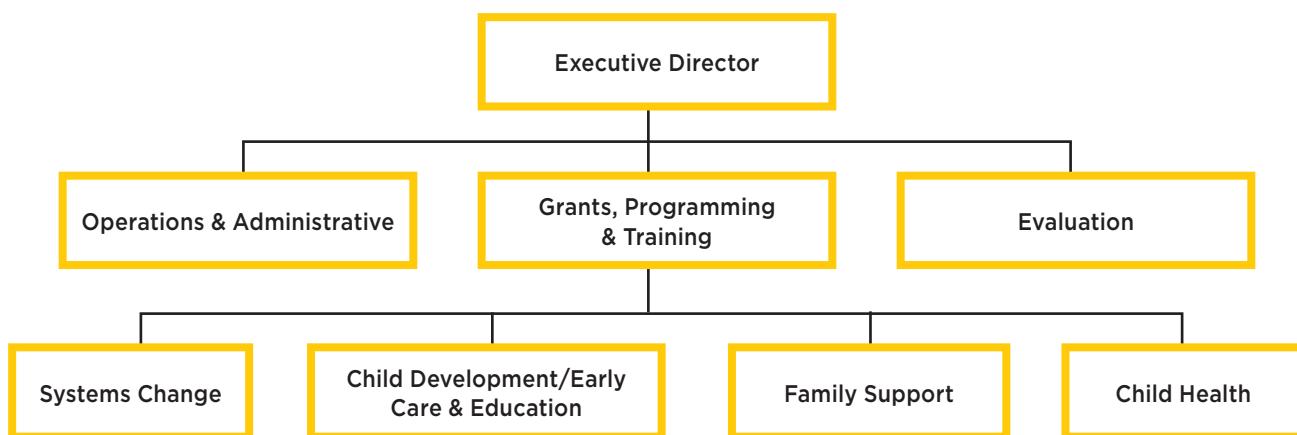
First 5 will continue to coordinate and implement the Regional QRIS System Hub serving San Francisco, Alameda, San Mateo, Santa Clara, Contra Costa, San Benito, Santa Cruz and Monterey Counties. The Regional QRIS System Hub plays a vital role in the



▲ PROPOSED SPENDING BY PROGRAM AREA
FY 2017-18. 83 percent of the Department's budget is spent on programming in program areas of Family Support (46 percent) and Child Development (37 percent).

achievement of supporting goals for improving the quality of early learning for children ages 0-to-5 across the region and state.

CHILDREN AND FAMILIES COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	15.50	14.54	15.00	0.46	15.00	0.00
Net Operating Positions	15.50	14.54	15.00	0.46	15.00	0.00
SOURCES						
Use of Money or Property	122,638	197,864	218,075	20,211	207,266	(10,809)
Intergovernmental Revenue - Federal	1,225,631	0	436,212	436,212	0	(436,212)
Intergovernmental Revenue - State	6,065,166	9,162,008	10,296,819	1,134,811	8,646,613	(1,650,206)
Transfers In	10,933,631	0	0	0	0	0
Expenditure Recovery	35,801,524	17,251,908	16,824,114	(427,794)	16,824,114	0
Transfer Adjustments-Sources	(10,933,631)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(2,473,655)	2,443,078	4,010,044	1,566,966	2,256,606	(1,753,438)
Sources Total	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
USES - OPERATING EXPENDITURES						
Salaries & Wages	823,029	1,510,274	1,604,335	94,061	1,652,464	48,129
Fringe Benefits	365,663	693,742	743,377	49,635	789,774	46,397
Professional & Contractual Services	538,904	979,674	1,163,116	183,442	1,170,132	7,016
Aid Assistance / Grants	38,142,466	23,151,763	26,509,466	3,357,703	22,584,914	(3,924,552)
Materials & Supplies	14,264	29,000	40,000	11,000	40,000	0
Services of Other Departments	856,978	2,690,405	1,724,970	(965,435)	1,697,315	(27,655)
Transfers Out	10,933,631	0	0	0	0	0
Transfer Adjustments-Uses	(10,933,631)	0	0	0	0	0
Uses - Operating Expenditures Total	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
USES BY PROGRAM RECAP						
Children And Families Fund	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)
Uses by Program Recap Total	40,741,304	29,054,858	31,785,264	2,730,406	27,934,599	(3,850,665)



CHILDREN, YOUTH & THEIR FAMILIES

MISSION

The Department of Children, Youth & Their Families (DCYF) works to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every neighborhood. DCYF takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public.

SERVICES

The Department of Children, Youth & Their Families provides services through the following divisions:

PROGRAMS AND PLANNING DIVISION manages department grants for over 400 programs by providing contracting and fiscal and performance monitoring; provides technical assistance to grantees; conducts data analysis and evaluates department services; plans, researches, develops, and implements the Department's five-year strategic plan including Community Needs Assessment (CNA), Services Allocation Plan (SAP) and Request for Proposals (RFP); and convenes and manages stakeholder and advisory bodies to promote systems alignment and support strategy development.

DATA AND EVALUATION DIVISION manages primary data collection and analysis to inform strategy development and the planning cycle; leads all evaluation and data collection efforts including through the Contract Management System, surveys, and Program Observation; interfaces directly with funding teams to set evaluation priorities; and oversees external evaluation contracts and facilitates data use agreements.

FINANCE AND OPERATIONS DIVISION manages the administration and finance functions of the Department, including budget, fiscal, human resources, facilities, and information technology.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	169,944,654	192,706,623	209,619,774	16,913,151	218,975,395	9,355,621
Total FTE	42	52	54	2	55	1



LOOKING BACK

The Department of Children, Youth, & Their Families (DCYF) is a strategic grant maker and convener that promotes innovation and essential policies and programs for children, youth, and families in San Francisco. Grantmaking is at the core of the Department's work, which is guided by the needs and interests of the City's children, youth, and families. DCYF is committed to quality services and has worked to assume a leadership role in developing high-quality programs and strong community-based organizations in the interest of promoting positive outcomes for San Francisco's children, youth, and families.

The Children and Families First Initiative established a five-year planning cycle for spending from the Children and Youth Fund. In Fiscal Year (FY) 2016-17, DCYF completed its Community Needs Assessment (CNA) document, then finalized its Services Allocation Plan (SAP), completing the second year of the cycle. Both plans are available on DCYF's website.

COMMUNITY NEEDS ASSESSMENT

This CNA is structured around the five strategic areas defined in the Our Children Our Families (OCOF) Outcomes Framework, shared outcomes that the City, School District, and community want all children, youth, and families in San Francisco to reach. Based on data collected and examined by the Department, this CNA identifies key areas of service needs in San Francisco and highlights the disparities between populations across the City along the following five interconnected areas of the OCOF Outcomes Framework: Economic Security and Housing Stability; Safe and Nurturing Environments; Physical, Emotional, and Mental Health; 21st Century Learning Environment; and Post-Secondary Education and Career Paths. The CNA includes an Equity Analysis that defines equity as all groups having access to the resources and opportunities needed to reach their full potential.

SERVICES ALLOCATION PLAN

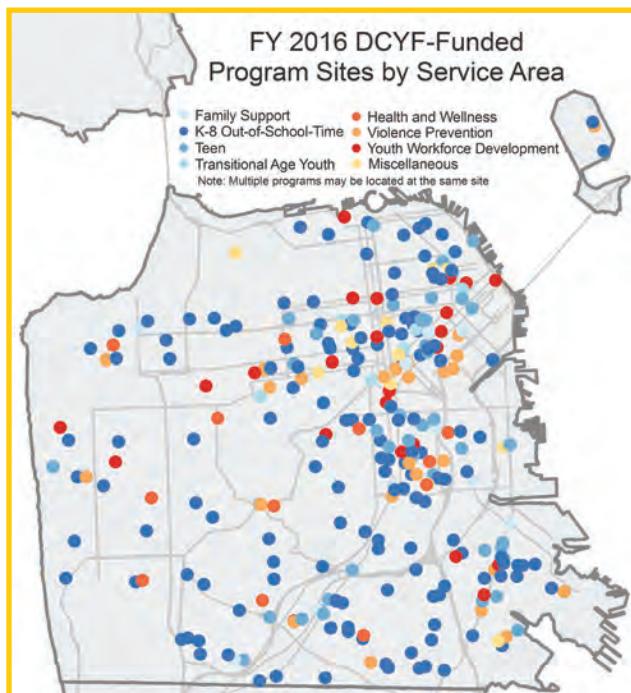
The SAP establishes funding priorities and desired outcomes for services based on needs identified in the CNA. The Department engaged in an intensive planning process to determine the key results for San Francisco's children, youth and families. During this process, DCYF gathered feedback from key stakeholders such as

community-based organizations (CBO) and other city departments. The Department also gathered and analyzed additional data, including key indicators to identify populations of need and information on overall city spending on children and youth.

The SAP uses the Result-Based Accountability framework to identify results that reflect the aspirations shared by children, youth, and families in the CNA, and sought to plan how services could be programmed to positively support the desired results. DCYF identified a group of Service Areas, which together aim to achieve a continuum of developmentally meaningful outcomes from birth to adulthood. The document outlines priorities and funding ranges to guide the expenditures of DCYF's budget going into the 2018-2023 funding cycle.

OPPORTUNITY FUND GRANTS

This past year, DCYF kicked off its new Opportunity Fund, an innovative fund meant to address unexpected, unbudgeted needs that arise during the course of the normal funding cycle for CBO grantees. One-time funding goes first to emergency needs, followed by safety and security needs, then other priority areas. Grants awarded included building repairs such as replacement doors and windows, installation of security systems, classroom soundproofing, and financial management software.





PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CHILDREN'S FUND PROGRAMS					
Improve the availability and quality of DCYF-funded programs/services					
• Number of children, youth, and their families participating in programs/services funded by the Children's Fund	46,121	60,000	48,000	55,000	55,000
Improve the outcomes of youth that have been identified as at-risk for poor social and educational outcomes					
• Number of youth 14-24 years old in DCYF-funded case management program receiving case management services	1,775	1,500	2,000	1,500	1,500
Increase the availability and quality of out-of-school time programs					
• Number of children and youth attending afterschool programs for five or more hours per week	15,564	14,000	16,000	14,000	14,000
• Percentage of participants in afterschool programs who report enhanced enjoyment and engagement in learning as a result of the program	85%	75%	75%	75%	75%
Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the skills and competencies needed to succeed in school and work					
• Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program (excluding the Mayor's Summer Jobs+ Program)	2,159	2,500	2,160	2,500	2,500
• Number of 14 to 17 years old served by DCYF-funded YLEAD programs	11,675	17,000	12,000	17,000	17,000
• Percentage of youth in YWD programs who report developing education or career goals and learning the steps needed to achieve their goals	76%	75%	75%	75%	75%
CHILDREN'S BASELINE					
Support the health of children and youth					
• Number of high school students served at school Wellness Centers	7,502	8,500	7,500	8,500	8,500



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$209.6 million for the Department of Children, Youth & Their Families is \$16.9 million, or 8.8 percent, higher than the FY 2016-17 budget of \$192.7 million. This increase is primarily due increases in the Children and Youth Fund and baseline spending requirements for children and transitional aged youth.

The FY 2018-19 proposed budget of \$219.0 million is \$9.4 million, or 4.5 percent, higher than the FY 2017-18 proposed budget primarily due to increases in the Children and Youth Fund and baseline spending requirements for children and transitional aged youth.

CONTINUED GROWTH IN GRANT FUNDING

With the significant growth in Children and

Youth Fund in the budget, DCYF has prioritized maximizing direct grant funding for CBOs providing services throughout the City. DCYF programmed two years of projected growth in its planning process last year, and it will continue to follow this plan.

DCYF is using increased Children and Youth Fund dollars to expand the Office of Early Childhood Care and Education's ACCESS Program to provide free childcare to 140 homeless families with children aged 0-5. The Department will also fund a Cost of Doing Business (CODB) adjustment for nonprofit and community partners, support Family Resource Centers in cooperation with First 5 SF, and fund a Department of Public Health program to provide mental health services for homeless children.

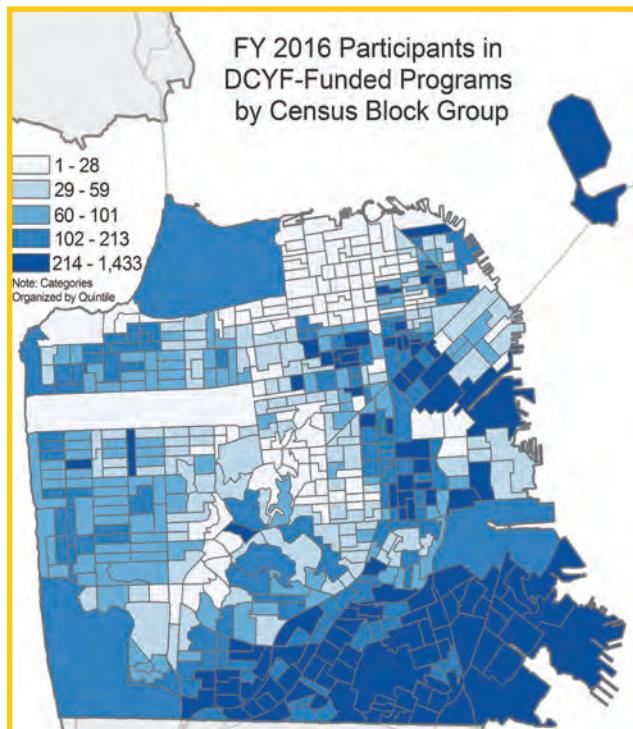
All ongoing programs will be extended through FY 2017-18. The new set of funded programs beginning FY 2018-19 will include expending further growth expected in the second year of the budget.

FREE CITY COLLEGE

DCYF will act as the fiscal agent for the Free City College program beginning in the fall of 2017. This program allows California residents who live in San Francisco to attend City College of San Francisco without paying enrollment fees. This \$5.4 million per year program will fund enrollment fees for eligible students and provide stipends for students who receive Board of Governor's waivers to use to cover costs of books, transportation, or other costs of attendance.

CONTRACTING PROCESSES

In July 2017, DCYF will issue a Request for



Proposals (RFP) to provide services from July 1, 2018 to July 1, 2023. This RFP will issue approximately \$117 million per year over the next five years to community-based organizations and departmental partners. The services provided by these partners will serve children and youth aged 0-24 and their families across San Francisco.

DCYF expects to bid for professional services in areas including fiscal and program management for the Youth Empowerment Fund, as well as technical assistance and evaluation services.

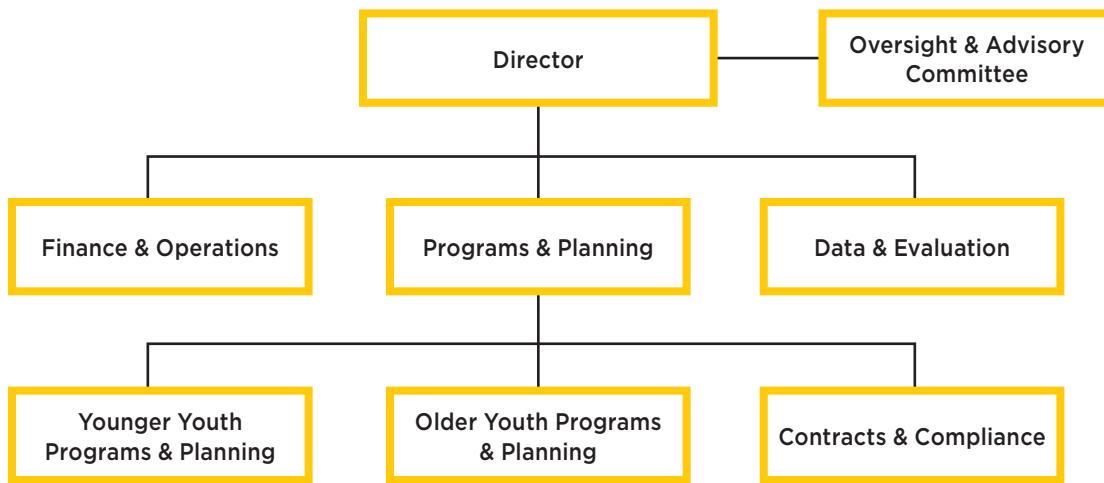
INFORMATION TECHNOLOGY

DCYF will be completing its Contract Management System (CMS) 4.0 upgrade in FY 2017-18. The RFP module is near completion and will be used for the RFP in July 2018. The new grants awarded will complete their workplans using CMS 4.0, and programmatic reporting and invoicing will move into the new CMS 4.0. New functionality including program observation data tracking, a technical assistance module, and improved reporting will be included. DCYF will be doing extensive testing and training to ensure a smooth roll-out of the new system.

The DCYF team has also been heavily involved with the City's Financial System Project (F\$P) and will work to ensure that its business processes are updated to work with the new system. DCYF intends to build an interface to automate certain processes between CMS 4.0 and F\$P. While any IT transition can be challenging, DCYF will be proactive about ensuring that its CBO partners are successful in using new city systems. Clear communications to CBOs and coordination with partner departments will be essential.



CHILDREN, YOUTH & THEIR FAMILIES ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	44.86	53.19	54.86	1.67	55.97	1.11
Non-operating Positions (cap/other)	(3.00)	(1.00)	(1.00)	0.00	(1.00)	0.00
Net Operating Positions	41.86	52.19	53.86	1.67	54.97	1.11
SOURCES						
Local Taxes	64,454,270	72,570,000	86,371,000	13,801,000	96,142,000	9,771,000
Use of Money or Property	428,932	50,000	50,000	0	50,000	0
Intergovernmental Revenue - Federal	786,864	1,174,694	1,271,107	96,413	1,565,821	294,714
Intergovernmental Revenue - State	2,952,713	3,478,982	3,512,119	33,137	3,517,799	5,680
Other Revenues	744,207	490,000	1,100,000	610,000	535,000	(565,000)
Transfers In	69,690,000	74,720,000	80,385,000	5,665,000	81,785,000	1,400,000
Expenditure Recovery	2,929,096	2,794,307	3,433,696	639,389	3,433,696	0
Transfer Adjustments-Sources	(4,490,000)	(4,600,000)	(4,945,000)	(345,000)	(5,030,000)	(85,000)
Use of / (Deposit to) Fund Balance	(463,610)	2,940,000	2,100,000	(840,000)	0	(2,100,000)
General Fund Support	32,912,182	39,088,640	36,341,852	(2,746,788)	36,976,079	634,227
Sources Total	169,944,654	192,706,623	209,619,774	16,913,151	218,975,395	9,355,621
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,967,532	5,554,254	5,944,711	390,457	6,293,011	348,300
Fringe Benefits	1,809,426	2,301,620	2,539,344	237,724	2,758,303	218,959
Professional & Contractual Services	3,046,147	4,947,940	5,230,061	282,121	7,179,847	1,949,786
Aid Assistance / Grants	133,869,905	144,227,119	157,921,038	13,693,919	164,088,691	6,167,653
Materials & Supplies	67,786	330,395	248,395	(82,000)	248,395	0
Services of Other Departments	27,183,858	35,345,295	37,736,225	2,390,930	38,407,148	670,923
Transfers Out	4,490,000	4,600,000	4,945,000	345,000	5,030,000	85,000
Transfer Adjustments-Uses	(4,490,000)	(4,600,000)	(4,945,000)	(345,000)	(5,030,000)	(85,000)
Uses - Operating Expenditures Total	169,944,654	192,706,623	209,619,774	16,913,151	218,975,395	9,355,621
USES BY PROGRAM RECAP						
Chf-Administration	0	0	0	0	2,233,904	2,233,904
Children's Baseline	38,852,393	40,878,285	42,110,330	1,232,045	40,595,653	(1,514,677)
Children's Fund Programs	62,275,163	75,890,000	88,851,000	12,961,000	96,522,000	7,671,000
Children's Svcs - Non - Children's Fund	1,919,015	2,645,751	3,277,720	631,969	2,998,545	(279,175)
Public Education Fund (Prop H)	60,299,367	64,630,000	69,520,000	4,890,000	70,750,000	1,230,000
Transitional-Aged Youth Baseline	3,422,760	4,922,362	2,087,362	(2,835,000)	2,087,362	0
Violence Prevention	3,175,956	3,740,225	3,773,362	33,137	3,787,931	14,569
Uses by Program Recap Total	169,944,654	192,706,623	209,619,774	16,913,151	218,975,395	9,355,621



CITY ATTORNEY

MISSION

The City Attorney's Office (CAT) provides legal services to the Mayor's Office, the Board of Supervisors, and to the many departments, boards, and commissions that comprise the government of the City and County of San Francisco.

SERVICES

The City Attorney's Office provides services through the following divisions:

LITIGATION DIVISION handles all claims and litigation filed against the City. The litigation team also prosecutes civil actions in which the City is a plaintiff. Trial attorneys handle matters from the enforcement of the City's building codes against irresponsible landlords to the prosecution of fraud and unfair competition actions against corporate defendants. The litigation team represents the City in approximately 7,500 actions annually, ranging from personal injury and property damage to child custody, welfare fraud, breach of contract, and workers' compensation.

GOVERNMENT DIVISION acts as the City's general counsel. Attorneys in this division draft all municipal ordinances and contracts, and advise City officials and agencies on a wide range of legal issues. Their expertise covers every aspect of municipal government. Areas of specialization within the division include: Appellate Advocacy; Construction; Contracts and Intellectual Property; Environmental Protection; Finance and Real Estate; Government Ethics; Health, Education, and Social Services; Labor Relations; Public Utilities; Taxation; Telecommunications; and Transportation.

NEIGHBORHOOD AND COMMUNITY SERVICES DIVISION protects City residents, businesses, and neighborhoods by enforcing San Francisco's building, health, and public safety codes; prepares annual reviews; and makes available to the public a codification of City ordinances.

ADMINISTRATIVE SERVICES DIVISION manages the operations of the Department. Division staff are responsible for secretarial, clerical, personnel, administrative, and information systems support, including management of the law library and coordination of the in-house continuing legal education program. This division also handles special projects, such as the coordination of the City's sexual harassment prevention workshops.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	81,519,159	78,780,781	82,656,688	3,875,907	86,241,821	3,585,133
Total FTE	306	307	309	2	309	-



LOOKING BACK

SANCTUARY CITY INJUNCTION

The San Francisco City Attorney's Office was the first in the nation to challenge the constitutionality of President Donald Trump's executive order threatening to cut federal funding from sanctuary cities across the country. In April 2017, the U.S. District Court for the Northern District of California issued a preliminary injunction to halt the enforcement of the executive order while the case is litigated. This injunction has helped protect the \$1.2 billion in federal funding San Francisco receives annually, plus \$800 million in multi-year grants. This federal funding helps provide health care, food, and shelter to some of the most vulnerable

San Franciscans, including seniors and low-income families.

ACADEMY OF ART UNIVERSITY SETTLEMENT

The City Attorney's Office also secured a landmark settlement from the Academy of Art University, valued at \$60 million. The City Attorney's Office filed a lawsuit against the Academy of Art University after uncovering that the institution had not been in full compliance with city land-use rules. This settlement will bring the institution into full compliance, and will provide at least 160 units of affordable housing for low-income seniors.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CLAIMS					
Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims					
• Average number of days from claim filing to final disposition	64	65	64	65	65
• Number of claims closed	3,308	3,000	2,750	3,000	3,000
• Number of claims opened	3,197	2,850	2,800	2,850	2,850
• Percent of claims denied	60%	52%	60%	58%	60%
• Percent of claims settled	40%	48%	40%	42%	40%
LEGAL SERVICE					
Advise Board of Supervisors and/or research or draft legislation which expresses the desired policies of the City and County of San Francisco					
• Number of Board-generated work assignments	327	266	260	275	260
Research and/or draft legislation, for all departments including Board of Supervisors, which expresses the desired policies of the City and County of San Francisco.					
• Number of pieces of legislation researched and/or drafted for all departments, including the Board of Supervisors	529	300	500	450	500
LEGAL SERVICE-PAYING DEPTS					
Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government					
• Number of tort litigation cases opened	453	460	400	460	400



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$82.7 million for the City Attorney's Office is \$3.9 million, or 4.9 percent, higher than the FY 2016-17 budget of \$78.8 million. This increase is largely due to growth in citywide salary and fringe benefit costs.

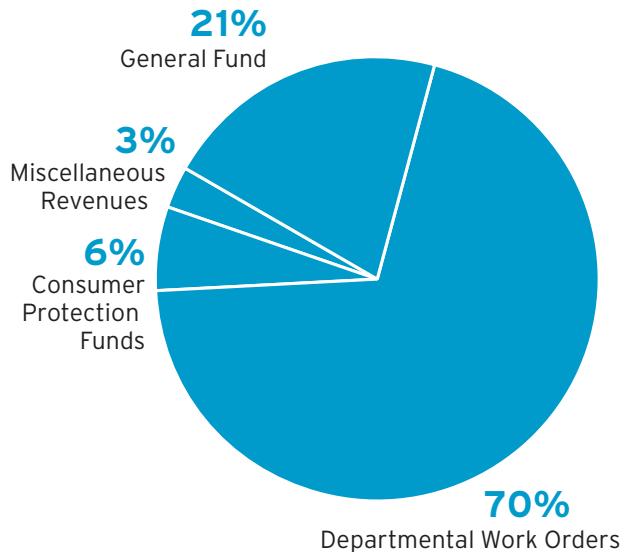
The FY 2018-19 proposed budget of \$86.2 million for the City Attorney is \$3.6 million, or 4.3 percent, higher than the FY 2017-18 proposed budget of \$82.7 million. This increase is largely due to an increase in rent costs.

CONTINUED DEFENSE OF SANCTUARY CITIES

Following the April 2017 preliminary injunction issued by the U.S. District Court, the City Attorney's Office will continue to advocate on behalf of San Francisco to protect the City against unlawful executive orders and policies that seek to strip away critical federal funding.

AFFIRMATIVE LITIGATION PROGRAM

For many years, the Office's Affirmative Litigation Program has leveraged the City Attorney's legal authority under state law to pursue unfair and

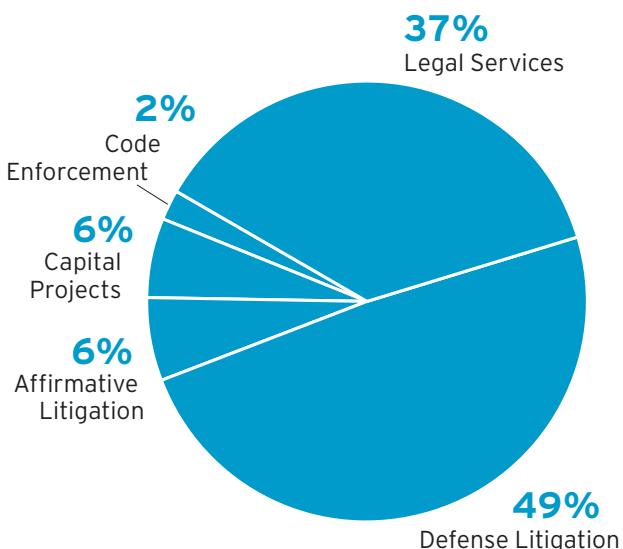


▲ REVENUE SOURCES. FY 2017-18 Revenue Sources.

unlawful practices on behalf of the people of California. The result has been an award-winning consumer protection practice. In the fall of 2016, the Office celebrated the 10-year anniversary of its collaboration with Yale University Law School, by which some of the nation's top law students lend support to ongoing public interest affirmative cases and help research marketplace injustices that innovative litigation strategies may help rectify. Over the upcoming fiscal years, the City Attorney's Office will continue this critical program to ensure fair and lawful consumer protections.

PROTECTING SAN FRANCISCO'S NEIGHBORHOODS AND RESIDENTS

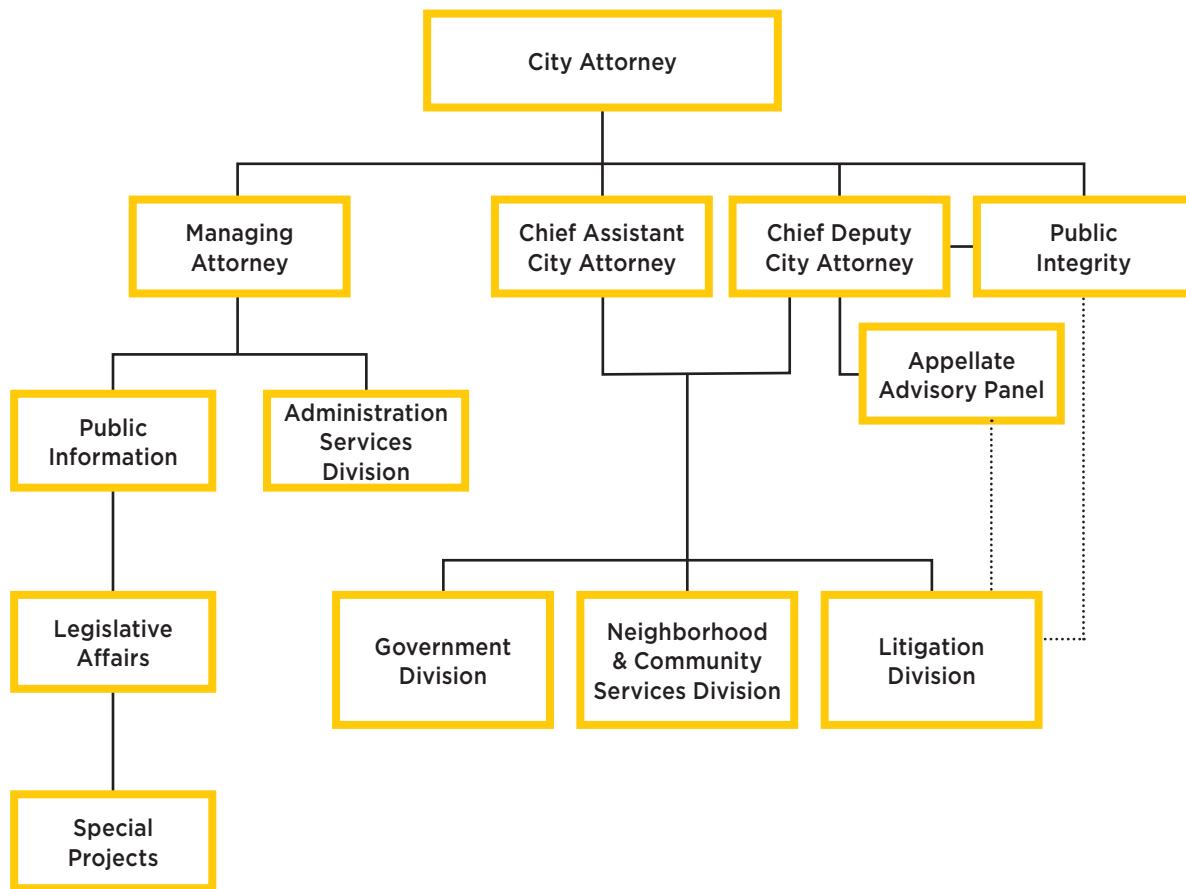
The City Attorney's Office's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and state laws governing public nuisances. Over the course of the next two fiscal years, the team will continue to coordinate with relevant city agencies to investigate complaints of public nuisances and, when necessary, pursue actions to enforce the law. Public nuisance actions usually result in court orders addressing the unlawful and nuisance activity and generate substantial monetary penalties that aid the recovery of attorneys' fees and costs.



▲ FISCAL RESOURCES ALLOCATION. FY 2017-18 Fiscal Resources Allocation by Program area as a percentage of total budget.



CITY ATTORNEY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	306.39	306.82	310.29	3.47	310.69	0.40
Non-operating Positions (cap/other)	0.00	0.00	(1.54)	(1.54)	(2.00)	(0.46)
Net Operating Positions	306.39	306.82	308.75	1.93	308.69	(0.06)
SOURCES						
Licenses & Fines	5,283,804	4,629,745	4,742,517	112,772	4,854,386	111,869
Intergovernmental Revenue - Other	456,398	1,000,000	800,000	(200,000)	800,000	0
Expenditure Recovery	63,266,067	59,702,923	59,990,049	287,126	60,631,776	641,727
Use of / (Deposit to) Fund Balance	1,308,607	0	0	0	0	0
General Fund Support	11,204,283	13,448,113	17,124,122	3,676,009	19,955,659	2,831,537
Sources Total	81,519,159	78,780,781	82,656,688	3,875,907	86,241,821	3,585,133
USES - OPERATING EXPENDITURES						
Salaries & Wages	43,358,109	46,114,275	47,658,832	1,544,557	49,079,164	1,420,332
Fringe Benefits	16,631,749	17,503,588	18,800,404	1,296,816	19,927,654	1,127,250
Professional & Contractual Services	16,573,811	10,144,978	11,313,603	1,168,625	12,291,287	977,684
Materials & Supplies	139,324	140,000	140,000	0	140,000	0
Equipment	44,023	51,092	0	(51,092)	0	0
Services of Other Departments	4,772,143	4,826,848	4,743,849	(82,999)	4,803,716	59,867
Uses - Operating Expenditures Total	81,519,159	78,780,781	82,656,688	3,875,907	86,241,821	3,585,133
USES BY PROGRAM RECAP						
Claims	5,883,475	6,773,251	7,019,594	246,343	7,276,348	256,754
Hetchy Water Operations	29,603	0	0	0	0	0
Legal Service	72,871,081	69,272,530	72,902,094	3,629,564	76,230,473	3,328,379
Legal Service-Paying Depts	2,735,000	2,735,000	2,735,000	0	2,735,000	0
Uses by Program Recap Total	81,519,159	78,780,781	82,656,688	3,875,907	86,241,821	3,585,133



CITY PLANNING

MISSION

The Planning Department works to make San Francisco the world's most livable urban place — environmentally, economically, socially, and culturally.

SERVICES

The City Planning Department provides services through the following divisions:

CITYWIDE PLANNING maintains the City's General Plan, prepares neighborhood plans, and develops planning code controls and other regulations related to implementation of the General Plan.

CURRENT PLANNING reviews project applications, provides public information, and implements historic preservation programs.

ENVIRONMENTAL PLANNING prepares State and federally mandated environmental review documents for the City.

ZONING ADMINISTRATION AND COMPLIANCE administers, interprets, and enforces the City's Planning Code.

ADMINISTRATION includes the Director's Office, Commission functions, and the Director of Administration functions; this division provides Department-wide support in the areas of information technology, finance, legislative affairs, communications, personnel and training, and special projects such as the permit and project tracking system.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	39,072,483	51,284,076	54,745,559	3,461,483	50,310,610	(4,434,949)
Total FTE	182	214	218	4	218	-



LOOKING BACK

STREAMLINING THE REVIEW PROCESS

The Planning Department undertakes a wide range of work: affordable housing policy, environmental review, long-range planning, resiliency planning, legislative review, design review, historic preservation, application and permit intake and processing; all while prioritizing neighborhood livability and preserving the unique personality of San Francisco. In Fiscal Year (FY) 2016-17, the Department experienced widespread demand for its services as the City continues to undergo extraordinary growth and change.

The core work of the Planning Department entails processing planning applications, reviewing building permits, and investigating and resolving enforcement cases. In FY 2016-17, Planning processed and reviewed more than 15,000 applications and permits, which represented a slight leveling off of work after years of double-digit year-over-year growth culminating in record high case levels in FY 2015-16.

To address its workload in planning case and building permit volume in recent years, the Department has filled vacant positions, created a Small Projects Review Team to expedite small projects through the review process, and implemented other process changes

to more efficiently address workload, finish assigned cases, and assign unassigned cases.

TRANSPORTATION DEMAND MANAGEMENT AND MAP2020

Major initiatives that came to fruition in FY2016-17 include the Transportation Demand Management (TDM) Program and the Mission Action Plan 2020. The TDM Program, effective on March 19, 2017, works with developers to provide more on-site transportation amenities, enabling residents to get around more easily without a car and reducing the vehicle miles traveled associated with a development project. TDM measures are intended to shift car-dependent travel practices by providing reliable alternatives such as delivery services, bicycle amenities, subsidized transit passes, and providing more sustainable transportation options for a building's tenants, employees, residents, and visitors. The Mission Action Plan 2020 (MAP2020) is a first of its kind approach to community planning. It is a collaborative process between community advocates and city staff to identify solutions for people and businesses being displaced by the rapid changes in the Mission neighborhood.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CPC ADMINISTRATION					
Manage department resources and core operations effectively-(1_1)					
• Property Information Map: Average unique visitors per month to the Property Information Map	0	0	82608.00	83000.00	85000.00
CPC CURRENT PLANNING					
Perform timely & comprehensive review of applications					
• Historical Resource Evaluation Responses: Average number of days to complete Part I HRERs	0	90.00	154.00	90.00	90.00
• Projects Requiring a Change of Use with No Additional Construction Not Requiring a Hearing: The average number of days from application being accepted by the Department to Action Date	0	90.00	188.00	90.00	90.00
• Projects Requiring a Change of Use with No Additional Construction Requiring a Hearing: The average number of days from application being accepted by the Department to first Commission Hearing	0	180.00	312.00	180.00	180.00
• Small Residential Addition Projects Not Requiring a Hearing: The average number of days from application being accepted by the Department to Action Date	0	180.00	210.00	180.00	180.00
• Small Residential Addition Projects Requiring a Hearing: The average number of days from application being accepted by the Department to first Commission Hearing	0	270.00	213.00	270.00	270.00
CPC MULTIPLE DIVISIONS					
Perform timely & comprehensive review of applications.(1_2)					
• 100% Affordable Housing Projects: The average number of days from the application being accepted by the Department to first Commission Hearing	0	270.00	478.00	270.00	270.00
• Large, New Residential Construction Projects Requiring a Hearing: The average number of days from application being accepted by the Department to first Commission Hearing	0	540.00	453.00	540.00	540.00
• Public Projects Requiring Environmental Review: The average number of days from the application being accepted by the Department to final CEQA determination	0	30.00	32.00	30.00	30.00
• Small Residential Addition Projects Requiring Environmental Review: The average number of days from application being accepted by the Department to first Commission Hearing	0	240.00	214.00	240.00	240.00
CPC ZONING & COMPLIANCE					
Effectively compel compliance for cases in violation.(1_1)					
• Enforcement: The average number of days after the initial Notice of Complaint until ENF records receive a Notice of Enforcement or are abated	0	175.00	169.00	175.00	175.00
CPC LEGISLATION					
Perform timely review of legislation.(1_1)					
• Legislation: Percentage of ordinances initiated by an elected official that are reviewed by the Commission within 90 days or continued at the request of the elected official	0	0.80	1.00	0.80	0.80
CPC CITYWIDE					
Respond to information requests in a timely & professional manner					
• Monitoring Reports: Percent completion of all required planning, housing, and monitoring reports according to mandated or established publication schedules	0	1.00	1.00	1.00	1.00



PERFORMANCE MEASURES (CONTINUED)

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CPC COMMISSION AFFAIRS					
Respond timely to records requests					
• Immediate Disclosure Requests: Percentage of immediate disclosure requests responded to within 11 days	0	0.75	0.72	0.75	0.75
• Records Requests: Percentage of records requests responded to within 20 days	0	0.90	0.96	0.90	0.90
DEPARTMENT-WIDE/OTHER CPC					
Manage department resources and core operations efficiently.(1_2)					
• Caseload per Planner: Average active caseload per planner of planning cases & building permits	0	106.00	106.00	106.00	106.00
• Over-the-Counter Volume: Total volume of new building permits requiring departmental review that are approved or disapproved over the counter	0	2682.00	5364.00	5364.00	5364.00
• Pending: Total backlog of planning cases & building permits awaiting departmental review	0	1749.00	1749.00	1749.00	1749.00
• Total Caseload: Total active caseload of planning cases and building permits	0	12605.00	12605.00	12605.00	12605.00
• Total Volume: Total volume of new planning cases & building permits requiring departmental review	0	5922.00	11844.00	11844.00	11844.00



BUDGET ISSUES AND DETAILS

The FY 2017-18 proposed budget of \$54.7 million is \$3.5 million, or 6.7 percent, higher than the FY 2016-17 budget of \$51.3 million. This increase reflects current year fee and volume projections continuing into next fiscal year as well as changes in special revenues, namely recognizing deferred prior year revenues. This enables the Department to maintain prior years' service levels while continuing to work through a project backlog and address citywide planning priorities.

The FY 2018-19 proposed budget of \$50.3 million is \$4.4 million, or 8.1 percent, lower than the proposed FY 2017-18 budget. This decrease is due to diminished spending on backlog reduction work and contracted services.

REVENUES AND EXPENDITURES AFFECTED BY PLATEAUING PERMIT & CASE VOLUME

With the plateauing of current application volumes, and fewer large project applications,

the Department's current and projected caseload volume reflects a level of uncertainty due to the high cost of land, the high cost of construction, and the tight construction labor market in San Francisco, among other factors. As a result, the FY 2017-18 budget assumes that application and permit volume will remain steady with current year actuals. Additionally, over the past several years the Department budgeted additional positions as volume grew. As these positions have come on board, the Department's ability to process core work has increased. This will allow the Department to bring deferred revenue onto the budget because it will have been able to complete projects spanning more than one fiscal year more quickly than it had previously been able to.

One-time revenue changes reflect adjustments in grant funding, including Priority Development Area Transportation Planning from the Metropolitan Transportation Commission,

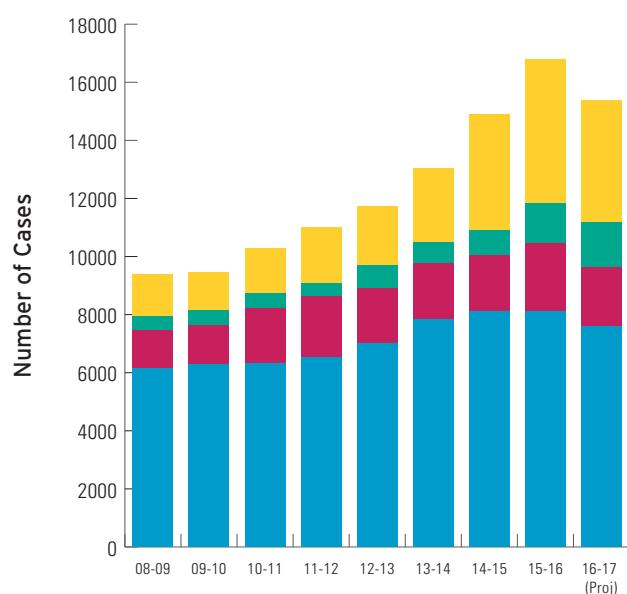
Historic Survey Projects from the California Office of Historic Preservation, Community Development from the San Francisco Foundation, and Sustainable Community Planning from the Sustainable Growth Council.

On the expenditures side, the major planned budget changes can be seen in an increase in salary and fringe costs and project spending, offset by decreases in contracts funding, materials and supplies, capital and equipment, and interdepartmental services. Salary and benefits expenditures for department staff continue to be the most significant portion of the Department's overall expenditure budget. The change in project funding is primarily related to citywide projects – such as the Railyard Alignment & Benefits study described below – and funding to continue to address increased permit and application processing. Contract funding will be reduced as the Department continues to work on projects budgeted in prior fiscal years and uses existing staff resources to begin new projects.

CITYWIDE STRATEGIC INITIATIVES

While all of the Department's work informs San Francisco's Citywide Strategic Initiatives Framework (residents and families that thrive; clean, safe, and livable communities; a diverse, equitable, and inclusive city; excellent city services; and a city and region prepared for the future) three initiatives that highlight some of the future projects the Department will undertake are: Connect SF, A Resilient Waterfront, and Advancing Community Equity and Opportunities. Connect SF is the Department's long-range transportation planning program. In FY 2017-18, Connect SF aims to guide future transportation in San Francisco by updating the Transportation Element and implementing the Transportation Demand Management program. A Resilient Waterfront looks to coordinate sea level rise projects, a Local Coastal Program amendment, and waterfront design guidelines both within San Francisco and regionally. Advancing Community Equity and Opportunities includes programs such as the Mission Action Plan (MAP) 2020, Central Market/Tenderloin Strategy, Tenderloin without Displacement, and the Racial Equity

■ PLANNING CASES ■ ENFORCEMENT CASES
■ MISCELLANEOUS PERMITS ■ BUILDING PERMITS

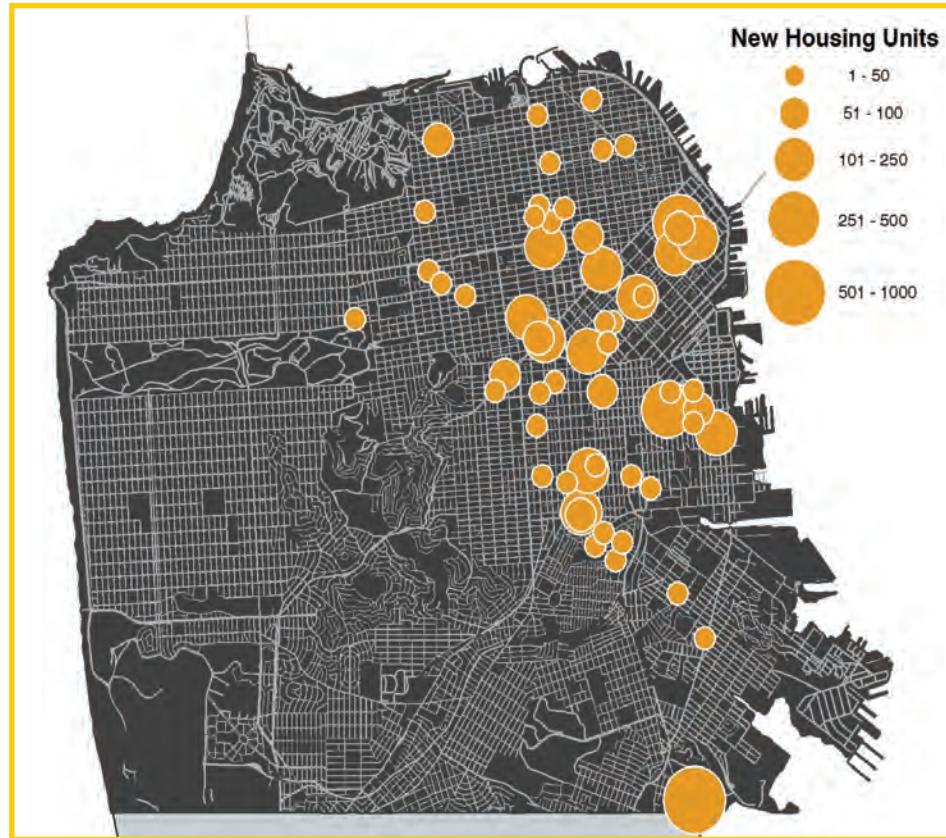


PLANNING CASE AND PERMIT VOLUME. The number of planning permits and cases peaked in FY 2015-16 at 16,781, and is expected to decrease for FY 2016-17.

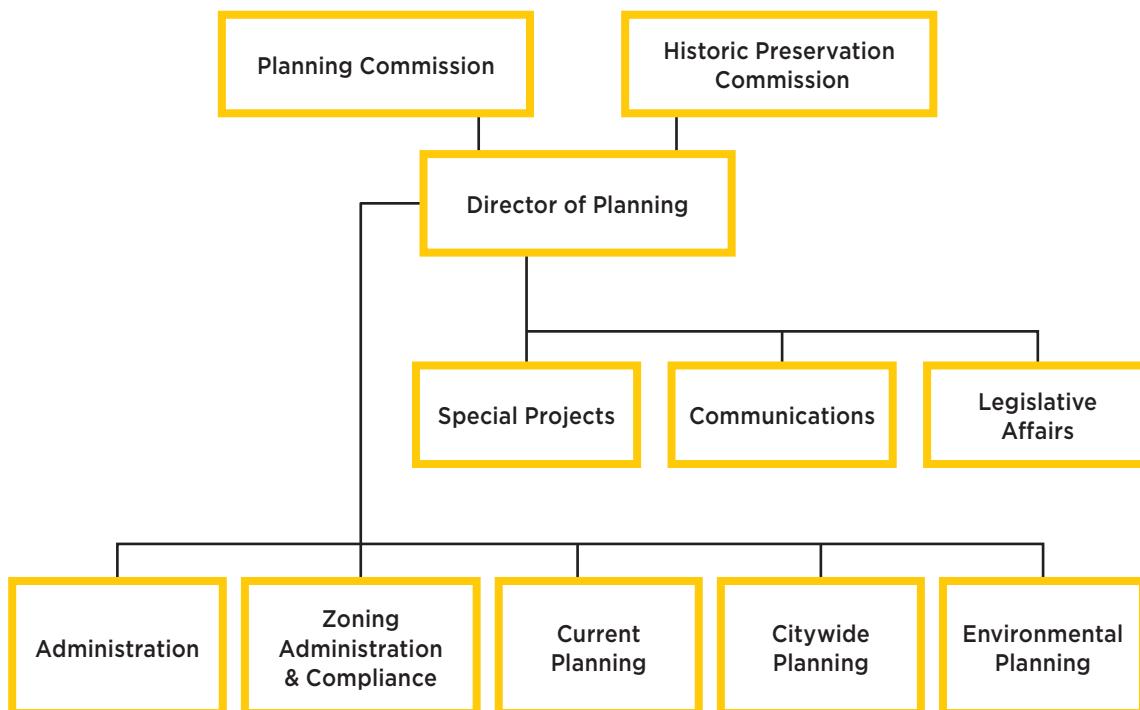
Action Plan, all of which work to promote a diverse, equitable, and inclusive city.

THE RAILYARDS ALIGNMENT & BENEFITS STUDY

The Rail Alignment and Benefits Study (RAB) is a continuation of the work the Department is undertaking on how to move Caltrain and potential High Speed Rail trains effectively and efficiently through the City and into the Transbay Transit Center (TTC). The proposals involve utilizing the existing alignment of the Downtown Rail Extension or moving the trains underground further south in one of two possible alignments. In FY 2017-18 and FY 2018-19 the Department will use \$3.8 million in Interagency Planning and Implementation Committee (IPIC) impact-fee funding to perform follow-on work. This will include additional engineering, design, cost estimates, and impacts analysis as well as environmental clearance for the chosen alignment.



CITY PLANNING ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	204.16	230.86	233.64	2.78	233.30	(0.34)
Non-operating Positions (cap/other)	(22.38)	(17.11)	(15.47)	1.64	(15.47)	0.00
Net Operating Positions	181.78	213.75	218.17	4.42	217.83	(0.34)
SOURCES						
Licenses & Fines	214,470	0	0	0	0	0
Use of Money or Property	154,666	0	0	0	0	0
Intergovernmental Revenue - Federal	0	635,000	1,145,000	510,000	795,000	(350,000)
Intergovernmental Revenue - State	82,067	275,000	545,000	270,000	250,000	(295,000)
Intergovernmental Revenue - Other	145,930	34,372	41,245	6,873	42,326	1,081
Charges for Services	27,979,864	44,012,250	43,787,122	(225,128)	42,921,414	(865,708)
Other Revenues	0	3,595,159	5,278,618	1,683,459	1,121,619	(4,156,999)
Expenditure Recovery	1,170,507	740,453	1,120,332	379,879	1,112,074	(8,258)
Transfer Adjustments-Sources	(100,000)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	10,064,785	0	0	0	0	0
General Fund Support	(639,806)	1,991,842	2,828,242	836,400	4,068,177	1,239,935
Sources Total	39,072,483	51,284,076	54,745,559	3,461,483	50,310,610	(4,434,949)
USES - OPERATING EXPENDITURES						
Salaries & Wages	20,049,973	22,684,528	23,636,716	952,188	24,658,989	1,022,273
Fringe Benefits	8,564,478	9,660,304	10,602,027	941,723	11,344,499	742,472
Overhead	509,668	554,786	774,176	219,390	774,176	0
Professional & Contractual Services	2,414,295	9,888,984	12,697,738	2,808,754	6,653,519	(6,044,219)
Aid Assistance / Grants	615,910	735,000	150,000	(585,000)	0	(150,000)
Materials & Supplies	406,442	784,383	472,717	(311,666)	447,717	(25,000)
Equipment	335,113	178,464	246,783	68,319	161,910	(84,873)
Services of Other Departments	5,757,757	6,649,227	6,065,402	(583,825)	6,019,800	(45,602)
Transfers Out	100,000	0	0	0	0	0
Transfer Adjustments-Uses	(100,000)	0	0	0	0	0
Uses - Operating Expenditures Total	38,653,636	51,135,676	54,645,559	3,509,883	50,060,610	(4,584,949)
USES - PROJECT EXPENDITURES						
Capital Projects	418,847	148,400	100,000	(48,400)	250,000	150,000
Uses - Project Expenditures Total	418,847	148,400	100,000	(48,400)	250,000	150,000
USES BY PROGRAM RECAP						
Administration/Planning	13,065,508	15,367,854	15,445,939	78,085	15,754,678	308,739
Citywide Planning	8,276,151	15,312,029	15,519,195	207,166	12,364,867	(3,154,328)
Current Planning	10,505,382	11,151,859	12,959,188	1,807,329	13,117,412	158,224
Development And Planning	66,510	0	0	0	0	0
Environmental Planning	4,981,077	6,799,678	7,728,193	928,515	6,062,991	(1,665,202)
Zoning Administration And Compliance	2,177,855	2,652,656	3,093,044	440,388	3,010,662	(82,382)
Uses by Program Recap Total	39,072,483	51,284,076	54,745,559	3,461,483	50,310,610	(4,434,949)



CIVIL SERVICE COMMISSION

MISSION

The Civil Service Commission (CSC) establishes, ensures, and maintains an equitable and credible merit system for public service employment for the citizens of San Francisco, and strives to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

SERVICES

The Civil Service Commission provides services through the following divisions:

GENERAL DIVISION establishes rules, policies, and procedures to carry out the civil service merit system for public service employment; administers appeals and requests for hearings on the decisions of the Human Resources Director and the Municipal Transportation Agency's Director of Transportation; monitors the operation of the merit system through inspection services and audits; conducts surveys; sets salaries for elected officials; and administers the City's Employee Relations Ordinance.

TRAINING, EDUCATION, AND OUTREACH DIVISION educates the public on the Civil Service Commission's functions and services through publications and expanding information on its web site; provides outreach, information, and notification of the Catastrophic Illness Program; and provides training and education about the merit system.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
Total FTE	6	6	6	-	6	-



LOOKING BACK

Over the past year, the Civil Service Commission has made several rule amendments, revised policies and procedures, and resolved many appeals.

CIVIL SERVICE COMMISSION POLICIES AND PROCEDURES

The Commission issued the Civil Service Adviser No. 031/2015 Changes in Sick Leave Entitlement to notify all employees of the second phase of the Healthy Workplace Healthy Family Act of 2014 which provides sick leave benefits to all city employees on the 90th day of employment effective July 1, 2015. In addition, the Commission proposed the Civil Service Commission Policy on Family and Romantic Relationships at Work (adopted February 6, 2017).

APPEAL RESOLUTION

The Commission received a total of 63 new appeals and requests for hearings during Fiscal Year (FY) 2015-16, in addition to the 10 active unresolved appeals that were carried over from the previous fiscal year. The Commission resolved 56 of the 77 appeals pending before it last fiscal year, representing a 74 percent resolution percentage rate (which is above its target of 70 percent).

INSPECTION SERVICE REQUESTS

In FY 2015-16, the Commission staff reviewed and investigated 80 percent of its Inspection Service

requests within 60 days, reaching its goal. Those requests covered a variety of merit system issues, including examinations, selection processes and appointments, and separations.

MERIT SYSTEM AUDIT PROGRAM

All candidates selected for permanent civil service, provisional, and exempt appointments must meet the minimum qualifications for the jobs to which they are appointed. The Commission's FY 2015-16 Audit Program focused on reviewing selection and appointment practices in eight randomly-selected departments to assess compliance with applicable Charter provisions, Commission Rules, and merit system policies and procedures. The Commission worked with departments to correct any deficiencies discovered during the audit process. In addition, the Executive Officer provided presentations and trainings on merit system issues in the 1249 Human Resources Analyst Trainee Program.

SALARY AND BENEFIT SETTING FOR ELECTED OFFICIALS

The Civil Service Commission set the five-year base salary cycle for Members of the Board of Supervisors in accordance with Charter Section 2.100; and certified salary adjustments for other elected officials, and the benefits for all elected officials, in accordance with Charter Section A8.409-1.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CIVIL SERVICE COMMISSION (FCV)					
Support Commission in resolving civil service issues					
• Percentage of appeals and requests for hearings processed within seven days	100%	100%	100%	100%	100%
• Percentage of appeals forwarded and resolved by the Commission in the fiscal year	77%	70%	70%	70%	70%
• The number of merit system audits conducted and completed in the fiscal year	8	9	9	9	9
• The percentage of completed responses to Inspection Service requests within 60 days	80%	80%	70%	80%	80%

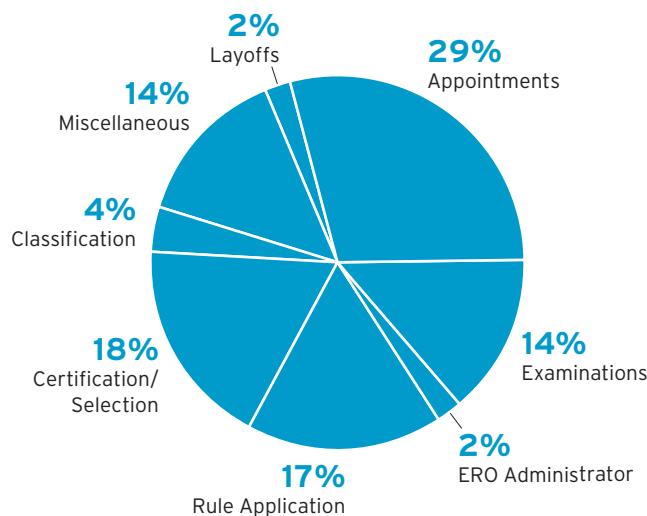


BUDGET ISSUES AND DETAILS

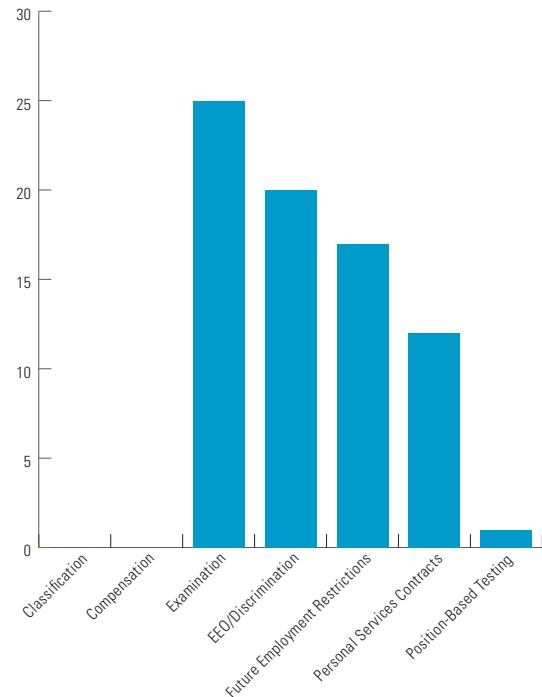
The Fiscal Year (FY) 2017-18 proposed budget of \$1.3million for the Civil Service Commission is \$39,000, or 3.2 percent higher than the FY 2016-17 budget of \$1.2 million. The increase is primarily

due to salary and benefit cost increases.

The FY 2018-19 proposed budget of \$1.3 million represents minimal change from FY 2017-18.



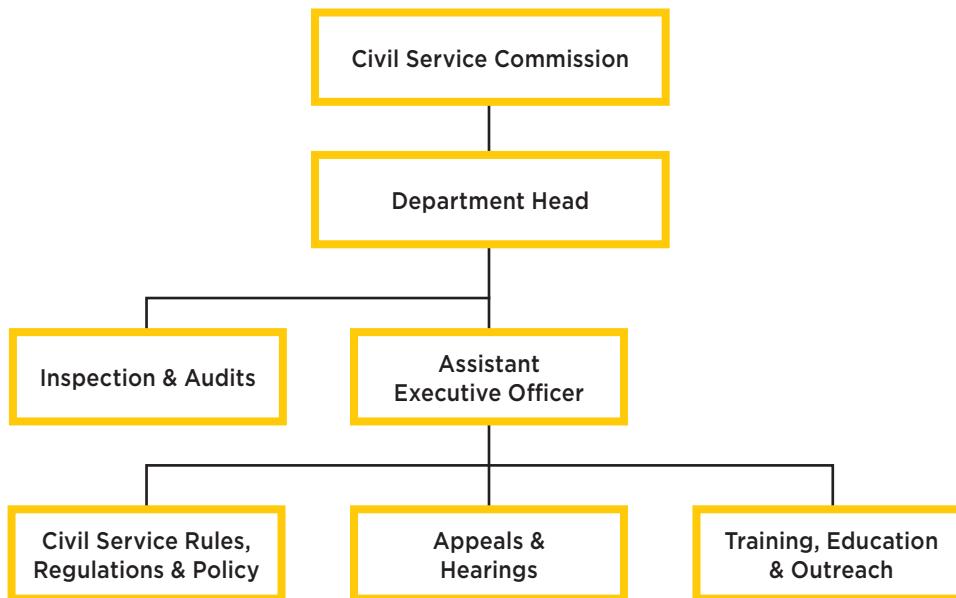
INSPECTION SERVICE REQUESTS FY 2015-16.
In FY 2015-16, 29 percent of inspection requests were related to appointments.



TYPE OF APPEALS FOR FISCAL YEAR 2015-16.
The Civil Service Commission reviewed 75 appeals in FY 2015-16, with examination-related appeals being the most common



CIVIL SERVICE COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	6.02	6.02	6.02	0.00	6.02	0.00
Net Operating Positions	6.02	6.02	6.02	0.00	6.02	0.00
SOURCES						
Charges for Services	73	0	0	0	0	0
Expenditure Recovery	360,839	360,839	360,839	0	360,839	0
General Fund Support	580,674	850,739	889,743	39,004	920,390	30,647
Sources Total	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
USES - OPERATING EXPENDITURES						
Salaries & Wages	584,638	667,787	684,763	16,976	705,075	20,312
Fringe Benefits	238,868	260,657	278,493	17,836	294,256	15,763
Professional & Contractual Services	8,411	35,795	35,795	0	35,795	0
Materials & Supplies	1,681	3,395	3,395	0	3,395	0
Services of Other Departments	107,988	243,944	248,136	4,192	242,708	(5,428)
Uses - Operating Expenditures Total	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
USES BY PROGRAM RECAP						
Civil Service Commission	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647
Uses by Program Recap Total	941,586	1,211,578	1,250,582	39,004	1,281,229	30,647



COMMUNITY INVESTMENT AND INFRASTRUCTURE

MISSION

The Office of Community Investment and Infrastructure (OCII) is the Successor Agency to the San Francisco Redevelopment Agency, which was dissolved under State law. OCII is responsible for development in Mission Bay, Transbay, and the Hunters Point Shipyard/Candlestick Point neighborhoods, which collectively provide for over 22,000 new housing units and 14 million square feet of new commercial space; the management of significant assets in the City; and the development of over 7,400 affordable housing units and over 400 acres of parks within these major development areas.

SERVICES

The Office of Community Investment and Infrastructure is a separate legal entity from the City and County of San Francisco, while remaining under the legislative authority of the Board of Supervisors. OCII operates with an annual budget, so only the Fiscal Year (FY) 2017-18 proposed budget is presented here. OCII provides services through the following divisions:

MAJOR APPROVED DEVELOPMENT PROJECTS were previously approved by San Francisco Redevelopment Agency (SFRA). These development projects are located at Hunters Point Shipyard/Candlestick Point, Mission Bay North and South, and Transbay.

ASSET MANAGEMENT & DEVELOPMENT SERVICES provides technical support to the Major Approved Development Projects, manages existing developer agreements, and manages SFRA assets including those at Yerba Buena Gardens, South Beach Harbor, and other real property that must be transferred from OCII to other entities pursuant to the State approved long-range property management plan.

AFFORDABLE HOUSING ensures the development of affordable housing in the major approved development projects as well as other housing obligations.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18	
	Actuals	Original Budget	Proposed Budget	Change from 2016-17
Total Expenditures	628,966,000	725,987,000	536,796,000	(189,191,000)
Total FTE	46	47	47	0

Services (continued)

FINANCE AND ADMINISTRATION provides financial and accounting oversight, debt management, records, and IT management for the Office's entire portfolio.

LOOKING BACK

OCII's scope of work includes the Hunters Point Shipyard / Candlestick Point, Mission Bay, and Transbay projects, all of which include a significant number of affordable housing units. OCII's scope also includes the management of San Francisco Redevelopment Authority (SFRA) assets such as Yerba Buena Gardens and other real property and economic development assets of SFRA. Throughout its work program, OCII supports Small Business Enterprises (SBEs) and creates job for San Francisco residents. In FY 2016-17, OCII monitored the award of \$6 million in professional services contracts and \$255 million in construction contracts to SBEs.

HUNTERS POINT SHIPYARD/ CANDLESTICK POINT

The Hunters Point Shipyard (the Shipyard), a former naval base, is a master-planned community of approximately 500 acres located along the southeastern waterfront of San Francisco. In FY 2016-17, OCII continued to build out Phase I of the Shipyard's redevelopment, with substantial completion of public infrastructure, parks, and open space. To date, OCII and its development partners have completed approximately 300 units of housing in the Shipyard, of which 27 percent are below market rate. In addition, OCII and its development partners have started construction on 254 units of housing, of which 32 percent are below market rate.

In Candlestick Point, OCII approved planning applications that included up to 2,214 units of housing, 42 percent of which are affordable, a regional retail center, hotel, and 9.32 acres of parks and open space. OCII also completed construction of 184 affordable units as part of the Alice Griffith Public Housing Revitalization.

MISSION BAY

In FY 2016-17, OCII advanced 731 affordable units in Mission Bay North and South. OCII completed construction of 200 units on Block 7 West and 26 units on Block N4P3, began construction on 143

units on Block 6 East began, completed design review on 119 units on Block 3 East, and selected a development team for 140 units on Block 6W.

OCII also worked with the Golden State Warriors to resolve all legal challenges to the Environmental Impact Report and to begin construction on the Warriors event center (which includes an 18,000 seat arena and 550,000 square feet of office, retail, and open space). OCII also worked with Uber to begin construction of its flagship headquarters.

TRANSBAY

OCII advanced 226 affordable housing units in Transbay. OCII completed construction of 70 units on Block 6, began construction of 80 units on Block 8, and approved Owner Participation/Disposition and Development Agreement and schematic designs for 76 units on Block 1. OCII continued its effort to design and construct Folsom Streetscape, as well as three urban open spaces: Transbay Park, UnderRamp Park, and Essex Park.

AFFORDABLE HOUSING

OCII's Affordable Housing program is key to the Mayor's plan to create 10,000 permanently affordable units by 2020. OCII will contribute approximately 3,400 units toward that goal. In FY 2016-17, OCII completed 552 affordable units. As a result, 1,300 low and very low-income San Franciscans have affordable, stable homes. OCII also selected development teams and provided predevelopment funding for an additional 431 affordable units.

ASSET MANAGEMENT & DEVELOPMENT SERVICES

OCII's significant asset management responsibilities in active and expired redevelopment areas include management of properties and real estate loans, land, buildings, and leases prior to their ultimate disposition.



BUDGET ISSUES AND DETAILS

Similar to the San Francisco Redevelopment Agency (SFRA), OCII is a separate legal entity from the City and County of San Francisco, while remaining under the legislative authority of the Board of Supervisors. Accordingly, the OCII budget is considered separately from the City and County budget. OCII participates in redevelopment activities carried out by the former SFRA and related to enforceable obligations, including implementation of major development projects, property and asset management, and affordable housing. OCII operates with an annual budget, so only the FY 2017-18 proposed budget is presented here.

The proposed Fiscal Year (FY) 2017-18 budget of \$536.7 million represents a decrease of \$189.2 million compared to the (FY) 2016-17 budget of \$725.9 million. This decrease is partially driven by a reduction in prior year affordable housing authority

as both a revenue and an expenditure. Draws made by affordable housing developers against affordable housing loans authorized in prior years decrease OCII's use of housing spending authority as both a revenue source and an expenditure line. This decrease reflects the growing number of completed units of affordable housing funded by OCII. The second factor driving the budget decrease is a reduction in projected development infrastructure reimbursements. Increased development infrastructure reimbursements paid in FY 2016-17 have reduced the funds available for FY 2017-18 development infrastructure reimbursements. As with affordable housing, the reduction in reimbursements reflects public improvements completed in prior years.

With respect to its current operations, OCII anticipates funding \$188.7 million for infrastructure, \$180.7 million for affordable housing, \$45.7 million for property and asset management (including Yerba Buena Gardens and related cultural facilities programming and maintenance), and \$15.5 million for project management and administration.

OCII CREATES CLEAN, SAFE, LIVABLE COMMUNITIES

OCII contributes to affordability in San Francisco through its production of affordable housing. OCII's affordable housing delivery is a key part of the Mayor's blueprint to create 30,000 units by 2020 with one-third of the units designated as permanently affordable. OCII's affordable housing projects will result in over 3,400 affordable units by 2020 through both stand-alone projects funded with OCII subsidies and inclusionary units provided through private development. The table below summarizes OCII's total affordable housing obligation.

OCII contributes to equity through its delivery of public infrastructure, including parks, in mixed-income communities. At completion, Hunters Point Shipyard/Candlestick Point will include over 350 acres of parks, Mission Bay will include 49 acres of parks, and Transbay will include four acres of parks built by OCII.



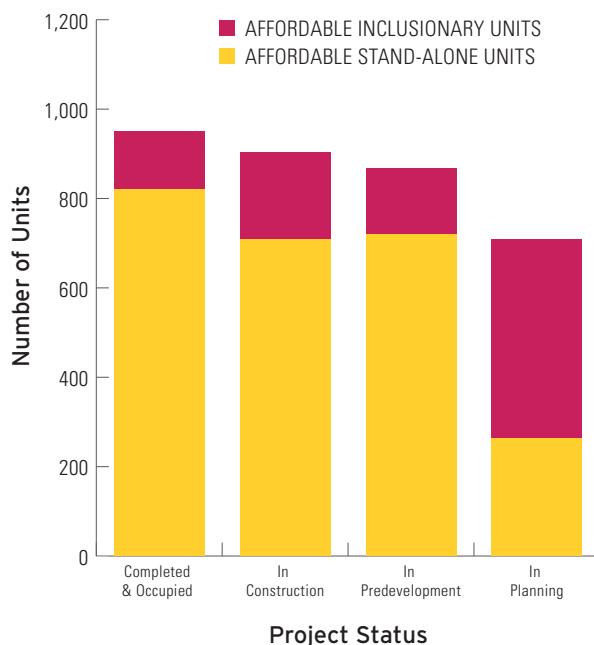
OCII AFFORDABLE HOUSING OBLIGATION.
OCII has approximately 7,400 units of affordable housing built, being built, or planned.

COMMUNITY FACILITIES DISTRICTS

OCII administers six Community Facilities Districts (CFDs) created under the Mello-Roos Act that support public infrastructure and park maintenance with funds from special taxes. These CFDs fund expenditures at South Beach, Mission Bay, and Hunters Point Shipyard.

OCII SUPPORTS A DIVERSE, EQUITABLE, AND INCLUSIVE WORKFORCE

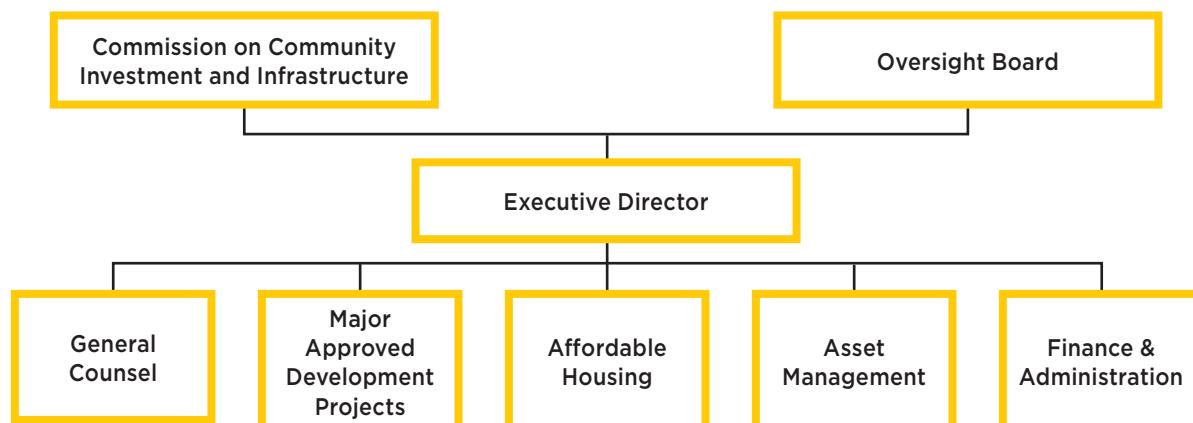
OCII contributes to diversity, equity, and inclusivity through the implementation of a robust equal opportunity program for contracting and workforce. OCII monitors contracting and hiring for all phases of design and construction, including payment of prevailing wages. OCII works closely with private contractors, CityBuild, and community based organizations to foster job creation for local workers and to improve the opportunities for small, local, minority and women-owned businesses to participate on OCII projects. In FY 2016-17, OCII worked with developers and contractors to award \$6 million in professional services contracts and \$255 million in construction contracts to SBEs.



▲ **OCII PIPELINE OF AFFORDABLE UNITS.** The majority of OCII affordable units are part of stand alone affordable housing developments, with the remaining units being part of inclusionary allocations.



COMMUNITY INVESTMENT AND INFRASTRUCTURE ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2016-2017		2017-2018	
	Approved Budget	Proposed Budget	Chg From 2017-18	
Sources				
Property Tax Increment - Debt Svc	\$ 76,702	\$ 80,450	\$ 3,748	
Property Tax Increment - ACA	\$ 2,991	\$ 3,591	\$ 600	
Property Tax Increment - Other	\$ 7,384	\$ 4,546	\$ (2,838)	
Property Tax Increment - Mission Bay	\$ 35,703	\$ 30,631	\$ (5,072)	
Property Tax Increment - TJPA	\$ 1,552	\$ 3,852	\$ 2,300	
Property Tax Increment - Transbay	\$ 257	\$ 1,512	\$ 1,255	
Subtotal CY Property Tax Increment	\$ 124,589	\$ 124,581	\$ (8)	
Property Sales	\$ 6,195	\$ -	\$ (6,195)	
New Bonds - Housing	\$ 102,968	\$ -	\$ (102,968)	
New Bonds - Infra	\$ 81,493	\$ -	\$ (81,493)	
Developer Payments	\$ 22,724	\$ 31,005	\$ 8,281	
Rent, Lease & Garage Revenue	\$ 14,334	\$ 15,079	\$ 745	
US Navy Cooperative Agreement	\$ 290	\$ -	\$ (290)	
Loan Repayments	\$ -	\$ -	\$ -	
City Reimbursements for OCII Staff	\$ 258	\$ 102	\$ (156)	
Hotel Tax	\$ 4,945	\$ 4,830	\$ (116)	
Subtotal CY Revenues	\$ 233,207	\$ 51,015	\$ (182,191)	
Fund Balance - Housing	\$ 37,682	\$ 104,206	\$ 66,524	
Fund Balance - Non-Housing	\$ 74,897	\$ 69,562	\$ (5,335)	
Subtotal Fund Balance	\$ 112,579	\$ 173,767	\$ 61,188	
Prior Period Authority - Housing	\$ 144,828	\$ 73,140	\$ (71,687)	
Prior Period Authority - Non-Housing	\$ 110,785	\$ 114,292	\$ 3,507	
Total Sources	\$ 725,987	\$ 536,796	\$ (189,191)	
Uses				
Uses - Operations				
Salaries and Benefits	\$ 8,691	\$ 8,434	\$ (257)	
Affordable Housing Services	\$ 967	\$ 823	\$ (144)	
Rent	\$ 453	\$ 501	\$ 48	
Retiree Health and Pension Costs	\$ 2,283	\$ 3,223	\$ 940	
Auditing & Accounting Services	\$ 758	\$ 641	\$ (117)	
Legal Services	\$ 3,428	\$ 3,420	\$ (8)	
Planning & Infrastructure Rvw	\$ 2,440	\$ 12,565	\$ 10,125	
Asset Management	\$ 5,711	\$ 4,310	\$ (1,401)	
Workforce Development Services	\$ 250	\$ 601	\$ 351	
Other Professional Services	\$ 8,793	\$ 10,058	\$ 1,265	
Grants to Community-Based Organizations	\$ 4,974	\$ 4,724	\$ (250)	
Payments to other Public Agencies	\$ 23,595	\$ 27,801	\$ 4,206	
Other Current Expenses	\$ 887	\$ 880	\$ (7)	
Subtotal CY Uses - Operations	\$ 63,230	\$ 77,980	\$ 14,750	
Uses - Non-Operations				
Affordable Housing Loans	\$ 59,370	\$ 70,975	\$ 11,605	
Development Infrastructure	\$ 193,177	\$ 141,931	\$ (51,246)	
Pass-through to TJPA	\$ 1,552	\$ 3,852	\$ 2,300	
Debt Service	\$ 112,408	\$ 102,402	\$ (10,006)	
Fund Balance - Housing	\$ 88,497	\$ 36,251	\$ (52,246)	
Fund Balance - Non-Housing	\$ 31,900	\$ 2,912	\$ (28,988)	
Subtotal CY Uses - Non-Operations	\$ 486,904	\$ 358,323	\$ (128,581)	
Prior Period Authority - Housing	\$ 141,313	\$ 73,140	\$ (68,172)	
Prior Period Authority - Non-Housing	\$ 34,540	\$ 27,353	\$ (7,187)	
Total Budget Uses	\$ 725,987	\$ 536,796	\$ (189,191)	



CONTROLLER

MISSION

The Controller's Office (CON) works to ensure the City's financial integrity and to promote, efficient, effective, and accountable government. The Controller's Office strives to be a model for good government and to make the City a better place to live and work.

SERVICES

The Controller's Office provides services through the following divisions:

ACCOUNTING controls the financial activities of the City, which include the certification of funds for contracts, vendor payments, personnel requisitions, and the oversight of departmental expenditures to assess the overall fiscal condition of the City.

ADMINISTRATION provides centralized support of the Controller's Office for 250+ staff in three locations. Areas of support include all financial and operational activities, including response coordination of Public Information requests, and administrative management for the Office of Labor Standards Enforcement Appeals and Hearings, City employee and Non-City Offset Appeals and Hearings, and the Civil Grand Jury.

BUDGET AND ANALYSIS provides fiscal management and oversight, budgetary planning, and public policy analysis for the City's budget. The division implements and controls budgetary changes, balances revenues with expenditures, makes financial projections for the City throughout the year, and produces the Countywide Cost Allocation Plan (COWCAP). The division also provides financial, budgetary, and economic information to a wide range of customers.

CITY SERVICES AUDITOR conducts financial and performance audits of city departments, agencies, concessions, and contracts. The division has broad authority for benchmarking, performance management, and best practices. The division also runs the City's Whistleblower Program.

ECONOMIC ANALYSIS reports on pending city legislation that has potentially substantial economic impacts on the City.

PAYROLL provides payroll services for city employees and ensures compliance with city, state, and federal tax, wage, and hour regulations.

PUBLIC FINANCE issues and manages the City's General Fund debt obligations. It provides low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefits to the citizens of San Francisco, while balancing market and credit risk appropriateness.

SYSTEMS manages and supports major city systems including: Financial and Supply Chain Management Systems, the integrated Human Resources, Benefits Administration, Learning Management, and Payroll System, the Budget and Performance Measurement System, as well as a host of other analytics and reporting systems that support the City's financial activities.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	68,086,746	69,223,402	67,410,297	(1,813,105)	65,544,373	(1,865,924)
Total FTE	253	263	257	(6)	250	(8)



LOOKING BACK

FINANCIAL SYSTEMS PROJECT

In Fiscal Year (FY) 2016-17, the Controller's Office focused on the completion of a substantial number of systems projects, with the Financial Systems Project (FSP) at the forefront. FSP completed its second and final year of project implementation on schedule.

This \$58 million project to replace the City's current financial system successfully completed its scope of work within the established budget and is on schedule to go into operation in July 2017. With the Business Process Analysis and Reporting Design phases completed in FY 2015-16, the FY 2016-17 work included successfully executing the Build, Test, and Deployment phases of 17 PeopleSoft modules, and citywide training in over 60 modules. These trainings affect approximately 5,000 city staff and over 15,000 suppliers. The current system has three functions; the new system will add 14 functionalities. This will ultimately transform the City's financial management and operational capabilities, while at the same time integrating information with the existing PeopleSoft HR System.

HUMAN CAPITAL MANAGEMENT SYSTEM

The Controller's Office has successfully completed several important upgrades and projects for the PeopleSoft Human Capital Management System (HCM). These upgrades included: strengthened accessibility and cybersecurity functionalities, upgrades to the Request to Hire application and Learning Management System, and critically important integration of the HR and Payroll systems with the new PeopleSoft Financials and Supply Chain Management Systems. Integrating these systems will increase citywide efficiencies, improve available data, and reduce costs.

STRATEGIC SOURCING

During the past year, the Controller's Office established a new Strategic Sourcing Team (SST), which worked closely with key city departments to reshape, define, and identify adoption/application of new system functionalities. As part of this process, the SST began identifying major procurement strategies for citywide contracting efficiencies, streamlining workflows and approval processes, improving reporting, and integrating

the new financial system, so the City can leverage its consolidated purchasing power to find the best possible values. The team also worked on critical data conversion, ensuring that important procurement data was prepared for migration to the new system.

CITYWIDE TECHNOLOGY AND CYBER SECURITY

In FY 2016-17, the Controller's Office Information Technology and Cybersecurity Audit Team established and maintained a robust partnership with the Department of Technology and the City's Chief Information Security Officer (CISO) to secure critical information technology assets and infrastructure. This included identifying and defending against major vulnerabilities and threats. Key projects included security assessments and tests of the City's computer networks and information systems, as well as initiating comprehensive self-assessments of all city departments' cybersecurity conditions and capabilities. In collaboration with the CISO, the team used the assessment results to recommend improvements to city departments' internal controls and procedures and to develop and implement audit plans pertaining to cybersecurity and regulatory compliance.

CITYWIDE BENCHMARKING REPORT

The Controller's Office published many informative and timely reports throughout the past year. One example is the Citywide Benchmarking Report. The City and County of San Francisco Charter requires the City Services Auditor (CSA) to monitor the level and effectiveness of city services in comparison with other municipalities. Financial highlights from the report included:

- San Francisco's General Obligation Bond Rating from Moody's is Aa1—the second highest possible rating, and higher than the median rating of Aa2.
- San Francisco's employee pension plan funded ratio was higher than peers (86 percent compared to 72 percent).
- San Francisco spent less than budgeted by 4.3 percent in FY 2014-15 compared to the peer average of 5.0 percent.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
PUBLIC FINANCE					
Reduce the City's debt service costs through bond refinancings					
• Present value savings from bond refinancings	\$11,900,000	\$5,000,000	0	\$2,500,000	\$5,000,000
PAYROLL & PERSONNEL SERVICES					
Provide accurate, timely financial transactions					
• Percentage of payroll transactions not requiring correction	98.42%	98.50%	98.25%	98.50%	98.75%
ACCOUNTING OPERATIONS AND SYSTEMS					
Provide accurate, timely financial reporting					
• City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	0	1
• Number of days from previous fiscal year end to complete the City's comprehensive financial report	146	150	300	300	150
CITY SERVICES AUDITOR					
Provide effective consulting, technical assistance and audit services to City departments to improve their operations					
• Percentage of client ratings for technical assistance projects that are good or excellent	100%	95%	95%	95%	95%
ECONOMIC ANALYSIS					
Provide timely economic and operational analyses to inform legislation and management decisions					
• Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%



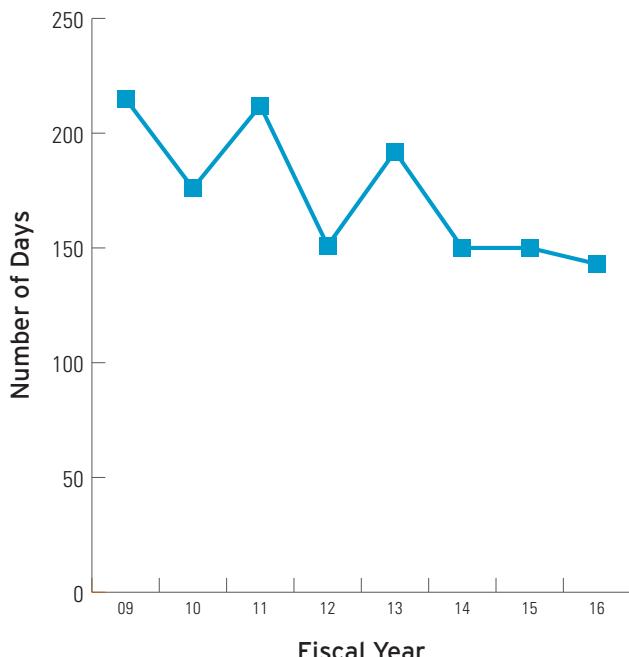
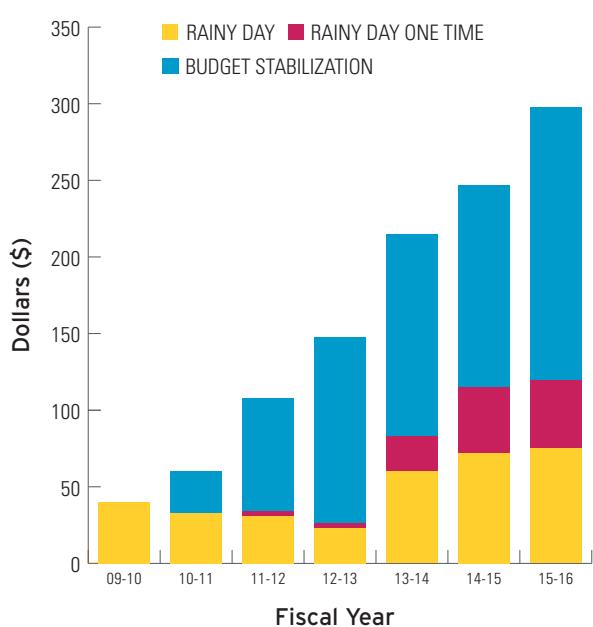
BUDGET ISSUES AND DETAILS

The Controller's Office FY 2017-18 proposed budget of \$67.4 million is \$1.8 million, or 2.6 percent, lower, than the FY 2016-17 budget of \$69.2 million. The decrease is attributable to the completion of project implementation of the new PeopleSoft Financials and Supply Chain Management Systems, which will be live as of July 2017.

The FY 2018-19 proposed budget of \$65.5 million for the Controller is \$1.9 million, or 2.8 percent, lower than the FY 2017-18 proposed budget of \$67.4 million. This decrease is largely driven by the departure of temporary staff retained to implement the FSP project.

BILLING METHODOLOGY

The department is proposing a change in the department's billing methodology for inter-departmental services. The current billings are based on three different methodologies. The proposed methodology uses the prior year's actual expenditures as the basis for allocating its costs among client departments, which ties to the City's audited actual expenditures. This change will provide an up-to-date and equitable way of determining cost drivers for the Controller's Office. This single methodology will be used in work order billings for the new Systems division and the Accounting Operations and Supplier Management division, streamlining and increasing billing efficiencies.



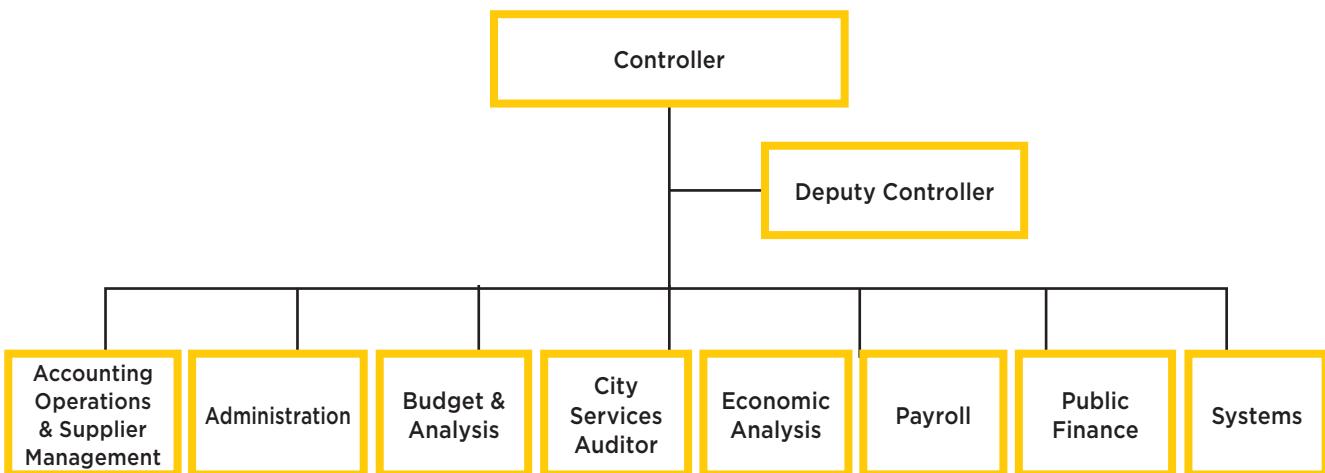
▲ GROWTH OF FINANCIAL STABILIZATION RESERVES.

Strong revenue growth and the City's reserve policies have led to increased stabilization fund reserves, growing to \$247 million—6 percent of General Fund revenues—as of the end of fiscal year (FY) 2014-15 and \$298 million—or 6.8 percent of General Fund revenues—as of the end of FY 2015-16, an improvement from the prior year balance of 0.8 percentage points, and higher than the prior peak in FY 2006-07 of 5.1 percent. While improved, this balance is still lower than targeted levels of 10 percent.

▲ NUMBER OF DAYS FROM PREVIOUS FISCAL YEAR END TO COMPLETE THE CITY'S COMPREHENSIVE FINANCIAL REPORT.

The number of days from fiscal year end to complete the City's comprehensive financial report (CAFR) has fallen in the past 7 years reflecting better performance of the office. These reports can be found online at <http://openbook.sfgov.org/>

CONTROLLER ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	263.85	284.83	285.92	1.09	278.59	(7.33)
Non-operating Positions (cap/other)	(11.27)	(21.39)	(28.81)	(7.42)	(29.00)	(0.19)
Net Operating Positions	252.58	263.44	257.11	(6.33)	249.59	(7.52)
SOURCES						
Local Taxes	54,572	45,000	55,000	10,000	55,000	0
Intergovernmental Revenue - Other	185,228	247,318	130,000	(117,318)	130,000	0
Charges for Services	600,357	354,326	409,000	54,674	409,000	0
Other Revenues	1,873,175	1,000,000	1,000,000	0	1,000,000	0
Transfers In	6,770,292	0	0	0	0	0
Expenditure Recovery	52,587,954	56,776,727	55,479,962	(1,296,765)	53,211,012	(2,268,950)
Transfer Adjustments-Sources	(6,480,062)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	225,000	0	0	0	0	0
General Fund Support	12,270,230	10,800,031	10,336,335	(463,696)	10,739,361	403,026
Sources Total	68,086,746	69,223,402	67,410,297	(1,813,105)	65,544,373	(1,865,924)
USES - OPERATING EXPENDITURES						
Salaries & Wages	25,902,781	31,095,025	31,371,099	276,074	31,181,971	(189,128)
Fringe Benefits	10,037,144	12,056,493	12,853,227	796,734	13,187,485	334,258
Professional & Contractual Services	25,293,829	20,318,274	16,538,638	(3,779,636)	15,101,824	(1,436,814)
Materials & Supplies	404,650	414,201	466,201	52,000	464,201	(2,000)
Equipment	9,972	0	0	0	0	0
Services of Other Departments	6,406,901	5,339,409	6,181,132	841,723	5,608,892	(572,240)
Transfers Out	6,511,531	0	0	0	0	0
Transfer Adjustments-Uses	(6,480,062)	0	0	0	0	0
Uses - Operating Expenditures Total	68,086,746	69,223,402	67,410,297	(1,813,105)	65,544,373	(1,865,924)
USES BY PROGRAM RECAP						
Accounting Operations	9,877,091	10,981,377	10,604,584	(376,793)	11,028,853	424,269
City Services Auditor	11,568,323	16,363,025	17,426,310	1,063,285	17,315,336	(110,974)
Economic Analysis	481,637	488,554	543,463	54,909	559,184	15,721
Financial Systems Project	25,594,981	19,358,442	2,859,322	(16,499,120)	493,000	(2,366,322)
Info Systems Ops - Financial & Procurement	0	0	28,095,016	28,095,016	27,959,148	(135,868)
Management, Budget And Analysis	2,940,127	3,526,993	3,621,422	94,429	3,757,335	135,913
Payroll And Personnel Services	16,764,669	17,711,432	3,316,843	(14,394,589)	3,451,792	134,949
Public Finance	859,918	793,579	943,337	149,758	979,725	36,388
Uses by Program Recap Total	68,086,746	69,223,402	67,410,297	(1,813,105)	65,544,373	(1,865,924)



COUNTY EDUCATION

MISSION

Funding for support staff at the San Francisco Unified School District's (SFUSD) County Education Office is legally required of San Francisco under the California Constitution.

SUMMARY

In Fiscal Year (FY) 2002-03, funding for programs and services at the County Education Office was diverted to the Department of Children, Youth & Their Families (DCYF), which administers funds in conjunction with the San Francisco Unified School District (SFUSD).

In March 2004, voters approved Proposition H, creating a Public Education Enrichment Fund (PEEF) and requiring that the City allocate General Fund revenue each year to support the Preschool for All program and programs at SFUSD. More information about the Preschool for All program, formerly housed at the Children and Families Commission (First 5) and now fully transitioned to the Office of Early Care and Education in the Human Services Agency, can be found in those respective department sections within this book.

In November 2014, with the passage of Proposition C (Prop C) voters reauthorized PEEF for another 26 years. The total provisional PEEF allocation to SFUSD in FY 2017-18 is \$79.4 million, a 7.5 percent increase from the FY 2016-17 contribution, and another \$81.4 million in FY 2018-19.

Notable changes to PEEF under Prop C include the removal of the emergency "trigger" option which allowed the City to defer a portion of the allocation during years of financial hardship, the ability to count in-kind services as a component of the allocation, and the restructuring of the reserve funds. Prop C revised the structure of the Rainy Day reserve, dissolving the single reserve structure and creating two new, separate reserves—a City Reserve and School Reserve. Withdrawal from the School Reserve is now allowed by a majority vote of the School Board. Through the new structure of the School Reserve there is an additional \$42.1 million available to SFUSD.



DISTRICT ATTORNEY

MISSION

The District Attorney's Office (DAT) collaborates with the City's diverse communities and law enforcement agencies to make San Francisco safe. The Department engages in public education, crime prevention and serving victims of crime while maintaining its traditional role of investigating, charging, and prosecuting all criminal violations occurring within the City and County of San Francisco.

SERVICES

The District Attorney provides services through the following divisions:

FELONY CRIMINAL prosecutes serious and violent felony offenses through the following units: Homicide, Gang, Child & Sexual Assault, and Domestic Violence.

GENERAL CRIMINAL prosecutes felony and misdemeanor crimes, which are now handled by the same attorney from the beginning of the case to the end. The units that comprise this Division are Intake, Misdemeanors, and General Felonies.

WHITE COLLAR investigates and prosecutes a variety of specialized crimes to include major fraud, public corruption, environmental and consumer cases. This division consists of two units: the Special Prosecutions Unit and the Economic Crimes Unit.

INDEPENDENT INVESTIGATIONS BUREAU is tasked with the investigation of all incidents of officer involved shootings, use of excessive force, in custody deaths and conviction review of cases involving officer misconduct.

INVESTIGATIONS is the sworn investigative branch of the office.

BRADY, APPELLATE & TRAINING is responsible for handling writs and appeals, specialized legal motions, developing legal training materials, conducting on-site legal training, as well as evaluating and responding to trial integrity issues.

ALTERNATIVE PROGRAMS AND INITIATIVES includes all alternative courts, neighborhood court, and the juvenile unit.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	52,373,735	58,255,036	62,977,162	4,722,126	63,881,179	904,017
Total FTE	267	274	278	5	275	(3)

Services (continued)

VICTIM SERVICES provide support services, including crisis intervention and court accompaniment, to over 8,000 victims of crime annually.

Additional departmental service and support divisions include Executive Support, the Sentencing Program, Community Engagement, Communications, Policy & Planning, Information Technology, Finance and Administration, Legal Support, and Human Resources.



LOOKING BACK

During the past year, the Department has remained focused on its performance at trial, ensuring justice for victims throughout the City and County of San Francisco. The total number of trials held during 2016 was 287, which represents a nine percent increase in the number of trials from 2015. Calendar year 2016 saw 101 felony trials in which 78 cases resolved, with 62 resulting in a conviction, a 79 percent conviction rate. On the misdemeanor side, 186 trials were held in which 160 cases were resolved, with 134 resulting in a conviction, an 84 percent conviction rate.

The Department also continues to be innovative and strategic in how it provides critical services

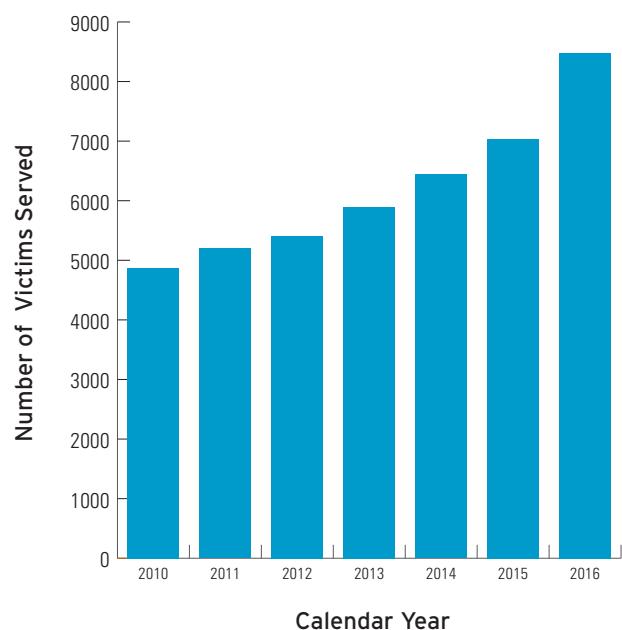
to victims. In 2016, a total of 8,476 victims were served, which represents a 20 percent increase in victims served over the prior year. This increase is the single largest increase in the number of victims served year-over-year during the last five years.

INDEPENDENT INVESTIGATIONS BUREAU

The Fiscal Year (FY) 2016-17 budget included \$1.8 million to establish the Independent Investigations Bureau (IIB). The IIB is tasked with the investigation of all incidents of officer-involved shootings, use of excessive force, in-custody deaths, and conviction review of cases involving officer misconduct. While a division of the District Attorney's Office, this bureau functions directly under the direction of the District Attorney, separate and apart from the other functional areas of the Department, to ensure its complete autonomy in investigating and prosecuting potential criminal conduct by law enforcement agencies.

FACILITY DOG PROGRAM

During this past Fiscal Year, the Department re-established the Victim Services Facility Dog program, which had been inactive for about 2 years. In November 2017, the Department introduced its newest Victim Services staff members - Pink and Red - an 18-month old Labrador and 14-month old Golden Retriever -Labrador. The program supports the work of the Victim Services Division by providing comfort and support to children and vulnerable adult victims during forensic interviews, exams, court, and other legal proceedings. Numerous studies have documented the positive impact of victims' interaction with Facility Dogs to their physical and emotional health, including short-term decreases in blood pressure and heart rate, positive effects



ALL VICTIMS SERVED BY CALENDAR YEAR.
Due to innovative and strategic delivery of services, the Department has been able to increase the number of victims served in 2016 by 20 percent over the prior year.

on social communication, reductions of feelings of loneliness and isolation, and improvements in depression, anxiety, and fear for victims engaged in interview, exam and legal proceedings. This

program has already begun to see the positive effects amongst the victims we serve and throughout the criminal justice system.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
FELONY PROSECUTION					
Effectively prosecute homicide cases					
• Average number of cases handled per attorney in the homicide unit	11	7	11	7	7
Hold felony offenders accountable for their crimes					
• Number of adult felony arrests charged or handled by probation revocation	4,740	5,000	4,785	4,725	4,725
• Number of adult felony arrests reviewed	7,691	8,000	7,596	7,500	7,500



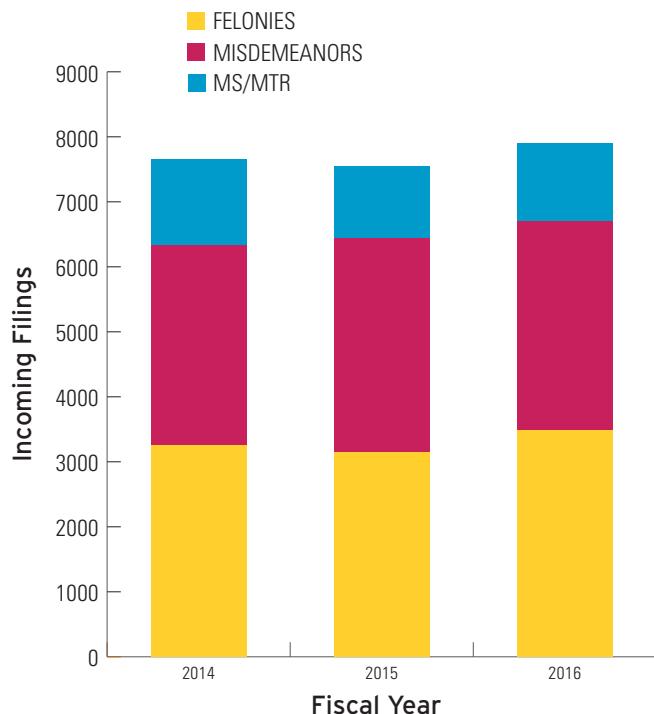
BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$63.0 million for the District Attorney is \$4.7 million, or 8.1 percent, higher than the FY 2016-17 budget of \$58.3 million. This increase is primarily due costs for a one-time weekend rebooking pilot program, and the cost of annualizing the Independent Investigations Bureau (discussed below).

The FY 2018-19 proposed budget of \$63.9 million is \$0.9 million, or 1.4 percent, higher than the FY 2017-18 proposed budget primarily due to salary and benefit costs.

INDEPENDENT INVESTIGATIONS BUREAU

With the establishment of the Independent Investigations Bureau (IIB) in FY 2016-17, the District Attorney's Office is positioned to make this bureau fully operational in the FY 2017-18 budget to handle all investigations and prosecutions of officer involved shootings, use of excessive force, in-custody deaths, and conviction review of cases involving potential misconduct. The proposed budget includes \$2.6



INCOMING CASELOAD, 2014-2016. Since 2015, the District Attorneys Office has seen a 10 percent increase in the number of incoming felony filings.

million in FY 2017-18 and \$2.7 million in FY 2018-19 to fully fund the fourteen IIB positions, which include six investigators, six attorneys, and two support personnel. Since January 2017, the IIB has responded to three officer involved shootings, one in-custody death, and a number of excessive use of force cases. The unit currently has an active caseload of 26 open use of force investigations.

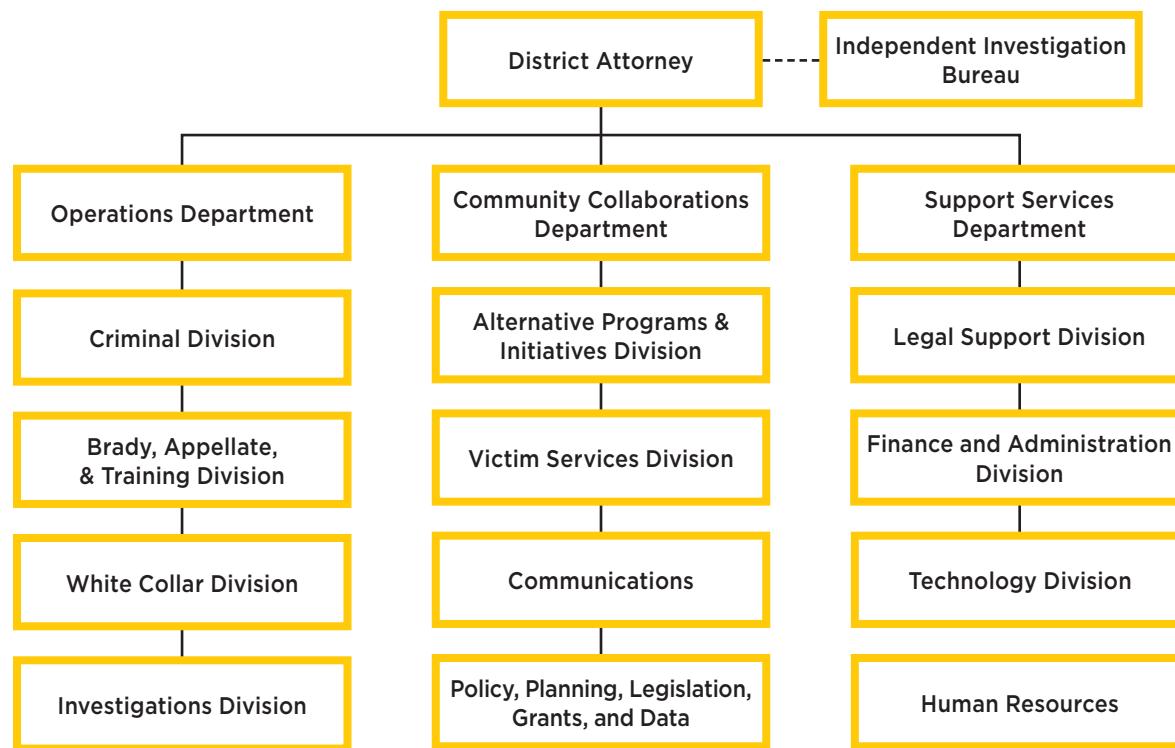
WEEKEND REBOOKING PILOT PROGRAM

Over the last year, the City engaged in a rigorous process with a diverse work group to investigate and develop plans to permanently close County Jails 3 & 4. The work group developed a number of recommendations aimed at reducing the jail population and providing more effective and humane mental health services. To support this effort, the District Attorney's budget includes funding to staff a weekend rebooking unit.

Currently, when an individual is arrested on an

incident and booked into jail, the District Attorney's Intake/Charging Unit staff determine whether or not the evidence presented meets ethical and legal obligation to file charges against that individual. If charges are not filed, and there are not any other pending matters, that person is released from jail. Currently, the unit does not make charging decisions on the weekend. If an individual is arrested on or near the weekend, he or she may spend several days in jail, prior to the decision to file charges. For example, if a suspect is arrested for a felony on Wednesday, the Charging Unit will likely make a charging decision on Thursday. But, if a suspect is arrested on Thursday evening, the Office likely will not make a charging decision until Monday. Staffing the unit over the weekend with two attorneys and two paralegal support staff will allow the District Attorney's office to make decisions sooner and ultimately ensure no one spends time in jail unnecessarily.

DISTRICT ATTORNEY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18

AUTHORIZED POSITIONS

Total Authorized	271.35	288.31	295.91	7.60	293.97	(1.94)
Non-operating Positions (cap/other)	(4.00)	(14.78)	(17.77)	(2.99)	(18.92)	(1.15)
Net Operating Positions	267.35	273.53	278.14	4.61	275.05	(3.09)

SOURCES

Licenses & Fines	5,440,625	0	0	0	0	0
Use of Money or Property	2,216	0	0	0	0	0
Intergovernmental Revenue - Federal	1,954,955	1,848,366	2,446,744	598,378	1,675,446	(771,298)
Intergovernmental Revenue - State	3,021,786	3,194,055	3,641,295	447,240	3,776,714	135,419
Charges for Services	178,191	463,568	463,568	0	463,568	0
Other Revenues	34,197	0	0	0	0	0
Transfers In	300,693	0	0	0	0	0
Expenditure Recovery	1,075,664	1,161,432	1,061,857	(99,575)	1,061,857	0
Use of / (Deposit to) Fund Balance	(4,745,060)	1,038,220	1,383,006	344,786	1,414,746	31,740
General Fund Support	45,110,468	50,549,395	53,980,692	3,431,297	55,488,848	1,508,156
Sources Total	52,373,735	58,255,036	62,977,162	4,722,126	63,881,179	904,017

USES - OPERATING EXPENDITURES

Salaries & Wages	34,619,218	36,586,315	38,264,615	1,678,300	38,953,477	688,862
Fringe Benefits	11,983,231	12,864,540	13,969,902	1,105,362	14,517,492	547,590
Overhead	0	(48,054)	(133,371)	(85,317)	(133,371)	0
Professional & Contractual Services	2,466,742	4,710,324	6,631,755	1,921,431	6,253,156	(378,599)
Aid Assistance / Grants	512,443	432,112	438,538	6,426	438,538	0
Materials & Supplies	495,466	488,501	446,371	(42,130)	446,371	0
Equipment	131,243	91,691	112,241	20,550	0	(112,241)
Services of Other Departments	2,165,392	3,059,607	3,247,111	187,504	3,405,516	158,405
Uses - Operating Expenditures Total	52,373,735	58,185,036	62,977,162	4,792,126	63,881,179	904,017

USES - PROJECT EXPENDITURES

Capital Projects	0	70,000	0	(70,000)	0	0
Uses - Project Expenditures Total	0	70,000	0	(70,000)	0	0

USES BY PROGRAM RECAP

Administration - Criminal & Civil	2,878,805	5,520,504	6,384,305	863,801	6,627,899	243,594
Career Criminal Prosecution	1,088,314	1,125,143	1,167,810	42,667	1,214,252	46,442
Child Abduction	990,090	1,073,047	1,123,845	50,798	1,185,705	61,860
Family Violence Program	1,591,533	1,826,640	2,065,272	238,632	2,132,992	67,720
Felony Prosecution	29,964,489	31,903,456	34,099,866	2,196,410	34,824,317	724,451
Misdemeanor Prosecution	2,314,501	2,388,228	2,478,965	90,737	2,569,714	90,749
Support Services	7,804,870	8,557,165	8,922,203	365,038	9,247,283	325,080
Work Orders & Grants	5,741,133	5,860,853	6,734,896	874,043	6,079,017	(655,879)
Uses by Program Recap Total	52,373,735	58,255,036	62,977,162	4,722,126	63,881,179	904,017



ECONOMIC & WORKFORCE DEVELOPMENT

MISSION

The Office of Economic and Workforce Development (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.

SERVICES

BUSINESS DEVELOPMENT DIVISION attracts and retains businesses, with an emphasis on key industry clusters.

FILM COMMISSION promotes San Francisco as a destination to filmmakers and generates additional City revenue and jobs by attracting and facilitating film, television and advertising productions.

INVEST IN NEIGHBORHOODS DIVISION facilitates the revitalization of commercial corridors in neighborhoods across the City and creates Community Benefit Districts. This division also provides oversight and technical assistance in support of targeted programs that retain and strengthen the City's small businesses.

JOINT DEVELOPMENT DIVISION manages major public-private real estate development projects in order to maximize public benefits, including the development of affordable housing, economic activity, jobs, and open space.

SMALL BUSINESS COMMISSION AND OFFICE OF SMALL BUSINESS provide Citywide policy direction on issues affecting small businesses and operates a One-Stop Small Business Assistance Center that functions as the City's central point for information and assistance to small businesses.

WORKFORCE DEVELOPMENT DIVISION provides overall strategic coordination for the City's workforce development system and implements job training programs in high-demand industries.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	33,447,797	58,162,818	60,765,939	2,603,121	59,198,809	(1,567,130)
Total FTE	98	106	105	(1)	103	(2)



LOOKING BACK

BUSINESS ATTRACTION AND RETENTION

Over the past year, the second major iteration of OEWD's award-winning Business Portal was released, integrating with Salesforce to develop significant functionality improvements. The enhancement of the business portal allows more businesses to receive the essential licensing and permitting information required to open and operate a business in San Francisco. Additionally, OEWD has continued to be active around business attraction efforts internationally through the ChinaSF, LatinSF and SFAsia initiatives, as more new international companies have moved to and invested in San Francisco.

The Office of Small Business continued to operate as the City's central access point for information and assistance for small businesses. Its initiatives include the Legacy Business program, which was approved by the voters in November 2015 with the goal of stabilizing, strengthening and sustaining longtime San Francisco small businesses. In Fiscal Year (FY) 2016-17 the program approved 51 business assistance grants (totaling \$399,000), added 76 businesses to the Legacy Business Registry, and launched a rent stabilization grant to incentivize landlords to enter into long term leases with legacy businesses.

OEWD's Invest in Neighborhoods program also deployed targeted programs to retain and strengthen San Francisco small businesses, including programs focused on real estate assistance and business planning, disaster relief and recovery, loans to small businesses, continuation of a successful Americans with Disabilities Act (ADA) program, and the launch of a new Women Entrepreneurship grant program. Invest in Neighborhoods also launched a Critical Community Impact grants program for façade and tenant improvements in the Bayview as part of the Choice Neighborhoods program.

SUPPORTING NONPROFITS

There are nearly 7,000 nonprofits in San Francisco providing essential safety net services, education, job training and quality of life resources to the City's residents. In FY 2016-17, OEWD's Nonprofit Sustainability Initiative (NSI) launched programs to support nonprofits with technical assistance

and funding for long-term leases and permanent affordable space. This past year, the NSI provided capital investment, rent stabilization, and real estate technical assistance funding through a rigorous RFP process, awarding \$2.2 million to enable four nonprofits to purchase permanently affordable spaces and \$500,000 to enable eight nonprofits to enter into long-term affordable leases.

ATTRACTING SAN FRANCISCO BASED FILMMAKING

Filming in San Francisco has had continued growth as the number of shoot days and revenue from film permit fees have increased. OEWD's Film Rebate Program was fully utilized in FY 2016-17, primarily by the 10-episode HULU TV series *Chance*. The production filmed from April to October, paying local crew and background extras over \$2 million and spending approximately \$5 million on local businesses. For every dollar rebated to these productions, \$9.01 was spent locally.

PUBLIC AND PRIVATE DEVELOPMENT

In FY 2016-17, OEWD established a new unit within the Joint Development division charged with coordinating the implementation of major development agreement projects post entitlement. Joint Development now works with other City departments to facilitate complex infrastructure permitting, as well as tracking and enforcing required community benefits. To date, the division has pushed forward construction of more than 11,000 entitled residential units, along with their associated public benefits.

WORKFORCE DEVELOPMENT

The City continues to invest in training programs in key sectors such as construction, healthcare, hospitality, and technology. OEWD provides workforce development services through sector-driven academies, which combine vocational training in growing fields with supportive services and, ultimately, employment services and postplacement support. In addition to job-training programs, the City has continued to invest in neighborhood-based Access Points to provide local residents with an array of workforce services designed to assist jobseekers with finding employment as quickly as possible.

On the policy side, the Board of Supervisors set mandatory participation levels for project work hours permanently at 30 percent for all projects covered by San Francisco's Local Hiring Policy for Construction. The Board also amended the Administrative Code to move the Local Hiring Policy from Chapter 6.22(g) to a new Chapter 82 to incorporate all the expansions to local hiring including prevailing wage, apprenticeship, and local hire requirements in city real property sales, contracts, and leases. This permanent hold will ensure the continued increase of construction jobs for City residents.

In addition, in FY 2016-17 OEWD received \$500,000 to pilot a workforce services program designed to enhance the San Francisco Human Services Agency's (HSA) existing Interrupt, Predict and Organize (IPO) framework. The IPO

program is a violence prevention and intervention initiative that serves individuals that have been identified as being at-risk of involvement with the criminal justice system or who are exiting the adult probation system. Under the program, OEWD integrates workforce service training into HSA's existing IPO model and provides hard skills training in construction, health care, technology or hospitality depending on the interests and aptitudes of participants. This past year OEWD hired a dedicated IPO staff person to lead the career awareness workshops that introduced IPO participants to career pathways in the Hospitality, Healthcare, Tech and Construction sectors. Additionally, OEWD funded hospitality boot camps to provide employment placement opportunities to participants upon completion. In FY 2017-18, OEWD is preparing to work with up to 40 IPO candidates in the various sector programs and training academies.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ECONOMIC DEVELOPMENT					
Develop, assist, and promote film activities					
• Number of film and tv shoot days	419	450	300	309	318
• Number of permits issued	698	650	719	740	760
To grow and support quality workforce opportunities for all San Francisco residents					
• Placement rate of individuals 18 and older who complete a program in jobs that are either full-time or part-time	79%	72%	72%	72%	72%
To strengthen the economic vitality of neighborhoods and commercial corridors					
• Number of commercial vacancies in targeted commercial corridors	5%	7%	7%	7%	7%



BUDGET ISSUES AND DETAILS

The Office of Economic and Workforce Development's proposed FY 2017-18 budget of \$60.8 million is \$2.6 million, or 4.5 percent, more than the FY 2016-17 budget of \$58.2 million. This allows the department to continue to provide workforce, neighborhood based, and contracted services and programs at an equivalent level to prior years in spite of a significant reduction in

contracted services backed by federal grants. This amount also reflects the recognition of \$12.2 million in developer agreement exactions. This revenue and associated expenditures will reimburse city departments for their work providing public benefits related to development projects as negotiated by OEWD's Joint Development division.

The FY 2018-19 proposed budget of \$59.2 million maintains approximately the same level of funding as the FY 2017-18 proposed budget of 60.8 million. The \$1.6 million decrease is largely due to anticipated reductions in federal and one-time grant allocations as well as the expiration of enhancements and addbacks from previous years.

STRENGTHENING AND INVESTING IN NEIGHBORHOODS

In FY 2017-18, the Department will continue to promote the vitality of local neighborhoods through its Invest in Neighborhoods programs. These include: the Small Business New Jobs Investment Fund, Business Retention and Relocation, Small Business Disaster Relief, Neighborhood Marketing Support during Construction Projects, Neighborhood Asset Activation, SF Shines Façade and Tenant Improvement, ADA Enhancements, HealthyRetailSF, and the expansion of business consulting services through the Small Business Development Center.

Invest in Neighborhoods will also make targeted investments and increase capacity building within

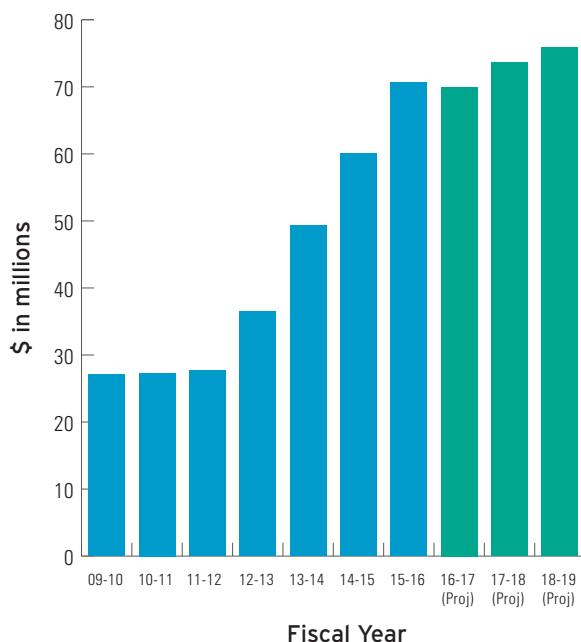
the neighborhoods and through administration of community development grant programs. For example, in FY 2017-18 Invest in Neighborhoods will provide direct support and assistance to the Chinatown business community with a dedicated program manager and a parking voucher pilot program in partnership with neighborhood merchants. Invest in Neighborhoods will also contribute to ongoing revitalization efforts in the Central Market neighborhood through a large-scale construction mitigation and public realm art intervention. The program will create a more active and inviting public realm experience, helping to offset the impacts of the many construction projects in the neighborhood.

SUPPORTING AND RETAINING NONPROFITS

The Nonprofit Sustainability Initiative (NSI) will continue to support and retain nonprofits in San Francisco by enabling them to become owners of their space and incentivizing philanthropic investment in nonprofit space stabilization and real estate. The program will spend \$3 million dollars per year in both FY 2017-18 and FY 2018-19 in order to enable the City's nonprofit service providers to purchase real estate or enter into long term affordable leases. The NSI will also provide real estate technical assistance to increase capacity and facilitate nonprofits' ability to leverage other sources of funding to acquire permanently affordable space.

CREATE SPACE FOR JOBS, HOUSING, RECREATION AND PUBLIC USE

OEWD will continue to lead and coordinate significant mixed-use development projects, allowing the City to negotiate with developers to maximize public benefits from projects. In FY 2017-18 and FY 2018-19 OEWD's Joint Development division will facilitate and push forward City approvals for development projects, which will create a large number of new housing units and other public benefits, including affordable housing, replacement rent controlled housing units, open space, transportation, and streetscape improvements, parks and open space, historic rehabilitation, and manufacturing space. The Joint Development division projects 50,282 total housing units, 739 acres of open space, and 15.97 million square feet of office space are in its long term development pipeline, pending citywide approval.



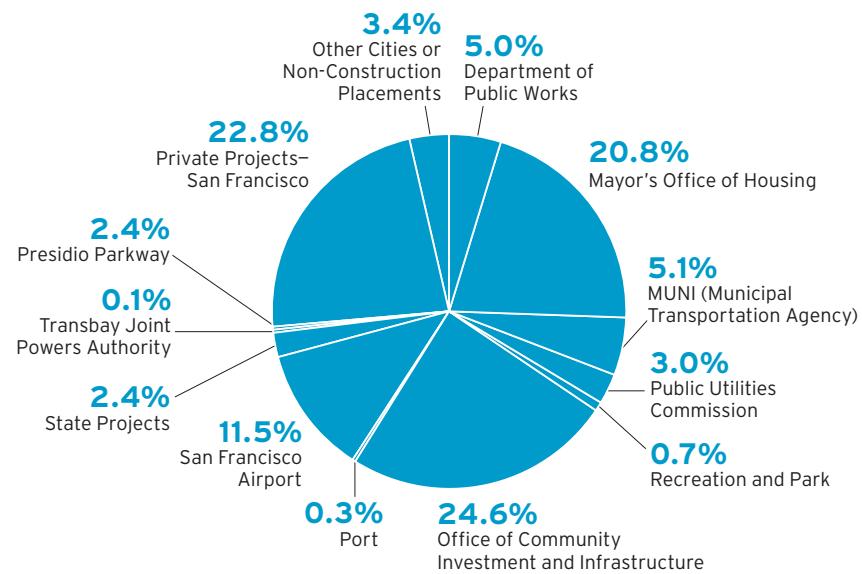
 **COMMUNITY BENEFITS DISTRICT/BUSINESS IMPROVEMENT DISTRICT REVENUE.** Assessment revenues from Community Benefits Districts and Business Improvement Districts in San Francisco have nearly tripled since FY 2009-2010.

ATTRACTING AND GROWING JOBS

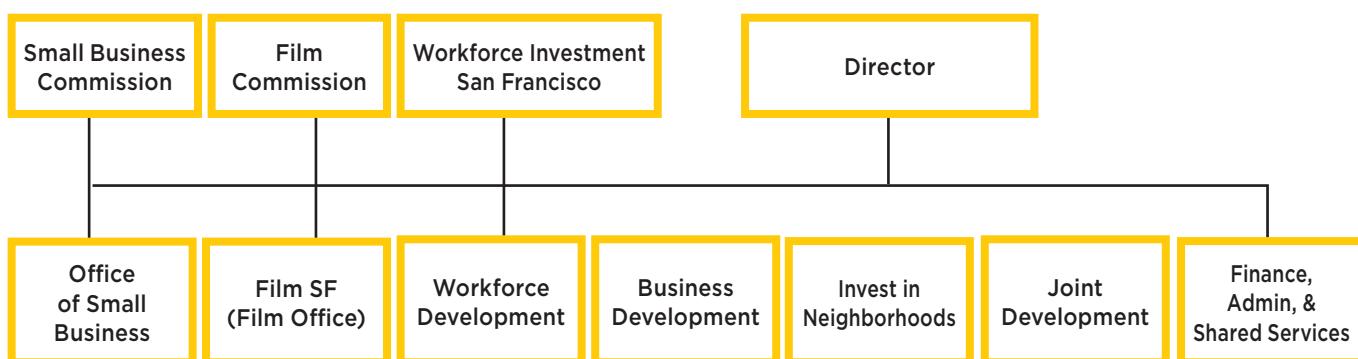
The Department will also continue to implement its successful sector-based economic development initiatives focused on priorities identified in the San Francisco Economic Strategy, including the technology, clean technology and green business, life sciences and health care, fashion, retail, manufacturing, tourism nightlife/entertainment, automotive, financial and professional services, nonprofit and international sectors. The Department remains focused on preparing and connecting San Franciscans to jobs in these key sectors while helping businesses start, stay, and grow in San Francisco.

To build on the successes of the San Francisco Business Portal, OEWD and the Department of Technology are collaborating to launch the San Francisco Jobs Portal. The Jobs Portal will be a public facing website and serve as the City's one-stop, web-based application for workforce development services. This tool will utilize Salesforce front-end and back-end functionality, serving as the centralized location for multiple user-groups to efficiently optimize both the demand and supply side of employment while also incorporating employment providers from Community Based Organizations and other agencies.

CITYBUILD PLACEMENTS FY 2016-17. The city entity with the largest number of CityBuild placements in FY 2016-2017 is the Office of Community Investment and Infrastructure.



ECONOMIC & WORKFORCE DEVELOPMENT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	113.44	123.95	124.32	0.37	122.01	(2.31)
Non-operating Positions (cap/other)	(15.50)	(18.04)	(19.50)	(1.46)	(19.50)	0.00
Net Operating Positions	97.94	105.91	104.82	(1.09)	102.51	(2.31)
SOURCES						
Local Taxes	65,444	55,000	60,000	5,000	60,000	0
Licenses & Fines	16,294	0	0	0	0	0
Use of Money or Property	33,373	8,728	8,728	0	8,728	0
Intergovernmental Revenue - Federal	42,868	15,643,600	5,744,794	(9,898,806)	5,094,794	(650,000)
Intergovernmental Revenue - State	0	180,000	1,385,289	1,205,289	30,000	(1,355,289)
Intergovernmental Revenue - Other	208,775	0	0	0	0	0
Charges for Services	239,112	440,000	455,000	15,000	455,000	0
Other Revenues	1,996,681	2,754,247	14,680,887	11,926,640	15,356,155	675,268
Transfers In	1,110,790	801,272	801,272	0	801,272	0
Expenditure Recovery	4,663,804	4,659,687	4,797,344	137,657	4,766,544	(30,800)
Transfer Adjustments-Sources	0	(1,272)	(1,272)	0	(1,272)	0
Use of / (Deposit to) Fund Balance	646,777	0	481,643	481,643	0	(481,643)
General Fund Support	24,423,879	33,621,556	32,352,254	(1,269,302)	32,627,588	275,334
Sources Total	33,447,797	58,162,818	60,765,939	2,603,121	59,198,809	(1,567,130)
USES - OPERATING EXPENDITURES						
Salaries & Wages	8,672,056	11,830,665	11,818,938	(11,727)	11,910,013	91,075
Fringe Benefits	3,302,444	4,673,624	4,826,463	152,839	5,003,403	176,940
Overhead	(530,684)	976,103	24,912	(951,191)	(40,586)	(65,498)
Professional & Contractual Services	2,161,861	10,883,554	19,342,447	8,458,893	18,542,819	(799,628)
Aid Assistance / Grants	15,619,965	27,758,755	21,809,004	(5,949,751)	20,658,743	(1,150,261)
Materials & Supplies	67,893	90,989	83,332	(7,657)	68,332	(15,000)
Debt Service	10,000	0	0	0	0	0
Services of Other Departments	2,561,990	1,939,128	2,850,843	911,715	3,046,085	195,242
Transfers Out	1,582,272	11,272	11,272	0	11,272	0
Transfer Adjustments-Uses	0	(1,272)	(1,272)	0	(1,272)	0
Uses - Operating Expenditures Total	33,447,797	58,162,818	60,765,939	2,603,121	59,198,809	(1,567,130)
USES BY PROGRAM RECAP						
Children's Baseline	302,561	975,409	350,000	(625,409)	350,000	0
Economic Development	12,980,833	19,308,557	18,163,882	(1,144,675)	18,033,283	(130,599)
Film Services	1,399,438	1,460,000	1,475,000	15,000	1,475,000	0
Finance And Administration	995,394	(34,749)	22,656	57,405	8,872	(13,784)
Joint Development	1,508,997	2,474,239	14,901,915	12,427,676	15,577,637	675,722
Non Program	10,000	0	0	0	0	0
Office Of Small Business	626,984	2,238,931	2,327,358	88,427	2,299,071	(28,287)
Workforce Training	15,623,590	31,740,431	23,525,128	(8,215,303)	21,454,946	(2,070,182)
Uses by Program Recap Total	33,447,797	58,162,818	60,765,939	2,603,121	59,198,809	(1,567,130)



ELECTIONS

MISSION

The Department of Elections (REG) conducts all public federal, state, district, and municipal elections in the City and County. The Department is responsible for conducting elections under the rules and regulations established by federal, state, and local laws – notably, the Voting Rights Act, the Help America Vote Act, the Americans with Disabilities Act, and the City's Language Access Ordinance; maintaining an open process that inspires public confidence in the election system; providing and improving upon a public outreach and education plan to engage eligible potential voters in San Francisco; and continuing to improve its services by streamlining processes and anticipating the future needs of San Francisco voters.

SERVICES

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

ADMINISTRATIVE provides oversight of the Department's financial, personnel, administration, customer services, and general support services.

BALLOT DISTRIBUTION administers the vote-by-mail program for approximately 220,000 voters and prepares the ballot order and ballot distribution plan.

CAMPAIN SERVICES provides information about, and facilitates the filing of, candidate nomination papers, ballot measures, and the proponent, opponent, rebuttal, and paid arguments that appear in the Voter Information Pamphlet.

ELECTION DAY SUPPORT recruits and trains poll workers, all of whom administer mandated procedures and provide service to a linguistically and culturally diverse voter population; and secures voting sites throughout San Francisco following the guidelines set by the Americans with Disabilities Act (ADA), the Help America Vote Act (HAVA), and the Secretary of State's Office (SOS).

INFORMATION TECHNOLOGY division is responsible for network infrastructure, production of data reports, and maintenance of the Department's website and database applications. Information Technology also oversees operations of the Election Management System used to organize and integrate voter

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
Total FTE	57	48	48	-	47	-

Services (continued)

registration information with election-related processes such as voting by mail, provisional voting, candidate filings, petition verification, poll worker and polling place administration, and modifications to precinct and district boundaries.

POLLING PLACE OPERATIONS division conducts testing of Insight optical-scan voting machines and Edge accessible voting machines to confirm the accuracy of the hardware and software formulated for each election; and manages storage, maintenance, and distribution of voting equipment.

VOTER INFORMATION division produces San Francisco's sample and official ballots and Voter Information Pamphlets in English, Chinese, Spanish, Tagalog, and accessible formats; provides support to the Ballot Simplification Committee; provides community and voter outreach; and produces and disseminates multilingual informational brochures about voter services provided by the Department.

VOTER SERVICES division administers the voter roll, voter registration, voting by mail, and petition signature verification. Voter Services also conducts early voting at City Hall beginning 29 days prior to each election.

LOOKING BACK

Over Fiscal Year (FY) 2015-16 and FY 2016-17, the Department organized and conducted three elections—November 2015 Municipal Election, June 2016 Presidential Primary Election, and November 2016 General Election—while improving its level of services to meet the diverse needs of current and potential voters and other members of the public.

CONDUCTING A RECORD-SETTING ELECTION

The November 2016 election was unprecedented in both voter participation and logistical complexity, generating the second-highest turnout rate since 1968 — 80.7 percent — and resulting in the Department's serving the highest number of voters in City history.

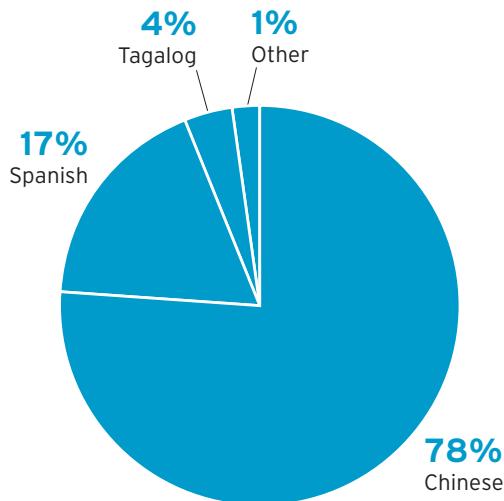
In the months preceding the election, the Department undertook an outreach campaign to educate San Franciscans about the many election services available to them.

Through partnerships with community organizations and city departments, advertising in mainstream media and social media, outdoor advertising, direct mailings, television and radio ads, and in-person presentations, the “Be A Voter” campaign focused on key dates, multilingual services, registration, and voting options.

During the election cycle, the Department administered various voting programs, enabling more than 260,000 San Franciscans to vote by mail, nearly

17,000 to vote at the City Hall Voting Center, open 29 days before each election, and nearly 152,000 to vote at 576 neighborhood polling places on Election Day.

This notable voter participation resulted in the Department's processing approximately two million ballot cards while meeting public expectations for frequent election result updates. To uphold a transparent process, the Department issued 21 preliminary results reports in various formats, with the final report issued upon election certification on December 6.



 **PERCENTAGE OF LIMITED ENGLISH PROFICIENCY VOTERS BY LANGUAGE.** The Department strives to meet the needs of San Francisco's growing multi-cultural, multi-lingual voting population.

ENHANCING VOTE-BY-MAIL PROGRAM

The number of San Franciscans who vote by mail continues to grow, presently amounting to 297,000 voters. The Department made several improvements to its vote-by-mail program, including adding equipment to expedite ballot processing and results reporting and expanding online tools that enable voters to track their ballots as they move through the process, from when the voter's ballot request is processed to when the Department counts the ballot. Additionally, the Department conducted a "plain language" review of vote-by-mail materials sent to voters, resulting in simplified voting instructions.

EXPANDING EARLY VOTING OPPORTUNITIES

Anticipating high voter turnout, the Department expanded the capacity of the City Hall Voting Center, increasing the number of voter check-in stations, voting booths, and informational stations providing

assistance in English, Cantonese, Mandarin, Spanish, Filipino, and other languages. To expand voting opportunities, the Department extended Voting Center hours to serve the public during the two weekends prior to the election.

ENSURING LANGUAGE ACCESS FOR ALL

The Department continued its focus on providing equal access to services and information for all San Franciscans and meeting the language access requirements of federal, state, and local laws. Through the Department's efforts to expand awareness of translated materials, nearly 5,000 additional voters sought the Department's language services, an increase of almost 17 percent — from 29,367 people as of July 2015, to nearly 35,000 as of June 2016.

To provide assistance at the polls, the Department recruited over 900 bilingual poll workers for the November 2015 election, 1,200 for the June 2016 election, and 1,300 for the November 2016 election.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ELECTIONS (FCH)					
Maintaining a program to analyze and improve the customer service that the Department provides.					
• Average rating for the level of customer service provided (scale of 1-5)	4.3	5.0	5.0	5.0	5.0
Providing a voter education and outreach program in accordance with the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance					
• Number of educational presentation program attendees	1,402	1,144	1,907	1,144	1,144
• Number of educational presentations	58	44	69	44	44
• Number of outreach events (REG)	222	112	207	130	140
Providing bilingual poll workers at San Francisco's polling places					
• Number of bilingual poll workers recruited	2,200	800	1,213	800	800
San Francisco voter registration and turnout					
• Number of registered voters	457,533	490,000	513,573	495,000	500,000
• Turnout as a percentage of registration	51%	80%	81%	40%	55%
• Vote-by-mail turnout	142,875	215,600	263,091	118,800	148,500
• Vote-by-mail turnout as a percentage of total turnout	61%	55%	63%	60%	61%
• Voter turnout	234,031	392,000	414,528	198,000	275,000



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$14.9 million for the Elections is \$0.5 million, or 3.6 percent, higher than the FY 2016-17 budget of \$14.4 million. A significant portion of this increase is attributed to contractual cost increases and additional anticipated expenses resulting from the passage of state and local elections legislation.

The FY 2018-19 proposed budget of \$15.2 million is \$0.3 million, or 2.1 percent, higher than the FY 2017-18 proposed budget. This increase is largely composed of increasing personnel costs, contractual costs, and additional operational costs associated with the November 2018 election, in which more candidates and propositions will be on the ballot than in the June 2018 election scheduled in FY 2017-18.

Over the next four years, the Department will focus on streamlining the customer service experience by expanding online services,

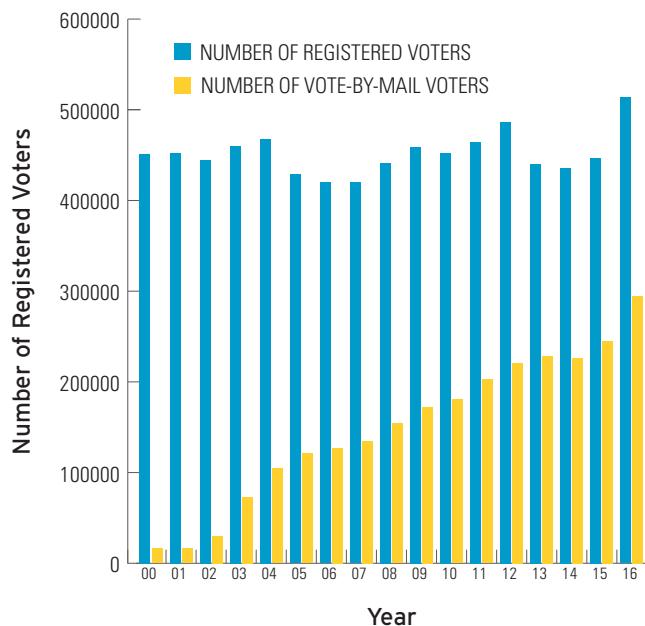
implementing processes to allow noncitizens with a child living in the San Francisco Unified School District to vote for members of the Board of Education, and replacing the City's current voting system while conducting the two scheduled elections — June 2018 Statewide Direct Primary Election and November 2018 General Election — and several smaller-scale elections.

IMPLEMENTATION OF CHARTER AMENDMENT ALLOWING NONCITIZEN VOTING IN SCHOOL BOARD ELECTIONS

Proposition N, approved by San Francisco voters in the November 2016 election, amended the City Charter to allow any noncitizen parents, legal guardians, or legally recognized caregivers of a child living in the San Francisco Unified School District to vote for members of the Board of Education. To implement Proposition N for the next scheduled School Board election in November 2018, the Department will consider the many procedural and operational aspects of facilitating election services and administering voting for noncitizens. Over the course of implementation, the Department will develop new election and outreach materials and expand its voting programs to serve this new category of voters.

EXPANSION OF ONLINE SERVICES

More than ever before, the Department's customers expect services to be available online. Accordingly, the Department will continue to develop online services that improve the customer experience and make services more accessible for all. The Department will launch a major redesign of its public website to better meet user needs. Key to the redesign effort are easing navigation to desired services and information, simplifying content, improving accessibility for desktop and mobile users, and expanding access for limited English speakers. The Department will also focus on consolidating its various online voter tools into a "one-stop" voter portal that will help customers find the content and services they need as quickly as possible.



▲ NUMBER OF REGISTERED VOTERS AND VOTE-BY-MAIL VOTERS. Depicted is the growth in the number of registered voters, including those who vote by mail.

REPLACEMENT OF THE CITY'S CURRENT VOTING SYSTEM

Another major department and city initiative is replacing its current voting system, which is nearing the end of its useful life, with a new system that is fully accessible to all voters and is compliant with city policy, which gives preference to an open-source voting system.

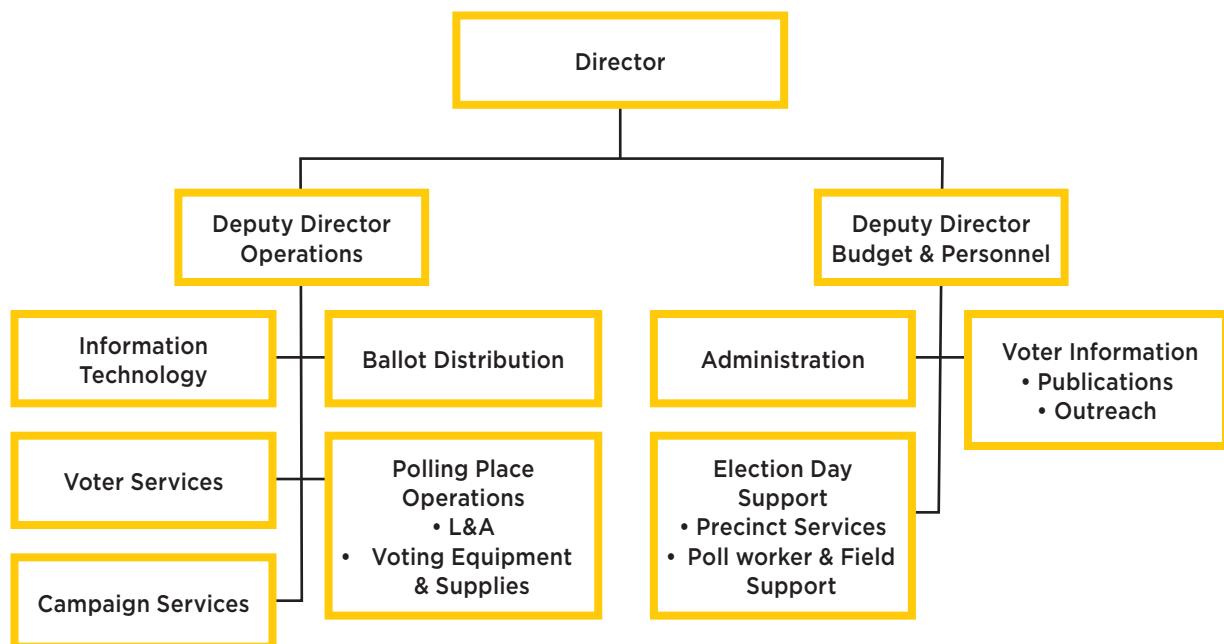
During Phase 1, which began in 2017, the Department will identify a contractor to prepare a business case for an open-source voting

system. The business case will determine if it is feasible for the City to develop an open-source voting system.

Contingent on the feasibility of the development and implementation of an open-source voting system, the Department may undertake a competitive process to lease new voting equipment to provide the City with an interim solution between the expiration of the current voting system contract in December 2018 and the full-scale replacement of the City's existing voting system.



ELECTIONS ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	57.01	47.90	47.50	(0.40)	47.13	(0.37)
Net Operating Positions	57.01	47.90	47.50	(0.40)	47.13	(0.37)
SOURCES						
Intergovernmental Revenue - Federal	19,730	0	0	0	0	0
Charges for Services	311,180	702,689	96,825	(605,864)	832,737	735,912
Other Revenues	8	0	0	0	0	0
Expenditure Recovery	176,453	50,000	50,000	0	50,000	0
General Fund Support	16,593,659	13,661,304	14,785,407	1,124,103	14,355,623	(429,784)
Sources Total	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
USES - OPERATING EXPENDITURES						
Salaries & Wages	4,890,185	4,682,510	4,765,417	82,907	4,860,020	94,603
Fringe Benefits	1,375,464	1,444,180	1,532,169	87,989	1,618,707	86,538
Professional & Contractual Services	9,033,912	6,945,867	7,181,947	236,080	7,323,892	141,945
Materials & Supplies	369,580	222,995	284,403	61,408	222,994	(61,409)
Equipment	208,877	14,202	15,841	1,639	25,823	9,982
Services of Other Departments	1,223,012	1,104,239	1,152,455	48,216	1,186,924	34,469
Uses - Operating Expenditures Total	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
USES BY PROGRAM RECAP						
Elections	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128
Uses by Program Recap Total	17,101,030	14,413,993	14,932,232	518,239	15,238,360	306,128



EMERGENCY MANAGEMENT

MISSION

The Department of Emergency Management (DEM) leads the City in planning, preparedness, communication, response, and recovery for daily emergencies, large-scale citywide events, and major disasters. DEM is the vital link in emergency communication between the public and first responders, providing key coordination and leadership to city departments, stakeholders, residents, and visitors.

SERVICES

The Department of Emergency Management provides services through the following divisions:

EMERGENCY COMMUNICATIONS personnel, commonly referred to as Public Safety Communications Dispatchers, are cross-trained to process police, medical, and fire emergency calls. In addition, dispatchers are responsible for monitoring and coordinating two-way radio communication with public safety responders and monitoring the status of field personnel through a computer aided dispatch system.

EMERGENCY SERVICES personnel work closely with emergency responders, community partners, and residents to plan for, respond to, and quickly recover from both intentional and natural disasters. In addition, staff convenes and coordinates city agencies and other members of the community to prepare for special events and other anticipated incidents to ensure efficient, effective, and equitable responses to public safety issues. Emergency Services also provides timely and relevant emergency notifications to the community through AlertSF and serves as the City's primary link to state and federal emergency management and Homeland Security partners.

ADMINISTRATION AND SUPPORT provides the Department with payroll and personnel services; budget and accounting functions; IT systems planning and management; facility management; and other administrative functions.

BUDGET DATA SUMMARY

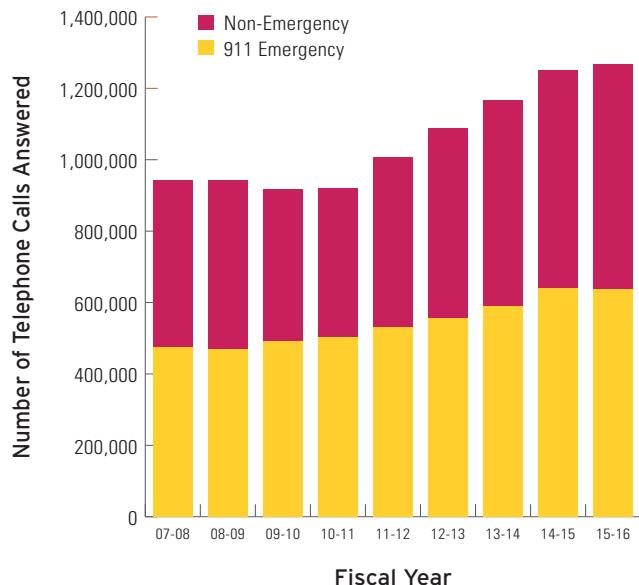
	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	75,989,622	93,693,797	87,644,791	(6,049,006)	89,674,739	2,029,948
Total FTE	258	251	258	6	258	-



LOOKING BACK

For Fiscal Year (FY) 2016-17, call volume for the City's 9-1-1 Center experienced a 1 percent increase from the previous fiscal year, after rising 38 percent compared to five years ago. In response to sustained, elevated call volume and a high level of retirements within its dispatcher classifications, the City implemented a multi-year hiring plan consisting of two dispatcher classes in FY 2015-16 and three class in FY 2016-17. The anticipated influx of additional dispatchers will address the higher call volume and recent attrition. The Division of Emergency Communications expects to hire 43 new trainees from the three classes in the current fiscal year who will finish their training in FY 2017-18 to improve call answering times.

The Division of Emergency Services continues to lead the planning, coordination, and development of emergency preparedness programs with city departments, including the monitoring of large public events such as Pride and New Year's Eve celebrations. In FY 2016-17, Emergency Services updated and exercised several components of emergency response plans to better meet mass care and sheltering needs following a major earthquake in the Bay Area.



ANNUAL CALL VOLUME BY 9-1-1 EMERGENCY AND NON-EMERGENCY. The 9-1-1 call center now fields over 250,000 more calls annually than it did five years ago.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
DEM EMERGENCY COMMUNICATIONS					
Respond quickly to incoming calls					
• Average daily emergency call volume	1,744	N/A	1,761	N/A	N/A
• Calls handled per dispatcher FTE/hour	14	14	14	13	12
• Percentage of emergency calls answered within ten seconds	78%	90%	78%	90%	90%
• Percentage of non-emergency calls answered within 1 minute	56%	80%	56%	80%	80%
• Response to code 3 medical calls(in minutes) in 90th percentile	3.25	2.00	3.00	2.00	2.00
DEM EMERGENCY SERVICES					
Exercise emergency response capabilities					
• Number of exercises led by DES staff	8	6	10	10	10
Promote community preparedness for emergencies					
• Number of preparedness presentations made	20	30	30	30	30



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$87.6 million for the Department of Emergency Management (DEM) is \$6.0 million, or 6.5 percent, lower than the FY 2016-17 budget of \$93.7 million. This decrease reflects the reduced departmental costs of the Public Safety Radio Replacement project.

The FY 2018-19 proposed budget of \$89.7 for DEM is \$2.1 million, or 2.3 percent, higher than the FY 2017-18 proposed budget of \$87.6 million. A significant portion of this increase is due to increases in salary and fringe benefits costs.

IMPROVING CALL PERFORMANCE FOR 9-1-1 OPERATIONS

DEM continues to implement a multi-year hiring plan to add capacity and address historically high call volume and increases in retirements of veteran personnel. In order to add dispatcher capacity over the next two fiscal years, this ambitious hiring effort invests \$2.6 million for three Peace Officer Standards and Training (POST) classes of up to 15 dispatcher candidates per class for FY 2017-18 and another \$1.5 million for two dispatcher classes in FY 2018-19.

In addition to executing the current hiring plan, the Department has worked with the Mayor's Office to secure over \$2.4 million for improvements to the City's 9-1-1 Operations. These funds will allow the Department to make capital improvements to add more call-taker workstations to its existing operations floor. This amount includes technological improvements to modify their Computer Aided Dispatch system to more accurately recommend the closest Fire/EMS units for calls using GPS coordinates, which would help expedite response times. The Department will review the causes for dispatcher trainees to wash out and whether improved testing or screening measures could yield improved outcomes.

UPGRADES TO CRITICAL PUBLIC SAFETY SYSTEMS

Because the Department relies heavily on technology systems to deliver its core

communication services, DEM continues to implement the 800MHz Public Safety Radio Replacement Project, which is used primarily by the City's public safety agencies. The current system was installed in 2000 and is nearing the end of its service life. The new technology will support over 7,000 mobile and handheld radios, with ten city departments and four outside agencies operating daily on the system.

The Committee on Information Technology (COIT) approved funding for this multi-year project as part of its Major IT Projects Allocation. For FY 2017-18 and FY 2018-19, a total budget of \$16.7 million will account for salary expenses for the Project Management Team, consultant fees, interdepartmental workorder expenses, infrastructure costs, including software interfaces, network equipment upgrades, and fiber upgrades, and subscriber costs required to deploy new radios.

The Radio Project is expected to be complete in FY 2020-21 with a core consolidation which unifies five current systems running on separate networks into one core network running the most up-to-date software. In addition, the project combines the public safety and public service systems into one radio system in order to increase infrastructure efficiencies while maintaining critical back-up redundancy with the San Francisco Municipal Transportation radio network.

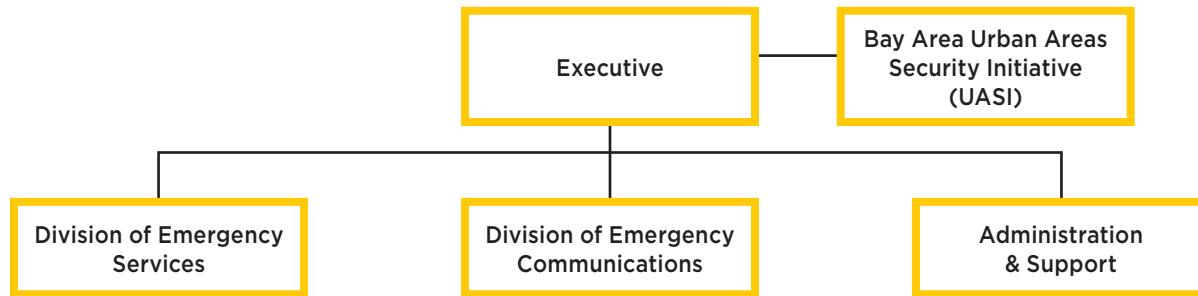
SPACE IMPROVEMENTS

The Department's primary facility at 1011 Turk Street in the Western Addition neighborhood was designed and constructed with base isolators to withstand a 7.0 magnitude earthquake and enough capacity to house both the 9-1-1 Center and Emergency Operations Center. As part of the City's Capital Plan for FY 2018-2027, DEM has identified a project to expand the existing facility with the addition of a secondary building to address space deficiencies and to provide for long-term growth.

For FY 2017-18 and FY 2018-19, the budget proposes \$2.6 million to account for planning and schematic design in support of an environmental review required for this project.



EMERGENCY MANAGEMENT ORGANIZATIONAL STRUCTURE



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
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AUTHORIZED POSITIONS

Total Authorized	259.87	254.20	260.53	6.33	260.55	0.02
Non-operating Positions (cap/other)	(1.77)	(2.77)	(3.00)	(0.23)	(3.00)	0.00
Net Operating Positions	258.10	251.43	257.53	6.10	257.55	0.02

SOURCES

Intergovernmental Revenue - Federal	23,741,402	25,367,311	25,378,017	10,706	25,378,017	0
Intergovernmental Revenue - State	9,431	0	0	0	0	0
Charges for Services	569,308	560,682	4,025	(556,657)	4,025	0
Transfers In	162,644	0	0	0	0	0
Expenditure Recovery	1,371,584	1,617,560	1,552,564	(64,996)	1,467,738	(84,826)
Transfer Adjustments-Sources	(162,644)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	0	0	500,000	500,000	500,000	0
General Fund Support	50,297,897	66,148,244	60,210,185	(5,938,059)	62,324,959	2,114,774
Sources Total	75,989,622	93,693,797	87,644,791	(6,049,006)	89,674,739	2,029,948

USES - OPERATING EXPENDITURES

Salaries & Wages	29,370,132	32,263,942	32,350,929	86,987	33,163,817	812,888
Fringe Benefits	10,175,044	11,064,641	11,686,149	621,508	12,230,542	544,393
Professional & Contractual Services	20,732,839	37,287,761	27,417,625	(9,870,136)	27,577,841	160,216
Materials & Supplies	1,397,533	204,760	434,056	229,296	436,950	2,894
Equipment	707,463	33,545	65,836	32,291	0	(65,836)
Debt Service	0	2,443,341	5,619,559	3,176,218	5,371,659	(247,900)
Services of Other Departments	9,038,684	7,468,807	8,124,637	655,830	8,550,930	426,293
Transfers Out	162,644	0	0	0	0	0
Transfer Adjustments-Uses	(162,644)	0	0	0	0	0
Uses - Operating Expenditures Total	71,421,695	90,766,797	85,698,791	(5,068,006)	87,331,739	1,632,948

USES - PROJECT EXPENDITURES

Capital Projects	4,567,927	2,927,000	1,946,000	(981,000)	2,343,000	397,000
Uses - Project Expenditures Total	4,567,927	2,927,000	1,946,000	(981,000)	2,343,000	397,000

USES BY PROGRAM RECAP

Capital Asset Planning	0	0	500,000	500,000	500,000	0
Emergency Communications	48,757,836	64,542,981	58,296,574	(6,246,407)	60,248,020	1,951,446
Emergency Services	27,068,477	29,000,903	28,752,034	(248,869)	28,828,634	76,600
Outdoor Public Warning System	163,309	149,913	96,183	(53,730)	98,085	1,902
Uses by Program Recap Total	75,989,622	93,693,797	87,644,791	(6,049,006)	89,674,739	2,029,948



ENVIRONMENT

MISSION

The mission of the Department of the Environment (ENV) is to provide solutions that advance climate protection and enhance quality of life for all San Franciscans. ENV creates visionary policies and innovative programs that promote social equity, protect human health, and lead the way toward a sustainable future. The Department puts this mission into action by mobilizing communities and providing the resources needed to safeguard our homes, our city, and ultimately our planet.

SERVICES

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

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

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

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

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

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

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

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

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

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	21,986,310	18,598,247	22,687,143	4,088,896	21,418,181	(1,268,962)
Total FTE	61	66	67	1	67	-

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



LOOKING BACK

The Department of Environment (ENV) is meeting the challenges of climate change with leading policies and programs. In 2014, Mayor Lee announced the City's climate action strategy of "0, 50, 100, Roots" - zero waste, 50 percent sustainable trips, 100 percent renewable energy, and "Roots" for pulling carbon out of the atmosphere through tree planting and compost application. Since then, the Department has been working closely with other city agencies to implement this strategy to meet San Francisco's greenhouse gas emission reduction goals by 2025.

ZERO WASTE

In Fiscal Year (FY) 2015-16, ENV ensured recycling and composting service was installed citywide. The Department conducted outreach to about 1,500 municipal, commercial, and residential accounts, 1,000 city employees and 20,000 residents to improve composting and recycling source separation. The Department also registered 206 debris transporters, maintained 15 facility registrations, and approved 61 demolition plans, recovering 222,337 tons of waste for diversion.

TOXICS REDUCTION & EQUITY

San Francisco's Integrated Pest Management (IPM) program is a science-based effort to reduce risks from pesticides and pests on city properties, extending a level of protection far beyond state and federal agencies. San Francisco's approach has been emulated by dozens of public agencies nationwide and has been adopted by the United States Green Building Council as part of its LEED for Existing Buildings program. From FY 2015-16, city agencies participating in the IPM program reduced herbicide usage by 84 percent in one year.

The Department's IPM initiatives have also helped reduce pest infestations and pesticide use at many of San Francisco's public housing buildings. Since

July 2015, ENV staff have presented safer pest management concepts at 30 affordable and public housing sites and have plans to deliver another 17 presentations through the end of 2017.

SUSTAINABLE TRIPS

The Department provides programs that make it easier for residents and commuters to choose sustainable modes of travel with the goals of reducing single occupancy vehicle trips and decreasing region-wide congestion and greenhouse gas emissions. Since 2013, over 3,500 businesses have complied with the San Francisco Commuter Benefits Ordinance. The Department also supports city employees' sustainable commutes with resources and programs. In FY 2015-16, 67 percent of city employees commuted sustainably to work.

ENERGY

From FY 2015-16 to present, ENV has provided comprehensive energy efficiency services to the community through its Energy Watch and Bay Area Regional Energy Network (BayREN) programs. Cumulatively, the Department has performed over 670 residential, multifamily and commercial energy audits, completed 5,833 energy saving projects, and awarded more than \$5.5 million in incentive rebates to customers.

Renewable energy integration is a key priority for San Francisco. To date, more than 6,600 rooftop solar systems have been installed on existing homes and businesses. To meet state and local renewable mandates, market transformation for energy storage technology must also be realized. San Francisco is committed to advancing the role of energy storage through policy development, education, research, and pilot projects like ENV's Solar + Storage grant, which analyzes opportunities to partner rooftop solar with energy storage for increased resiliency.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CLEAN AIR					
Increase the use of biofuels and/or other alternative fuels by the city fleet					
• Percentage of CCSF fleet fuel usage that is biodiesel	17%	17%	17%	17%	17%
CLIMATE CHANGE/ENERGY					
Encourage the use of renewable energy and energy efficiency					
• Greenhouse gas emissions percentage below 1990 levels	24%	25%	25%	27%	27%
• Megawatt reduction: SF Energy Watch program activities	1.92	1.60	1.10	1.71	1.10
• Metric Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities	1,838	3,446	1,401	3,172	1,401
GREEN BUILDING					
Ensure energy efficiency and environmental-friendly designed buildings					
• Quantity of LEED certified municipal green building stock in San Francisco (square footage).	6,827,044	7,500,000	7,685,000	8,500,000	9,500,000
ZERO WASTE					
Decrease landfill waste through recycling and other waste diversion					
• Average workday tons of refuse to primary landfill	1,518.0	1,475.0	1,650.0	1,625.0	1,650.0
• Percentage of residential and small business refuse diverted from landfill	57.9%	60.0%	60.0%	61.0%	62.0%
TOXICS					
Improve environmental quality and reduce toxics					
• Number of Green Businesses certified through Green Business program	226	233	251	256	261



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$22.7 million for the Environment is \$4.1 million, or 22.0 percent, higher than the FY 2016-17 budget of \$18.6 million. A significant driver of this growth is the increase in the cigarette litter abatement fee revenue, which is a pass-through to the Department of Public Works.

The FY 2018-19 proposed budget of \$21.4 million is \$1.3 million, or 5.6 percent, lower than the FY 2017-18 proposed budget. This decrease is due, in large part, to changes in grant funding.

On an annual basis, the Department of Environment's budget fluctuates depending on the timing and size of external grants appropriated outside of the City's budget process.

ZERO EMISSION VEHICLES (ZEVs)

The Mayor's Electric Vehicle Working Group, led by ENV and the City Administrator, continued to identify actions and policies that facilitate widespread Electric Vehicle (EV) adoption. To address growing market demand for EVs, in February 2017, the Mayor and Supervisor Tang introduced an EV Readiness Ordinance that establishes requirements for installation of EV charging infrastructure in all new buildings.

In February 2017, the California Energy Commission announced funding for the deployment of three hydrogen refueling stations in San Francisco. With support from the United States Department of Energy, ENV will work to streamline the permitting

and inspection processes for these stations to enable broader adoption of fuel cell electric vehicles (FCEV).

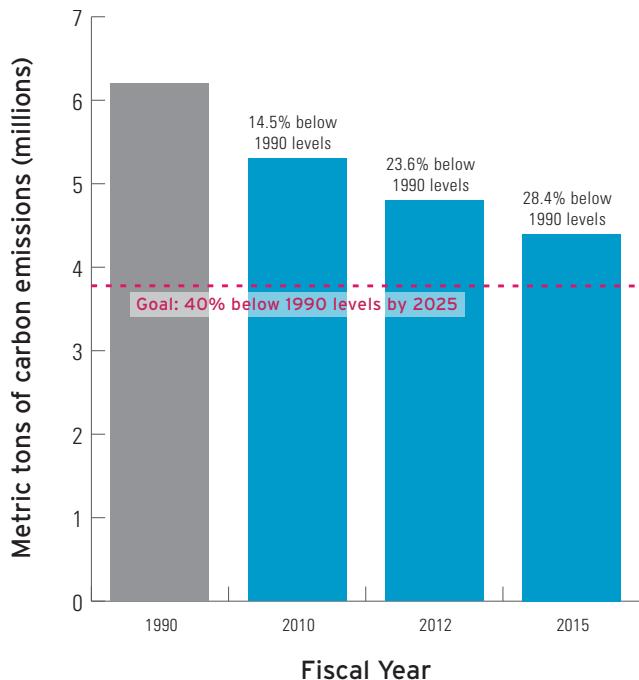
BETTER ROOFS ORDINANCE

In 2016, the Mayor signed into law the “Better Roofs Ordinance,” making San Francisco the first major city in the country to require solar panels or living roofs to be installed in all new construction. The ordinance took effect on January 1, 2017, and the Department will continue to work towards full implementation of the ordinance in FY 2017-18. When fully implemented, this ordinance could increase San Francisco’s solar capacity by 30 percent, which would be enough to power thousands of San Francisco homes and help the City reach its goal of sourcing 100 percent of its electricity from renewable energy by 2030.

FIVE-YEAR STRATEGIC PLAN

In 2016, ENV went through a rigorous process to create a five-year strategic plan focused on meeting the City’s climate and quality of life goals. While San Francisco continually ranks as one of the world’s greenest cities, there is still work to do to make sure that the benefits of environmentally friendly behaviors and services are felt by all who live and work here.

To help determine strategic priorities, the Department organized 50 workshops with community partners, conducted 40 one-on-one interviews with key stakeholders, including department heads and elected officials, and surveyed 400 San Francisco residents.



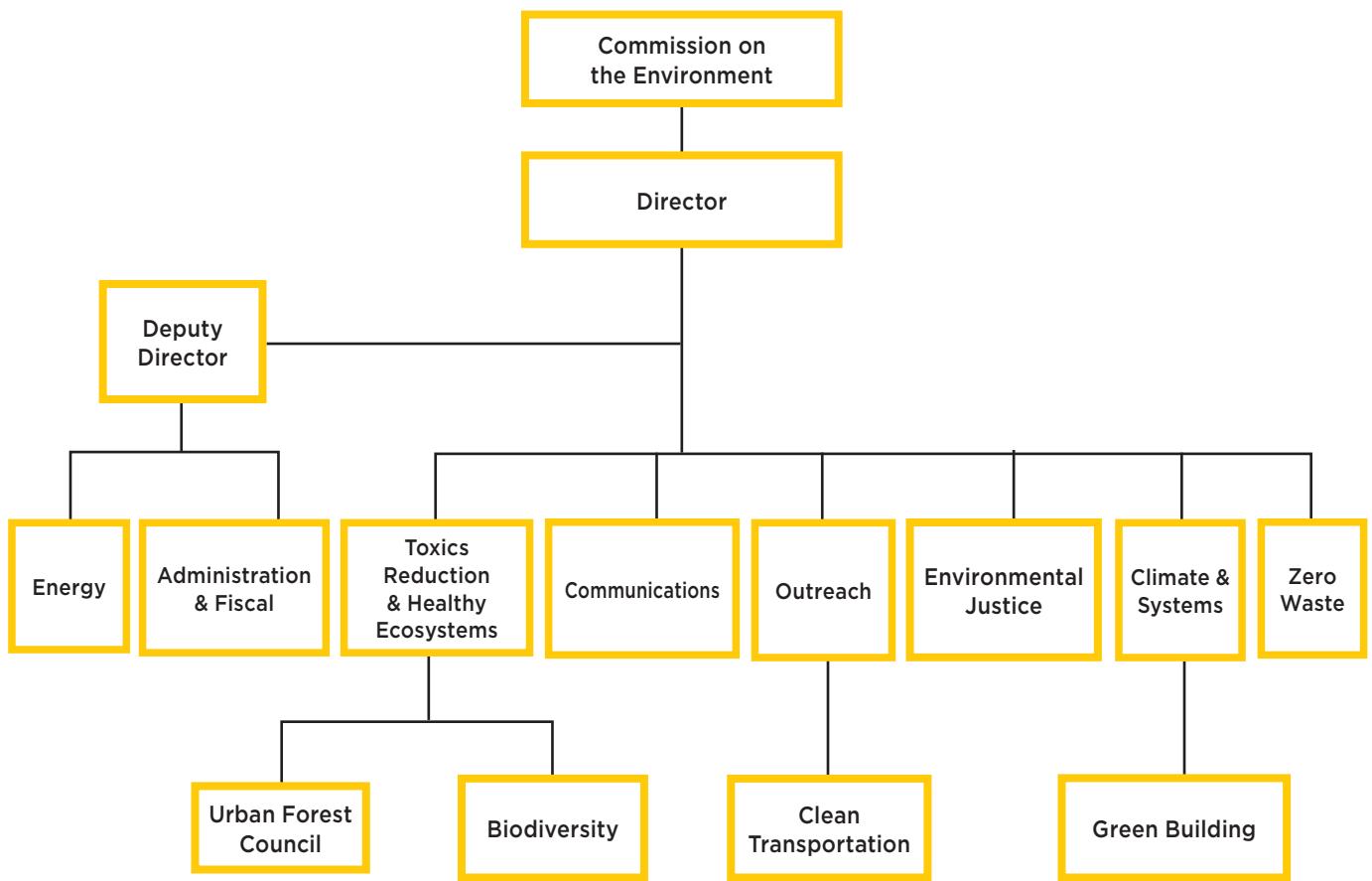
▲ REDUCTION IN GREENHOUSE GAS EMISSIONS SINCE 1990.

San Francisco greenhouse gas emissions for energy, transportation, fuel, and waste dropped 28 percent below 1990 levels in 2015. This puts San Francisco two years ahead of its 2017 goal and on track to meet its 40 percent and 80 percent emissions reduction goals by 2025 and 2050, respectively. The 28 percent reduction is equivalent to taking 380,000 cars off the road.

In 2017, in collaboration with other city agencies, the Department is working with community leaders and residents to continue building out the solutions needed to achieve health, climate, and equity goals.



ENVIRONMENT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	84.56	86.90	87.34	0.44	87.15	(0.19)
Non-operating Positions (cap/other)	(23.49)	(20.98)	(20.48)	0.50	(20.48)	0.00
Net Operating Positions	61.07	65.92	66.86	0.94	66.67	(0.19)
SOURCES						
Use of Money or Property	16	0	0	0	0	0
Intergovernmental Revenue - Federal	458,412	0	0	0	0	0
Intergovernmental Revenue - State	7,371,654	225,030	828,940	603,910	835,866	6,926
Intergovernmental Revenue - Other	177,557	94,767	93,258	(1,509)	95,486	2,228
Charges for Services	12,031,183	13,598,045	15,985,880	2,387,835	15,844,327	(141,553)
Other Revenues	57,549	2,349,868	3,662,919	1,313,051	2,523,923	(1,138,996)
Transfers In	150,277	3,068,582	4,156,634	1,088,052	4,222,323	65,689
Expenditure Recovery	2,632,612	2,166,014	2,116,146	(49,868)	2,118,579	2,433
Transfer Adjustments-Sources	0	(2,904,059)	(4,156,634)	(1,252,575)	(4,222,323)	(65,689)
Use of / (Deposit to) Fund Balance	(946,106)	0	0	0	0	0
General Fund Support	53,156	0	0	0	0	0
Sources Total	21,986,310	18,598,247	22,687,143	4,088,896	21,418,181	(1,268,962)
USES - OPERATING EXPENDITURES						
Salaries & Wages	6,112,853	6,075,434	6,341,886	266,452	6,513,550	171,664
Fringe Benefits	2,984,865	3,000,567	3,156,129	155,562	3,351,745	195,616
Overhead	0	230,999	346,458	115,459	171,024	(175,434)
Professional & Contractual Services	5,516,124	4,085,547	6,195,793	2,110,246	5,123,140	(1,072,653)
Aid Assistance / Grants	762,812	300,000	360,000	60,000	360,000	0
Materials & Supplies	77,569	389,545	457,759	68,214	457,759	0
Services of Other Departments	3,563,516	4,516,155	5,829,118	1,312,963	5,440,963	(388,155)
Transfers Out	2,968,571	2,904,059	4,156,634	1,252,575	4,222,323	65,689
Transfer Adjustments-Uses	0	(2,904,059)	(4,156,634)	(1,252,575)	(4,222,323)	(65,689)
Uses - Operating Expenditures Total	21,986,310	18,598,247	22,687,143	4,088,896	21,418,181	(1,268,962)
USES BY PROGRAM RECAP						
Bio-Diversity	30,633	96,118	108,931	12,813	108,931	0
Clean Air	1,003,785	921,613	598,117	(323,496)	609,209	11,092
Climate Change/Energy	6,871,089	795,675	835,249	39,574	859,012	23,763
Environment	5,156,468	8,194,474	9,551,306	1,356,832	9,303,761	(247,545)
Environment-Outreach	257,127	247,381	1,384,947	1,137,566	137,859	(1,247,088)
Environmental Justice / Youth Employment	550,000	326,928	260,449	(66,479)	269,491	9,042
Green Building	669,923	622,347	452,762	(169,585)	467,260	14,498
Recycling	5,845,531	5,272,898	6,683,156	1,410,258	6,799,358	116,202
Toxics	1,525,526	2,031,176	2,719,513	688,337	2,767,119	47,606
Urban Forestry	76,228	89,637	92,713	3,076	96,181	3,468
Uses by Program Recap Total	21,986,310	18,598,247	22,687,143	4,088,896	21,418,181	(1,268,962)



ETHICS COMMISSION

MISSION

The mission of the Ethics Commission (ETH) is to promote and practice the highest standards of ethical behavior in government. The Commission acts as a filing officer, administers campaign finance, lobbying, and ethics programs, advises city departments on ethical matters, conducts policy analysis and issues reports, and performs audits, investigations, and administrative enforcement.

SERVICES

The Ethics Commission provides services through the following program areas:

INVESTIGATIONS AND ENFORCEMENT investigates complaints alleging violations of laws under the Commission's jurisdiction and pursues administrative enforcement when warranted.

PUBLIC DISCLOSURE AND FILING ASSISTANCE provides compliance guidance for persons required to submit public disclosure statements and other filings, including political candidates and committees, lobbyists, city officials and employees, campaign and permit consultants, and major developers.

AUDITS conducts audits of lobbyists, campaign committees, and publicly financed candidates to ensure compliance with state and local laws, and also verifies eligibility and disbursements from the Election Campaign Fund for publicly-matched funds to candidates for the Board of Supervisors and Mayor.

POLICY & ADVICE provides formal and informal advice regarding the application of ethics, campaign finance, and lobbyist laws, and requirements for campaign consultants, permit consultants, and major developers; conducts policy analysis and legislative reviews; issues reports on programs and issues within the Commission's jurisdiction; and oversees the registration and regulation of campaign consultants and lobbyists.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	3,063,504	4,435,737	4,520,119	84,382	5,111,848	591,729
Total FTE	18	21	23	2	23	-



LOOKING BACK

In early 2016, the Ethics Commission identified a new series of organizational priorities to guide its work. These included improving organizational efficiencies, strengthening investigative and enforcement processes, providing enhanced compliance assistance, and strengthening its policy analysis and development focus. These priorities will promote the effectiveness of laws and programs within the Commission's jurisdiction.

STRENGTHENED REGULATIONS

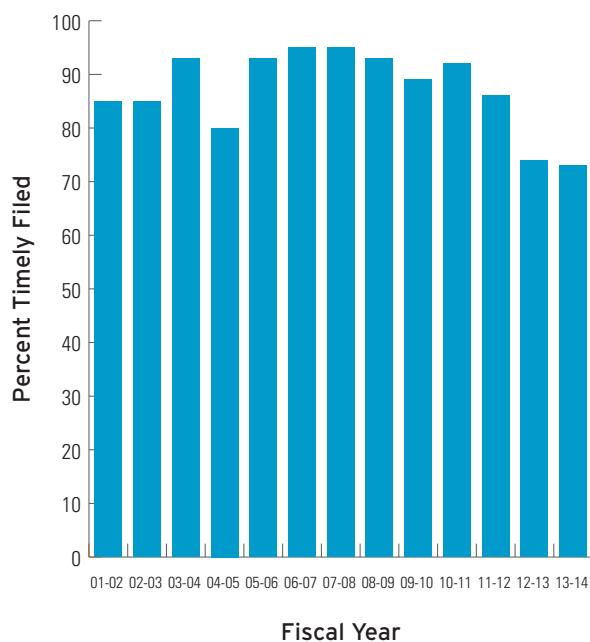
The Commission adopted regulations and legislative recommendations to strengthen protections for whistleblowers. The Commission also placed a measure known as Proposition T on the November 2016 ballot to restrict lobbyist gifts, campaign contributions and bundling to city officials, and the measure was adopted with 87 percent of the vote.

TECHNOLOGICAL IMPROVEMENT

The Commission continues to leverage technology to improve its services and operations. During the November 2016 election, the Commission implemented its new online submission system for candidate requests for public funding. Following the launch of its new website in December, and with the leadership of its FY 2016-17 Mayor's Senior Fellow, the Commission also ramped up its outreach to City employees required to file public economic interest statements, providing new tools and information to assist them with their annual filings, and laying the groundwork that will enable all designated filers citywide to file their statements electronically. Electronic filing will make it easier for all filers to fulfill their disclosure obligations, while also greatly enhancing public access to this information.

Building on these achievements, the Ethics Commission continues to be a strong contributing department to the City's open data initiatives.

Public transparency and data visualization remain top priorities, in addition to providing the public with full and easy access to information about campaign fundraising and expenditures and other public disclosure filings with the Commission. Through these efforts, in 2016 San Francisco became the first California city to offer electronically-filed economic interest data publicly disclosed by city officials via open, searchable datasets, leading the way in local government to further advance meaningful public disclosure for the 21st Century.



▲ PERCENTAGE OF IDENTIFIED CAMPAIGN CONSULTANTS WHO FILE QUARTERLY REPORTS ON A TIMELY BASIS. According to the Campaign Consultant Ordinance, registered campaign consultants must file quarterly reports with the Ethics Commission. Although not required to do so, Commission staff sends reminders to all registered campaign consultants two weeks before the quarterly report deadline; staff also e-mails the consultants again one week before the deadline.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission					
• Percentage of complaints resolved	44%	33%	50%	70%	80%
Promote and ensure compliance with state and local campaign reporting and disclosure laws					
• Number of campaign committees and publicly financed candidate committees audited	17	25	20	19	15



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$4.5 million for the Ethics Commission is \$0.1 million, or 1.9 percent, higher than the FY 2016-17 budget of \$4.4 million. This increase is largely driven by investments in supervisory staff, with the goal of improving internal processes and turnaround times.

The FY 2018-19 proposed budget of \$5.1 million for the Ethics Commission is \$0.6 million, or 13.1 percent, higher than the FY 2017-18 budget of \$4.5 million. This increase is due to salary and benefits costs, and increases deposits to the Election Campaign Fund.

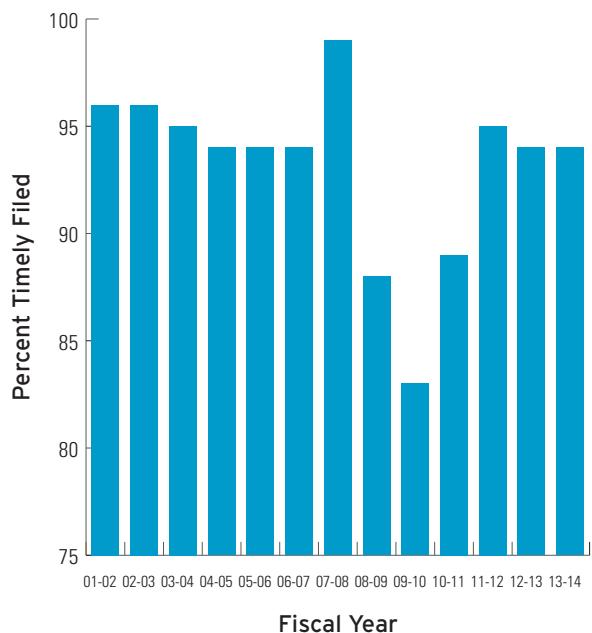
ELECTION CAMPAIGN FUND

By statute, to provide for limited public financing for qualifying Mayoral and Supervisorial candidates, an allocation to the City's Election Campaign Fund ("Fund") is based on a formula of \$2.75 per resident. These funds must be deposited in the Fund three months before a Mayoral election, up to a cap of \$7.0 million. The proposed FY 2017-18 deposit to the Election Campaign Fund will be \$.5 million, which will allow the fund to reach its cap. The FY 2018-19 proposed allocation to the Election Campaign Fund is \$1 million.

IMPROVED USE OF DATA

As part of its continued priority work to heighten its organizational efficiencies, strengthen its investigative and enforcement processes, provide enhanced compliance assistance, and strengthen its policy analysis role, the Commission has

identified key performance indicators in each priority area. These indicators are designed to help drive performance while also providing improved transparency and accountability for Ethics Commission programs and organizational goals.



▲ **PERCENTAGE OF IDENTIFIED LOBBYIST FILING REPORTS ON A TIMELY BASIS.** Registered lobbyists are required to file reports with the Ethics Commission. The Commission staff sends e-mail reminders to the lobbyists two weeks before the deadlines.



ETHICS COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	18.45	22.16	23.25	1.09	23.45	0.20
Non-operating Positions (cap/other)	0.00	(0.77)	0.00	0.77	0.00	0.00
Net Operating Positions	18.45	21.39	23.25	1.86	23.45	0.20
SOURCES						
Licenses & Fines	199,319	128,500	125,250	(3,250)	125,250	0
Charges for Services	10	4,850	2,450	(2,400)	2,450	0
General Fund Support	2,864,175	4,302,387	4,392,419	90,032	4,984,148	591,729
Sources Total	3,063,504	4,435,737	4,520,119	84,382	5,111,848	591,729
USES - OPERATING EXPENDITURES						
Salaries & Wages	1,396,592	2,102,437	2,441,906	339,469	2,561,569	119,663
Fringe Benefits	547,798	835,564	992,309	156,745	1,065,318	73,009
Professional & Contractual Services	181,636	442,786	400,456	(42,330)	250,456	(150,000)
Aid Assistance / Grants	739,253	688,026	475,050	(212,976)	1,015,223	540,173
Materials & Supplies	15,203	13,466	13,466	0	13,466	0
Services of Other Departments	183,022	353,458	196,932	(156,526)	205,816	8,884
Uses - Operating Expenditures Total	3,063,504	4,435,737	4,520,119	84,382	5,111,848	591,729
USES BY PROGRAM RECAP						
Election Campaign Fund	739,253	737,068	705,941	(31,127)	1,251,586	545,645
Ethics Commission	2,324,251	3,698,669	3,814,178	115,509	3,860,262	46,084
Uses by Program Recap Total	3,063,504	4,435,737	4,520,119	84,382	5,111,848	591,729



FINE ARTS MUSEUMS

MISSION

The Fine Arts Museums of San Francisco (FAM) was formed in 1972 with the merger of the de Young and Legion of Honor museums, offering residents and visitors to the City an overview of artistic achievement spanning from ancient times to the present. The Fine Arts Museums' mission is to provide, through the development and utilization of collections, exhibitions, education, and community outreach programs, a rich and diversified experience of art and culture for Bay Area, Northern California, and national and international audiences.

SERVICES

The de Young and Legion of Honor museums are operated by the Corporation of Fine Arts Museums (COFAM), a private non-profit organization, on behalf of FAM. COFAM raises contributions, sells memberships, and conducts mission-related earned revenue activities to fund a significant portion of the programs and operations of the museums, supplemented by the City's funding for FAM. FAM provides services through the following divisions:

GENERAL DIVISION is responsible for the security, buildings maintenance and related capital improvements, and utilities of the de Young and the Legion of Honor. It is also responsible for the security, conservation, and public display of the City's art collection.

The de Young is home to a world class collection of American paintings; decorative arts and crafts; arts from Africa, Oceania, and the Americas; Western and non-Western textiles; and photography.

The Legion of Honor is known for its rich overview of European art history, from medieval times through the 20th century. It also houses an outstanding collection of ancient art and the largest collection of works on paper west of the Mississippi River.

ADMISSIONS DIVISION is responsible for administering public entry into the two museums.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	19,300,696	19,361,422	21,792,116	2,430,694	22,907,354	1,115,238
Total FTE	114	109	108	(1)	108	-



LOOKING BACK

In Fiscal Year (FY) 2015-16, more than 1.5 million people visited the de Young and the Legion of Honor, and a similar number are expected in FY 2016-17. Membership exceeds 100,000 households.

EDUCATING THROUGH ART

In FY 2015-16, FAM's education programs served more than 275,600 children, youth, and adults. FAM added 1,280 new objects to the permanent collection and made lasting contributions to arts scholarship through the publication of five scholarly catalogues. FAM presented 23 exhibitions including *J. M. W. Turner: Painting Set Free*; *Jewel City: Art from San Francisco's Panama-Pacific International Exposition*; *Oscar de la Renta: A Retrospective*; *Pierre Bonnard: Painting Arcadia*; and *Royal Hawaiian Featherwork: Nā Hulu Ali'i*.

In FY 2016-17, FAM will have presented 25 exhibitions, including *Ed Ruscha and the Great American West*; *Frank Stella: A Retrospective*; *Danny Lyon: Message to the Future*; *Stuart Davis: In Full Swing*; *Rodin Centenary at the Legion of Honor*; *Monet: The Early Years*; and *Summer of Love: Art, Fashion, and Rock & Roll*. In addition, the recent acquisition of 62 works of art will have been

presented in *Revelations: African American Art from the Souls Grown Deep Foundation*.

In both years, FAM has continued to offer a wide array of education and public programs for children, educators, families, and adults. Programs targeting children and youth included *Get Smart with Art*, a standards-based, arts-integrated curriculum for K-12 students; *Museum Ambassadors*, a professional development and leadership building program for local high school students; and *School Mondays*, which gives K-12 school groups exclusive access to view special exhibitions when the Museums are closed to the public. Additional programs for K-12 students included docent-led and self-guided tours, summer art camps, Saturday drop-in workshops, *Poets in the Galleries*, and Advanced Placement art history classes. Professional development workshops for educators were also offered regularly.

REACHING THE COMMUNITY

In both years, programs targeting the general public included *Friday Nights at the de Young*, a free weekly event designed to enhance both the permanent collections and temporary exhibitions



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ADMISSIONS					
Provide quality art and educational experiences to attract a large and diverse audience					
• City cost per visitor (All museums)	\$10.14	\$9.61	\$9.79	\$9.35	\$9.38
• Number of de Young visitors	1,226,656	1,150,000	1,050,000	1,150,000	1,250,000
• Number of exhibitions	18	15	15	15	15
• Number of Legion of Honor visitors	330,227	350,000	380,000	350,000	350,000
• Number of paid memberships	102,107	115,000	115,000	115,000	115,000
• Number of San Francisco school children and youth participating in education programs	34,388	35,000	35,000	35,000	35,000
DEVELOPMENT					
Provide for collection growth through gifts, bequests and purchases					
• Number of acquisitions through gifts, bequests and purchases	1,280	470	690	470	470

through live music, art-making, lectures, films, and artist demonstrations; scholarly symposia featuring a variety of speakers exploring topics related to FAM's exhibitions and collections; opening day festivals with free live music, artist demonstrations, art-making, and lectures celebrating new exhibitions; and *Artists-in-Residence*, a monthly residency program that invites local artists into the Museum to engage the public in their creative process. Additional public programs included docent-led tours and docent lectures in the community, access programs, and programs for

college and university students and faculty. In February 2017, the de Young held a free day-long community event called One Love that saw more than 8,000 visitors of all ages enjoy the museum galleries and interact with artists, craftspeople, muralists, and special guest speakers.

During the past two fiscal years, these award-winning public and educational offerings served over 500,000 individuals, including over 80,000 K-12 school program participants, the majority of them from SFUSD.



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$21.8 million for the Fine Arts Museums is \$2.4 million, or 12.6 percent, higher than the FY 2016-17 budget of \$19.4 million. A large portion of this increase is due to increases in capital spending and growth in contracted services spending, which is backed by additional ticket revenue.

The FY 2018-19 proposed budget of \$22.9 million is \$1.1 million, or 5.1 percent, higher than the FY 2017-18 proposed budget. This increase is mainly from rising salary and benefit costs as well as additional one-time capital expenditures.

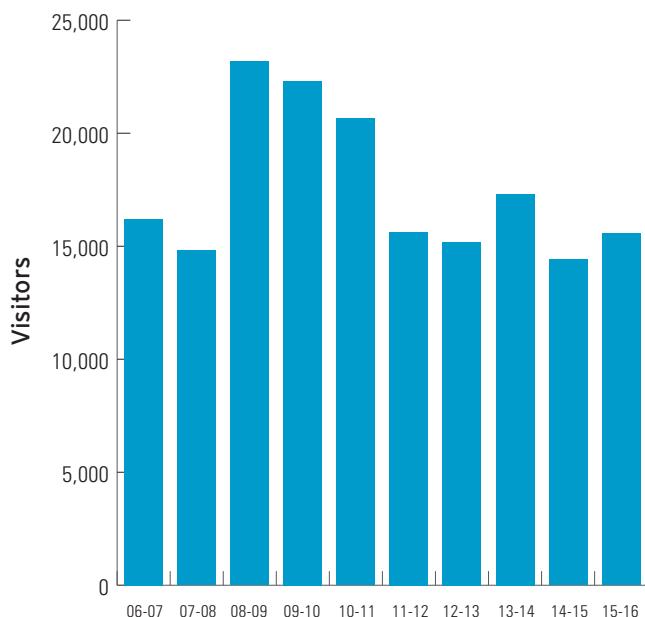
MAJOR EXHIBITIONS

As in the past, special exhibitions will continue to be FAM's primary tool for fulfilling its commitment to serve residents of and visitors to the City. The exhibition schedule in FY 2017-18 includes *Degas, Impressionism, and the Paris Millinery Trade; Teotihuacan: City of Water, City of Fire; The Maori Portraits: Gottfried Lindauer's New Zealand; and Casanova: The Seduction of Europe*.

EDUCATIONAL PROGRAMMING

FAM's Department of Education and Public Programming will continue to offer a wide range of programs that foster connections, expand knowledge, and stimulate curiosity among broad and diverse audiences. A key initiative will be the Schools to Families Program, a partnership with

SFUSD that will focus on engaging Latino families in *Teotihuacan: City of Water, City of Fire*. FAM anticipates serving roughly 300,000 children, youth, and adults each year with education and public programming.



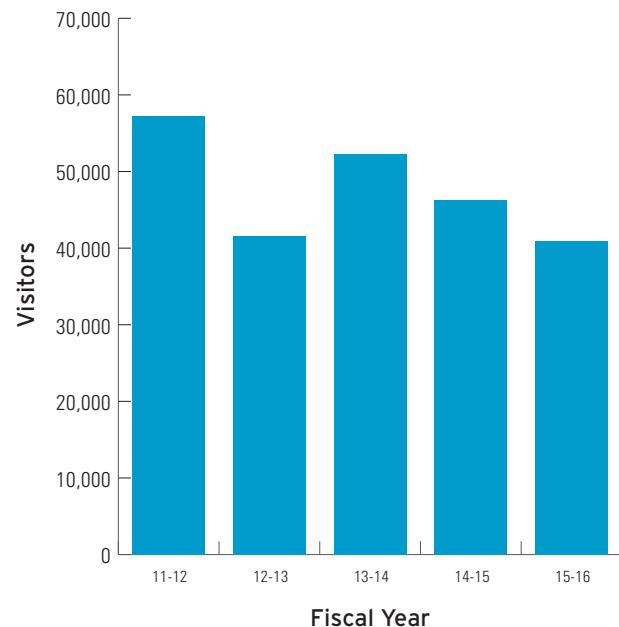
▲ **ANNUAL MUSEUM VISITORS.** The Fine Arts Museums of San Francisco host well over one million visitors each year at the De Young Museum and the Legion of Honor.

AFFORDABILITY, EQUITY, AND SHARED PROSPERITY

FAM is strongly committed to making special exhibitions and permanent collections accessible to individuals from across the socio-economic spectrum. FAM continues to offer free general admission to the permanent collection galleries every first Tuesday and during the summer on Friday nights at the de Young. School programs are offered free of charge. FAM is committed to offering services that make collections, exhibitions, and programs accessible to all visitors. For example, FAM's program, Access Mondays, provides special accommodations to temporary exhibitions for visitors with disabilities on select Mondays, when the Museum would otherwise be closed.

CAPITAL INVESTMENT

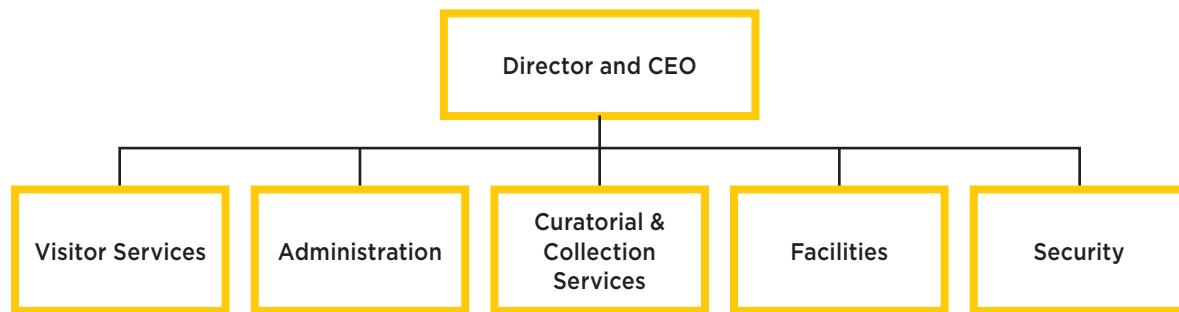
Over the next two years, FAM has been allocated over \$5 million to fund a variety of capital improvements aimed at keeping the Museums in good working order and ensuring a safe environment for staff, visitors, and the collections. These projects include: continuation of multi-year projects to restore failing masonry in the Court of Honor and roof improvements at the Legion of



▲ **FREE STUDENT MUSEUM VISITS.** The Fine Arts Museums provide free museum visits for thousands of local students each year.

Honor, repairs to tower panel supports and doors at the de Young, and replacement of building systems at both facilities.

FINE ARTS MUSEUMS ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	113.58	108.70	107.82	(0.88)	107.67	(0.15)
Net Operating Positions	113.58	108.70	107.82	(0.88)	107.67	(0.15)
SOURCES						
Charges for Services	3,013,455	3,325,352	4,648,500	1,323,148	4,648,500	0
Other Revenues	1,952,280	0	0	0	0	0
Transfers In	365,898	0	0	0	0	0
Expenditure Recovery	105,734	179,000	179,000	0	179,000	0
Use of / (Deposit to) Fund Balance	(321,686)	78,599	0	(78,599)	0	0
General Fund Support	14,185,015	15,778,471	16,964,616	1,186,145	18,079,854	1,115,238
Sources Total	19,300,696	19,361,422	21,792,116	2,430,694	22,907,354	1,115,238
USES - OPERATING EXPENDITURES						
Salaries & Wages	7,520,842	8,436,763	8,656,820	220,057	8,881,240	224,420
Fringe Benefits	3,134,537	3,589,536	3,806,070	216,534	4,026,900	220,830
Overhead	113,180	106,480	94,002	(12,478)	94,002	0
Professional & Contractual Services	2,751,824	2,648,836	3,875,747	1,226,911	3,831,330	(44,417)
Materials & Supplies	31,444	45,450	45,450	0	45,450	0
Equipment	1,630,592	0	0	0	0	0
Services of Other Departments	2,772,334	2,999,357	3,076,861	77,504	3,186,658	109,797
Uses - Operating Expenditures Total	17,954,753	17,826,422	19,554,950	1,728,528	20,065,580	510,630
USES - PROJECT EXPENDITURES						
Facilities Maintenance	201,606	125,000	192,166	67,166	201,774	9,608
Capital Renewal	0	1,410,000	1,890,000	480,000	2,610,000	720,000
Capital Projects	1,144,337	0	155,000	155,000	30,000	(125,000)
Uses - Project Expenditures Total	1,345,943	1,535,000	2,237,166	702,166	2,841,774	604,608
USES BY PROGRAM RECAP						
Admissions	3,013,457	3,403,951	4,648,500	1,244,549	4,648,500	0
Oper & Maint Of Museums	16,287,239	15,957,471	17,143,616	1,186,145	18,258,854	1,115,238
Uses by Program Recap Total	19,300,696	19,361,422	21,792,116	2,430,694	22,907,354	1,115,238



FIRE DEPARTMENT

MISSION

The Fire Department (FIR) protects the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents; provides emergency medical services; prevents fires through prevention and education programs; and provides a work environment that values health, wellness, and cultural diversity, free of harassment and discrimination.

SERVICES

The Fire Department provides services through the following divisions:

SUPPRESSION fights fires, provides Emergency Medical Services (EMS), oversees specialized services such as Hazardous Materials units and Search and Rescue units, and conducts disaster planning and preparedness training, such as the Neighborhood Emergency Response Team (NERT).

PREVENTION minimizes injuries, deaths, and property loss due to fire through code enforcement, public education, and inspection programs that detect and eliminate fire hazards.

INVESTIGATION determines, documents, and reports on the origin and cause of fires and explosions, and when appropriate, ensures incidents can be prosecuted.

SUPPORT SERVICES manages the Department's facilities, equipment, and water supply systems and is responsible for all maintenance, repairs, and capital improvements.

TRAINING instructs and evaluates all Department staff and new recruits, and provides comprehensive Fire and EMS training to all staff.

FIREBOAT operates and maintains the City's three fireboats, and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

AIRPORT provides fire services at San Francisco International Airport, including Fire Suppression, EMS, Water Rescue and other services.

ADMINISTRATION provides support to and oversees the Department's programs in areas such as accounting and finance, planning and research, human resources, payroll, public information, the physician's office, and management information services.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	364,836,565	373,728,683	382,285,942	8,557,259	387,637,031	5,351,089
Total FTE	1,575	1,620	1,649	29	1,649	-

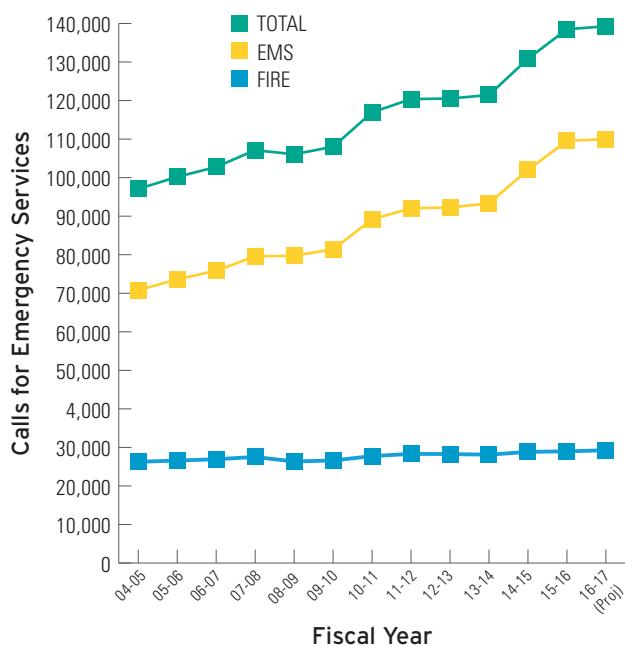


LOOKING BACK

INCREASED CALL VOLUME

As the City is at its highest daytime and nighttime populations in its history, the Department has seen a dramatic increase in call volume. This has resulted in higher demand for emergency response services. In recent years, the Department has increased staffing and resources for both Fire Suppression and Emergency Medical Services (EMS). The Department continues to analyze staffing levels to meet the demands of a changing City.

In Fiscal Year (FY) 2016-17, the citywide EMS work group was reconvened to address the challenges of increased demand for EMS services in the City and improve collaboration amongst all participants in the City's EMS system (public



CALLS FOR EMERGENCY SERVICES. While calls for fire suppression have maintained a stable rate, calls for emergency medical services have risen by 15.7 percent over the last five years.

and private), with the goal of improving services to the public. Work and analysis towards system improvements will continue over the two-year budget, with collaborative efforts from the Mayor's Office, Fire Department, Department of Emergency Management, Board of Supervisors, and other entities.

STAFFING

During FY 2016-17, the Fire Department welcomed approximately 150 entry-level firefighters with the graduation of three academies. These graduates helped the Department replace staff lost to attrition in previous years and prepared the Department for upcoming retirements. In 2016, the Department was awarded a FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant award for the second year in a row. This grant provides \$8.5 million over two years to hire additional firefighters to assist with staffing issues.

In order to maintain ambulance staffing levels, the Department hired 30 new H-3 EMTs and 28 H-3 Paramedics to meet the increasing demand for medical services. In addition, the Department hired over 50 per diem ambulance workers to assist with as-needed staffing to meet surges and backfill.

EQUIPMENT

During FY 2016-17, the Department has taken receipt of nine ambulances and two new specialty rescue squads, as well as new heavy-duty extrication tools for all of its truck companies. In the fall of 2016, the Department took receipt of its new fire boat, the Saint Francis, which provides fire suppression along the waterfront and directly supports the City's Auxiliary Water Supply System (AWSS). In addition, the Department is purchasing eight engines, four ambulances, five command vehicles, and a number of other vehicles that will replace old units in the Department's fleet. The Department is currently in the middle of the procurement process for a multi-year term contract for aerial ladder trucks, which it hopes to have completed in the summer of 2017.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
FIRE SUPPRESSION					
Respond timely to calls for emergency assistance					
• Percentage of ambulances that arrive on-scene within 10 minutes to life-threatening medical emergencies	88.8%	90.0%	90.0%	90.0%	90.0%
• Percentage of ambulances that arrive on-scene within 20 minutes to non-life-threatening medical emergencies	91.9%	90.0%	90.0%	90.0%	90.0%
• Percentage of First Responders (Advanced Life Support) that arrive on-scene within 7 minutes to life-threatening medical emergencies	94.1%	90.0%	90.0%	90.0%	90.0%
• Percentage of First Responders (Basic Life Support) that arrive on-scene within 4 minutes 30 seconds to life-threatening medical emergencies	78.0%	90.0%	90.0%	90.0%	90.0%
• Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	628	600	600	600	600
• Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	315	300	300	300	300
• Total number of responses to emergency incidents	298,679	300,000	300,000	320,000	320,000
FIRE PREVENTION					
Prevent fire through inspection and permit services					
• Number of inspections made	19,776	19,000	19,000	19,000	19,000
• Number of new fire permits issued	4,468	4,500	4,500	4,500	4,500
ADMINISTRATION-FIRE DEPARTMENT					
Educate the public in handling emergencies					
• Number of citizens trained in emergency techniques and procedures	1,300	1,600	1,600	1,600	1,600



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$382.3 million for the Fire Department is \$8.6 million, or 2.3 percent, higher than the FY 2016-17 budget of \$373.7 million. This increase is primarily due to increases in salary and benefits and calls for service.

The FY 2018-19 proposed budget of \$387.6 million is \$5.4 million, or 1.4 percent, higher than the FY 2017-18 proposed budget primarily due to increased salary and benefit costs.

PUBLIC SAFETY HIRING

The Department continues moving forward with the Mayor's Public Safety Hiring Plan, currently extended through FY 2019-20. Over the two years of this proposed budget, the Department is projected to graduate five H-2 entry-level firefighter academies. These recruits will help the Department supplement its current staffing levels and prepare for upcoming retirements. In addition, these new staff will support fire safety and minimum staffing requirements at the Airport, Port of San Francisco, and the Department's Bureau of Fire Prevention.

The Department will also be conducting two EMT/Paramedic academies over the next two years.

These academies will provide new staff to backfill positions and allow the Department to maintain staffing levels to meet the growing emergency medical services and ambulance demands of our City.

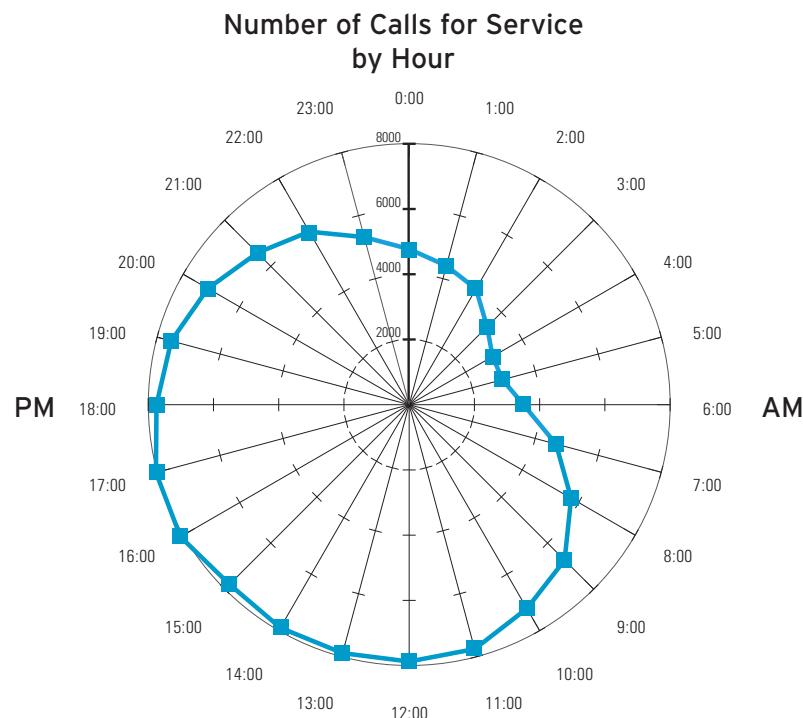
The Department focuses on recruitment and outreach strategies. The Department's recruitment resources work very closely with the Department of Human Resources to deliver a workforce that is reflective of the community it serves.

EMS-6

The EMS-6 program was started in January 2016 to "improve the health and stability of vulnerable individuals" who frequently use 911 medical services. The unit includes paramedic supervisors and Department of Public Health Homeless Outreach Team members. The team operates for 12 hours per day, seven days a week. In its first year of operations, the EMS-6 team responded to 2,244 calls for service.

This team is specifically designed to reduce the burden on 911 dispatch and emergency medical services by intervening with those who call 911 over 10 times per year. A sampling of 15 users who called 911 a total of 641 times in 2016 had called 911 a total of 17

NUMBER OF CALLS FOR SERVICE BY HOUR 2016. On average, the Department sees the lowest volume of calls during the early morning hours and the highest volume between late morning and early evening.



times between January and March 2017.

In response to the success of this program, the Fire Department is receiving \$750,000 per year to increase capacity for services to these vulnerable individuals and expand the EMS-6 program. This amount will allow the Department to field a second response team to serve the most vulnerable San Franciscans and reduce burden on 911 and emergency medical services.

EQUIPMENT & FLEET

The FY 2017-18 and 2018-19 proposed budgets include funding for the continuation of a vehicle and equipment replacement fund for the Fire Department. This equipment will provide the Department with the proper tools it needs to best serve the community in an emergency. The proposed budget includes \$10 million over the next two years for fire engines, trucks, ambulances, and other fire and EMS equipment for the Department. These new vehicles will allow the Department to replace older front-line vehicles in its fleet that have a number of maintenance issues, as well as allow the Department to replace older vehicles that do not meet emission standards due to their age and condition.

To keep pace with increasing call volume for EMS services and rising pharmaceutical costs, the Department worked with the Mayor's Office to increase funding for pharmaceuticals and other medical supplies by \$300,000 per year. This funding will help the Department continue to have the supplies necessary to handle the growing number of medical emergencies it responds to every day.

FIRE SAFETY OUTREACH & EDUCATION

The Department will continue to expand its outreach efforts in this budget cycle. Working with the Department of Building Inspection, the Department has established a community outreach team, consisting of members of our Fire Prevention and Fire Investigation Divisions, to meet with all different communities and discuss their concerns in addition to going over fire safety and prevention information as well as common fire causes for their neighborhood. The Department is funded to continue work on a number of data transparency projects to improve the amount of information

that is available and can be easily accessible to the public.

The Department has begun hosting Public Safety Fairs on a monthly basis, rotating throughout the year to reach every battalion in the City. These events provide fire safety information, educational resources, and items such as smoke alarms to the public.

As always, the Department's Neighborhood Emergency Response Team (NERT) training program is one of our biggest outreach mechanisms, providing free emergency training for thousands of people who live and work in San Francisco. We are always looking for ways to increase resources for this program, as the benefits to the community outweigh the financial costs of providing the training.

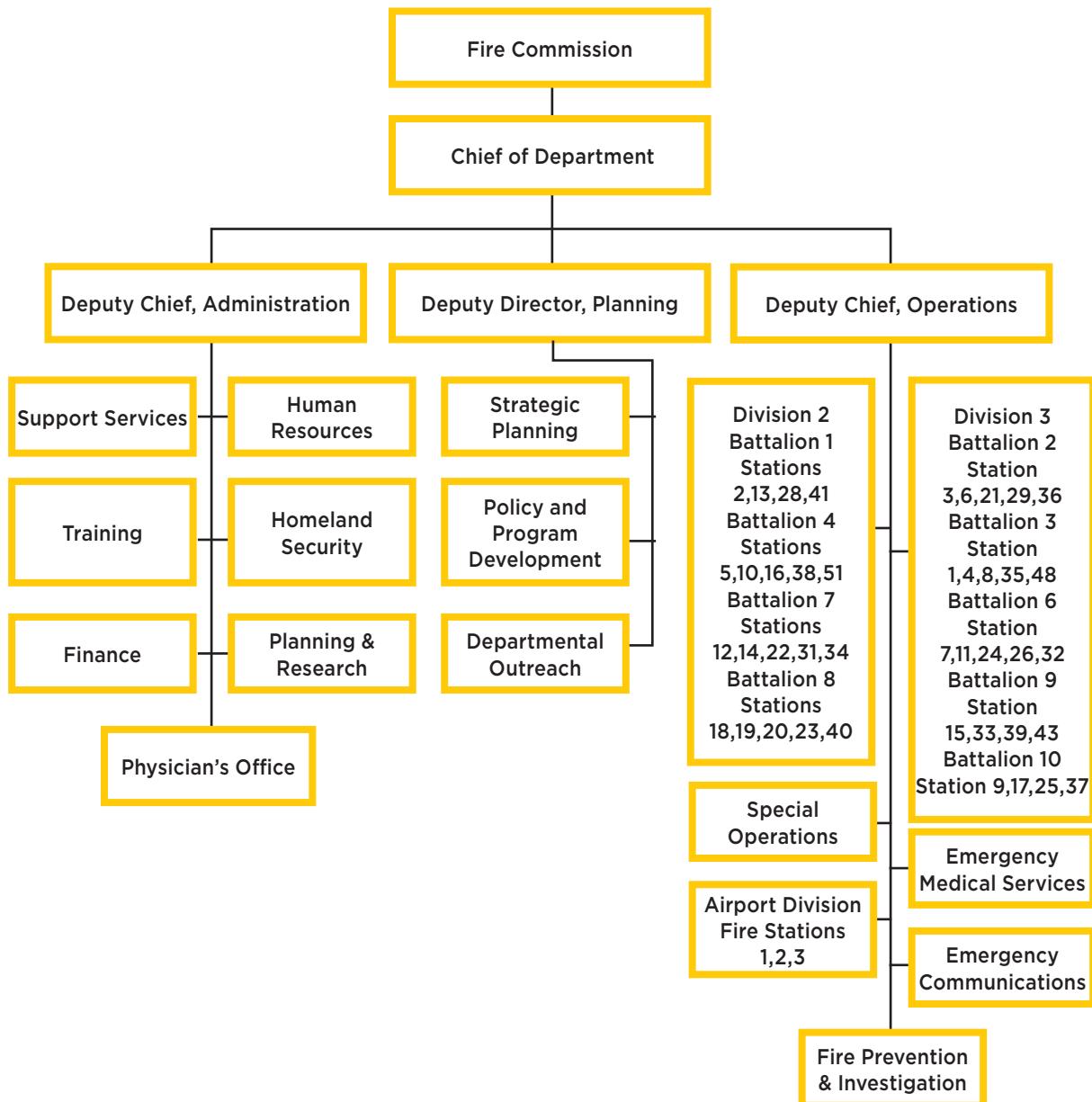
CAPITAL PROJECTS

The Fire Department is allocated \$5.5 million in Capital funds over the next two budget years to address a variety of facility needs at approximately 50 locations. The projects include items such as generator replacement, boiler system replacement, exhaust extractor maintenance, apparatus door replacement, HVAC system repair, and general facility maintenance. Funding has also been allocated to assist with additional planning for future bond projects.

The Department will continue to work closely with the Department of Public Works on a variety of projects related to the 2010 and 2014 on the Earthquake Safety and Emergency Response (ESER) General Obligation bond program. These projects range from focused-scope projects (such as windows, showers and generators) to complete tear down and rebuild of Fire Department locations. Over the next two years, the Department anticipates the complete rebuild of Fire Stations 5 and 16, as well as the comprehensive remodels of Fire Stations 3 and 7. In addition, the Department anticipates beginning construction on its new Fire Station 35 on the Embarcadero. The Department was allocated \$58 million as part of the City's 2016 Public Health and Safety Bond. A large portion of this funding is for the construction of a new ambulance deployment facility for the Department.



FIRE DEPARTMENT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	1,581.39	1,662.55	1,728.82	66.27	1,728.57	(0.25)
Non-operating Positions (cap/other)	(6.00)	(42.77)	(80.00)	(37.23)	(80.00)	0.00
Net Operating Positions	1,575.39	1,619.78	1,648.82	29.04	1,648.57	(0.25)
SOURCES						
Licenses & Fines	10,215	880	880	0	880	0
Use of Money or Property	188,547	370,000	370,000	0	370,000	0
Intergovernmental Revenue - Federal	8,216,863	1,897,763	1,217,958	(679,805)	1,217,958	0
Intergovernmental Revenue - State	48,519,531	51,009,000	50,820,000	(189,000)	52,050,000	1,230,000
Charges for Services	49,997,288	49,858,574	51,560,027	1,701,453	51,560,027	0
Other Revenues	331	0	0	0	0	0
Transfers In	0	3,609,166	2,866,644	(742,522)	2,866,644	0
Expenditure Recovery	781,531	1,287,889	1,431,048	143,159	1,431,048	0
Transfer Adjustments-Sources	708,200	24,246,767	(2,866,644)	(27,113,411)	(2,866,644)	0
Use of / (Deposit to) Fund Balance	24,700,245	800,000	700,000	(100,000)	1,200,000	500,000
General Fund Support	231,713,814	240,648,644	246,618,577	5,969,933	249,672,279	3,053,702
Sources Total	364,836,565	373,728,683	352,718,490	(21,010,193)	357,502,192	4,783,702
USES - OPERATING EXPENDITURES						
Salaries & Wages	254,924,280	258,880,502	262,781,281	3,900,779	262,383,337	(397,944)
Fringe Benefits	66,348,953	68,586,535	75,035,449	6,448,914	78,200,311	3,164,862
Overhead	123,126	131,452	144,041	12,589	144,041	0
Professional & Contractual Services	3,668,243	4,804,305	3,426,912	(1,377,393)	3,426,912	0
Aid Assistance / Grants	12,400	0	0	0	0	0
Materials & Supplies	7,416,891	5,555,713	5,855,713	300,000	5,855,713	0
Equipment	7,930,146	10,159,434	8,369,796	(1,789,638)	8,164,435	(205,361)
Services of Other Departments	20,053,885	21,938,009	23,296,381	1,358,372	24,154,595	858,214
Transfers Out	(708,200)	3,609,166	2,866,644	(742,522)	2,866,644	0
Transfer Adjustments-Uses	708,200	(3,609,166)	(2,866,644)	742,522	(2,866,644)	0
Uses - Operating Expenditures Total	360,477,924	370,055,950	378,909,573	8,853,623	382,329,344	3,419,771
USES - PROJECT EXPENDITURES						
Facilities Maintenance	2,775,807	1,072,733	1,126,369	53,636	1,182,687	56,318
Capital Renewal	0	1,800,000	1,550,000	(250,000)	2,925,000	1,375,000
Capital Projects	1,582,834	800,000	700,000	(100,000)	1,200,000	500,000
Uses - Project Expenditures Total	4,358,641	3,672,733	3,376,369	(296,364)	5,307,687	1,931,318
USES BY PROGRAM RECAP						
Administration & Support Services	38,392,799	40,668,083	43,632,715	2,964,632	45,198,888	1,566,173
Capital Asset Planning	0	800,000	700,000	(100,000)	1,200,000	500,000
Custody	0	2,872,733	2,676,369	(196,364)	4,107,687	1,431,318
Fire General	1,854,192	3,288,615	1,911,222	(1,377,393)	1,911,222	0
Fire Suppression	292,045,258	301,992,820	307,800,676	5,807,856	309,277,421	1,476,745
Grant Services	6,350,717	0	0	0	0	0
Prevention & Investigation	16,216,203	19,745,416	20,886,625	1,141,209	21,205,422	318,797
Training	9,321,576	4,361,016	4,580,435	219,419	4,638,491	58,056
Work Order Services	655,820	0	97,900	97,900	97,900	0
Uses by Program Recap Total	364,836,565	373,728,683	382,285,942	8,557,259	387,637,031	5,351,089



GSA – CITY ADMINISTRATOR'S OFFICE

MISSION

The General Services Agency — City Administrator's Office (ADM) comprises over 25 departments and programs that provide a broad range of services to other city departments and the public. Examples of the agency's functions include public safety, internal services, civic engagement, capital planning, asset management, code enforcement, disaster mitigation, tourism promotion, and economic development.

SERVICES

The GSA – City Administrator's Office provides services through the following divisions:

311 CUSTOMER SERVICE CENTER (311) provides prompt, courteous, and professional customer service over the phone and online 24 hours a day to San Francisco residents, visitors, and businesses seeking general information and government services.

ANIMAL CARE AND CONTROL is responsible for the City's stray, injured, abandoned, and mistreated animals.

OFFICE OF CANNABIS coordinates with other City departments to review cannabis business license applications and ensure compliance with all applicable laws and regulations.

CAPITAL PLANNING PROGRAM is responsible for the development and implementation of the City's Capital Plan and its annual capital budget (please see the capital section at the end of the budget book for more information).

CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS (OCEIA) promotes civic participation and inclusive policies that improve the lives of San Francisco's residents, especially underserved and vulnerable immigrant communities.

COMMUNITY CHALLENGE GRANT PROGRAM provides matching grants to local residents, businesses, non-profits, and other community groups to make physical improvements to their neighborhoods.

COMMITTEE ON INFORMATION TECHNOLOGY is the City's governing body for technology, advising the Mayor and Board of Supervisors, and guiding the City's technology policy.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	304,213,208	364,813,180	389,488,946	24,675,766	397,692,530	8,203,584
Total FTE	803	830	846	17	847	1

Services (continued)

CONTRACT MONITORING DIVISION ensures all City contracts comply with the Equal Benefits Ordinance and Local Business Enterprise and Non-Discrimination in Contracting Ordinance.

CONVENTION FACILITIES operates the Moscone Center and coordinates with the San Francisco Travel Association to promote San Francisco as a tourist and convention destination.

COUNTY CLERK'S OFFICE issues marriage licenses and municipal identification cards, performs civil ceremonies, and registers, certifies, and maintains records for domestic partnerships, notary publics, vital records, and other forms.

DIGITAL SERVICES PROGRAM is implementing the Digital Services Strategy, which will help streamline city services to be more consumer-focused, seamless, and intuitive for residents and visitors.

ENTERTAINMENT COMMISSION promotes entertainment and nightlife as part of the City's culture and economy, provides permits to the entertainment industry, and helps coordinate city services for major events.

FLEET MANAGEMENT provides procurement, maintenance, and fueling services for city vehicles.

GRANTS FOR THE ARTS provides funding for the arts in San Francisco, supporting the full spectrum of arts and cultural nonprofit organizations in the City.

JUSTICE TRACKING INFORMATION SYSTEM (JUSTIS) integrates case management systems from city criminal justice agencies into a centralized hub to more efficiently gather and share information, strengthening case management and public safety.

OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE) enforces labor laws adopted by local voters and the San Francisco Board of Supervisors.

MAYOR'S OFFICE ON DISABILITY (MOD) ensures that all programs, activities, services, and benefits operated or funded by the City are fully accessible to people with disabilities.

MEDICAL EXAMINER is mandated by state law to investigate sudden, unexpected, suspicious, and violent deaths in the City. The office also conducts drug and poison analysis.

PURCHASING (OFFICE OF CONTRACT ADMINISTRATION) supports the procurement of the material, equipment, and services essential to government operations.

REAL ESTATE DIVISION provides facilities maintenance, property management, consulting, and transaction services for the City's real estate portfolio.

REPROMAIL provides design, print, and mail services for all city departments.

RISK MANAGEMENT protects the City's financial interests through strategic risk analysis, facilitation of risk transfer, and creation and maintenance of collaborative risk management culture within all city departments.

OFFICE OF RESILIENCE AND RECOVERY develops policies for disaster mitigation, conducts public outreach and education, implements seismic safety ordinances, and coordinates seismic retrofit financing programs.

OFFICE OF SHORT-TERM RENTALS regulates short-term residential rentals in the city, manages registration, and ensures compliance with tax, residency, and licensure requirements.

TREASURE ISLAND DEVELOPMENT AUTHORITY (TIDA) manages the redevelopment of former Naval Station Treasure Island, and provides municipal services during the interim reuse of the Island.



LOOKING BACK

In Fiscal Year (FY) 2015-16, the City Administrator's Office's departments and divisions accomplished a wide range of initiatives, including:

311 CUSTOMER SERVICE

In order to relieve the burden of knowing the appropriate agency to call for noise complaint, 311

launched a centralized noise complaint process that sends residents' complaints to the responsible agency.

FLEET MANAGEMENT

In a move that will further San Francisco's ambitious climate goals, Fleet Management transitioned the

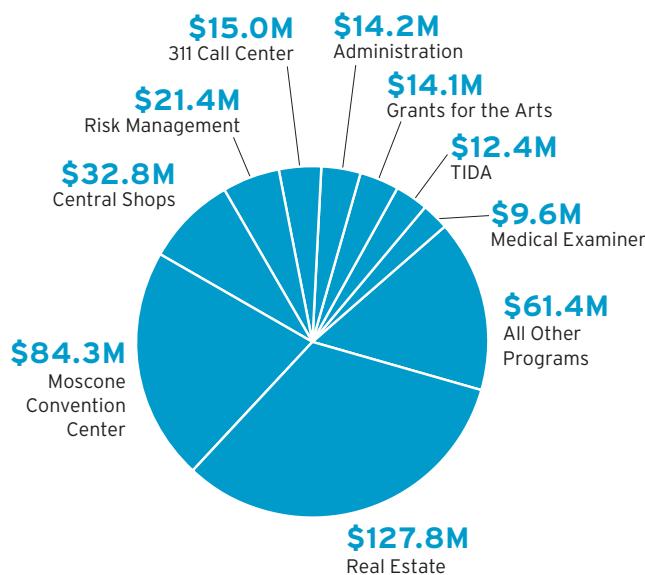
City's fleet from petroleum diesel to renewable diesel.

THE OFFICE OF CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS

The Office of Civic Engagement and Immigrant Affairs helped 1,867 residents to become United States Citizens and served thousands of San Francisco residents through its immigrant assistance and language access programs.

The Community Ambassadors Program had over 122,000 unique interactions with residents, transit riders, and workers; made 6,400 referrals to city services; and conducted almost 34,000 homeless wellness checks while engaging the public and improving safety in the Bayview, Chinatown, Central Market, Tenderloin, Mission, and Visitacion Valley.

Following the 2016 presidential election when fear in immigrant communities soared the Office of Civic Engagement and Immigrant Affairs played a leading role in the City's response, including spending an additional \$200,000 on citizenship initiatives.



▲ USES OF FUNDS BY PROGRAM. Of its 29 Programs, the largest by budget size are Real Estate and Moscone Convention Center followed by Central Shops and Risk Management

ANIMAL CARE AND CONTROL

Animal Care of Control took in more than 9,000 animals and responded to over 14,000 requests from the public on animal related issues, including investigations for abuse and neglect, vicious dogs, strays, and rescues.

THE COUNTY CLERK

The County Clerk issued 13,247 marriage licenses, provided 20,475 birth and death records, and issued 2,097 City ID Cards.

THE ENTERTAINMENT COMMISSION

The Entertainment Commission issued 524 one-time event permits and 50 fixed-place permits for entertainment events and venues in the City.

THE OFFICE OF SHORT-TERM RENTALS

The Office of Short Term Rentals processed 1,278 applications for short-term rental hosts and pursued enforcement against 267 illegal short-term rental hosts.

TREASURE ISLAND DEVELOPMENT AUTHORITY

Representing a significant milestone in advancement of its mission, Treasure Island Development Authority began development on Yerba Buena and Treasure Island. This development will ultimately provide up to 8,000 housing units, 140,000 square feet of new commercial and retail space, and 500 new hotel rooms on the island by 2030.

MAYOR'S OFFICE ON DISABILITY

The Mayor's Office on Disability completed the barrier removal project at the Mission Cultural Center for Latino Arts, ensuring that residents with disabilities have equal access to this key cultural and neighborhood resource.

GRANTS FOR THE ARTS

Grants for the Arts awarded \$10.5 million in grants to 214 community arts organizations and funded 14 neighborhood-focused collaborative art activities and programs.

MOSCONE CONVENTION CENTER

Moscone Convention Center held 50 events that attracted over 800,000 visitors and \$740 million of direct spending to San Francisco.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
MEDICAL EXAMINER					
Complete cases and investigations in a timely manner					
● Percentage of all notifications of families completed within 24 hours	88%	90%	90%	90%	90%
ANIMAL WELFARE					
Decrease or maintain average field emergency response time					
● Field service emergency response time, in minutes	20	23	23	23	23
TOURISM EVENTS					
Promote San Francisco as a convention destination by providing high quality services					
● Percentage of client post-convention survey ratings in the above average or higher category. *2014-2015 and 2015-2016 Targets reflect Moscone Center construction that is scheduled to begin fall 2014 and continue through 2016.	81%	70%	70%	70%	70%
DISABILITY ACCESS					
Conduct required plan and site reviews in a timely manner					
● Percentage of requests for plan reviews fulfilled within twenty business days	77%	85%	80%	85%	85%
GRANTS FOR THE ARTS					
Promote San Francisco as a tourist destination by supporting the arts and cultural community					
● Number of attendees at programs and events supported by GFTA funding	10,066,881	9,850,000	10,000,000	10,000,000	10,000,000
REAL ESTATE SERVICES					
Keep rental rates for City tenants below market rates					
● Average per sq ft cost of City-operated buildings compared to listing rates in Civic Center	37%	60%	60%	50%	50%
VEHICLE & EQUIPMENT MAINTENANCE & FUELING					
Maintain a reasonable average maintenance cost per vehicle					
● Average annual maintenance cost per general purpose vehicle	\$1,412	\$1,300	\$1,500	\$1,300	\$1,500
● Average annual maintenance cost per Police vehicle	\$5,061	\$5,300	\$5,100	\$5,300	\$5,300
FLEET MANAGEMENT					
Control citywide vehicle costs by reducing the number of vehicles assigned to departments					
● Number of vehicles assigned to departments	953	900	950	950	950
Transition the general purpose fleet to clean fuel technologies					
● Percentage of the general purpose fleet that is clean fuel	56%	55%	57%	55%	58%
311 CUSTOMER SERVICE CENTER					
One Call Resolution					
● Percentage of calls handled without a transfer	89%	95%	90%	90%	90%
Quality Assurance					
● Quality assurance percentage score	95%	92%	95%	92%	92%
CONTRACT MONITORING					
Increase and ensure participation of local businesses through City contracting and purchasing.					
● Total Minimum Dollars Awarded to LBE, PUC-LBE, NPE, and SBA Certified Firms	\$238,218,714	\$258,000,000	\$250,000,000	\$250,000,000	\$250,000,000



BUDGET ISSUES AND DETAILS

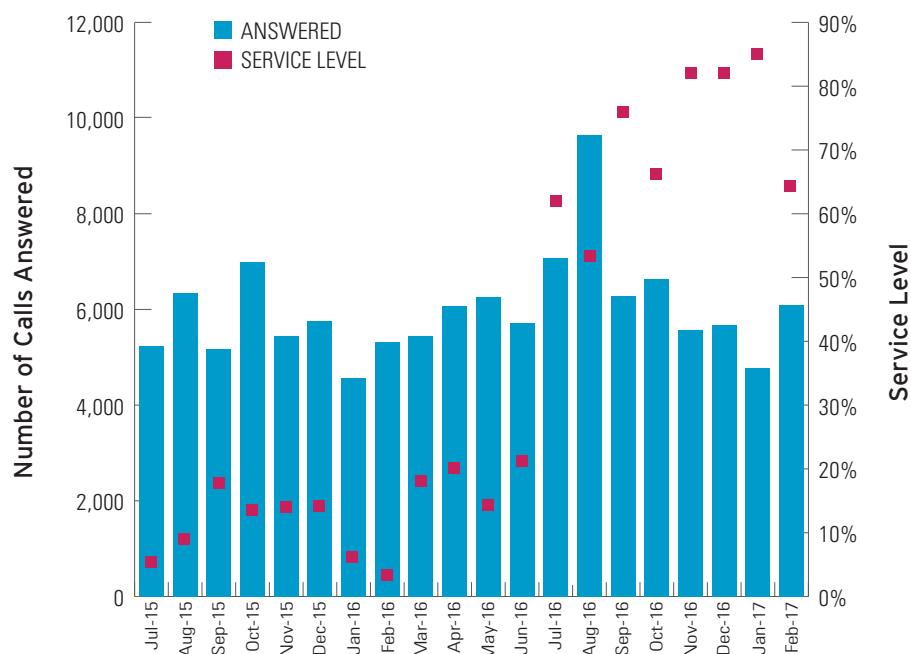
The FY 2017-18 proposed budget of \$389.5 million for the City Administrator's Office is \$24.7 million higher, or 6.8 percent higher than the FY 2016-17 budget of \$364.8 million. A significant portion of this increase is due to increases in salary and fringe benefits costs; permanently enhancing 311 service for Treasurer-Tax Collector customers; opening of the Office of the Medical Examiner's new facility; construction of Animal Care and Control's new shelter; development of Fleet Management's new facility, the expansion of legal services for immigrants at the Office of Civic Engagement and Immigrant Affairs, and the inception of the Office of Cannabis Regulation.

The FY 2018-19 proposed budget of \$397.7 million for the City Administrator's Office is \$8.2 million higher, or 2.1 percent higher, than the FY 2017-18 budget of \$389.5 million. This is driven by the activities discussed for the previous fiscal year as well as the conclusion of Moscone Convention Center's expansion project.

BOLSTERING IMMIGRANT SUPPORT SERVICES

In FY 2017-18, OCEIA will direct additional resources into facilitating naturalization and citizenship processes for eligible San Franciscans and will provide additional legal services to San Franciscans in need of affirmative relief. Additionally, OCEIA will direct new resources into labor and faith based programs that support immigrant communities in San Francisco.

311 TTX MONTHLY CALL VOLUME AND SERVICE LEVELS. After implementation of a pilot project providing more resources to 311 Call Center to take Treasurer-Tax Collector calls, service levels dramatically rose to surpass the goal of 60 percent.



ZERO EMISSION VEHICLES

In its capacity as the City's vehicle fleet manager, the City Administrator will take a leading role in the City's recent commitment to transition the non-public safety passenger vehicle fleet to Zero Emission Vehicles (ZEVs) and Transitional Zero Emission Vehicles (TZEVs) by 2022. In order to implement recent legislation mandating this transition, the Mayor's proposed FY 2017-18 and FY 2018-19 contains \$2 million to purchase battery electric and plug in hybrid vehicles and to install charging infrastructure at City-owned parking lots for the City fleet. The City Administrator will lead purchasing of these eligible vehicles, will plan and implement charger installation, and will continue their use of telematics and other technology to optimize the size and composition of the City's vehicle fleet. This bold initiative will reduce the City's greenhouse gas emissions and facilitating the broader adoption of ZEVs in the general public.

ENHANCED SERVICE FOR TREASURER-TAX COLLECTOR CUSTOMERS

After a successful pilot project in FY 2016-17, 311 will continue enhanced service for Treasurer-Tax Collector (TTX) customers by maintaining the increased number of personnel dedicated to TTX calls. The additional personnel has created a better public experience by reducing wait times and dropped calls for TTX customers, while allowing 311 to maintain its high service levels for other customers.

NEW FACILITIES FOR MEDICAL EXAMINER, FLEET, AND ANIMAL CARE

The Office of the Chief Medical Examiner (OCME) will open a new state-of-the-art facility in FY 2017-18. The proposed budget supports operations for the 46,000 square foot facility that will enhance OCME's capabilities for medicolegal death investigations, toxicology testing, and disaster response.

In FY 2017-18, Fleet will move from its current location at 1800 Jerrold to modernized facilities located at 450 Toland, 555 Selby, and 1975 Galvez. The new facilities for Fleet will enable them to more efficiently manage and service vehicles for City departments. In addition, vacating of 1800 Jerrold will allow the Public Utilities Commission to begin construction on critical infrastructure for wastewater treatment.

Construction of Animal Care and Control's (ACC) new facility will begin in August 2018. Funded by Certificates of Participation, this project will allow the shelter and staff to operate effectively in the event of a major earthquake or other disaster, integrate new facility design standards for animal housing that boost animal adoptability, and provide improved education and training facilities for the public.

EXPANDED CONVENTION FACILITIES

Construction on Convention Facilities' assessment-funded

expansion project will complete in FY 2018-19. The project will maintain the Moscone Center's competitiveness as a world-class convention facility by creating 515,000 square feet of new and repurposed exhibition space, improving surrounding landscaping and streetscape, and replacing capital components that have reached the end of their useful life.

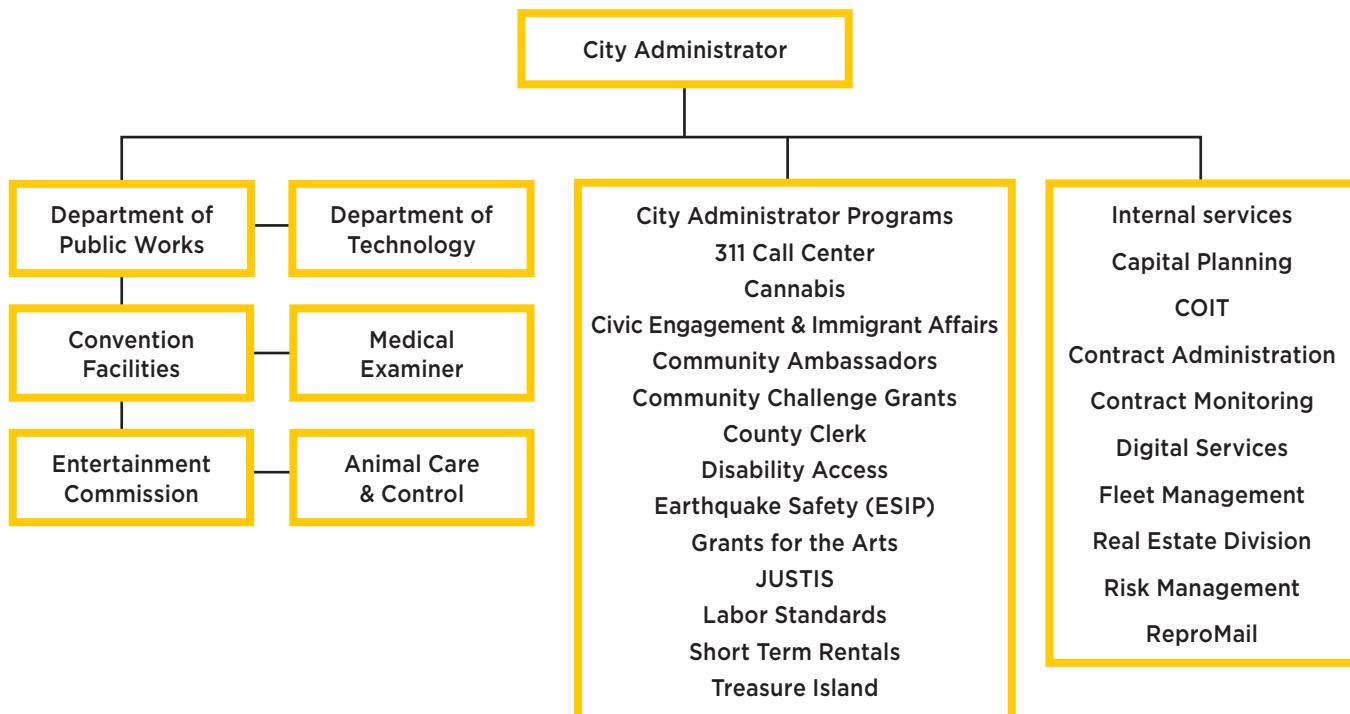
TREASURE ISLAND DEVELOPMENT

TIDA will invest in significant infrastructure enhancements for wastewater, utility, and transportation over the next two years. When completed, the redevelopment of Treasure Island will yield up to 8,000 homes, 140,000 square feet of new commercial and retail space, 100,000 square feet of new office space, 3 hotels with up to 500 total rooms, and 300 acres of parks and public open space.

LAUNCH OF THE OFFICE OF CANNABIS

In November 2016, the voters of California passed Proposition 64, legalizing cannabis sales for adult use starting in January 2018. Adapting to this new landscape, the City will create an office to coordinate local and state agencies to develop policies and manage the local cannabis industry to ensure local public health, safety, and social justice goals are met. The cost of staffing and operating this office will be supported by fees paid by cannabis businesses seeking operating licenses.

GSA - CITY ADMINISTRATOR'S OFFICE ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	818.91	847.06	854.15	7.09	855.18	1.03
Non-operating Positions (cap/other)	(16.27)	(17.54)	(7.77)	9.77	(8.00)	(0.23)
Net Operating Positions	802.64	829.52	846.38	16.86	847.18	0.80
SOURCES						
Local Taxes	1,839,612	2,000,000	1,900,000	(100,000)	1,900,000	0
Licenses & Fines	2,277,838	2,287,000	2,697,000	410,000	2,922,000	225,000
Use of Money or Property	33,657,837	34,809,138	33,195,282	(1,613,856)	44,549,405	11,354,123
Intergovernmental Revenue - Federal	185,558	0	0	0	0	0
Intergovernmental Revenue - State	41,000	0	0	0	0	0
Intergovernmental Revenue - Other	1,740,922	1,541,666	1,861,377	319,711	1,934,179	72,802
Charges for Services	4,141,207	4,167,702	4,359,666	191,964	4,404,265	44,599
Other Revenues	2,076,616	1,318,074	9,468,315	8,150,241	8,968,315	(500,000)
Transfers In	65,465,703	72,409,108	76,761,866	4,352,758	69,381,088	(7,380,778)
Expenditure Recovery	175,806,633	184,940,468	192,705,432	7,764,964	200,051,810	7,346,378
Transfer Adjustments-Sources	(5,850,767)	(6,000,000)	(3,000,000)	3,000,000	(3,000,000)	0
Use of / (Deposit to) Fund Balance	(8,873,461)	16,220,838	4,713,129	(11,507,709)	2,180,625	(2,532,504)
General Fund Support	31,704,428	51,119,186	64,826,879	13,707,693	64,400,843	(426,036)
Uncategorized	82	0	0	0	0	0
Sources Total	304,213,208	364,813,180	389,488,946	24,675,766	397,692,530	8,203,584
USES - OPERATING EXPENDITURES						
Salaries & Wages	68,755,196	78,312,265	81,747,415	3,435,150	84,182,865	2,435,450
Fringe Benefits	29,748,006	32,848,788	35,549,268	2,700,480	37,716,721	2,167,453
Overhead	1,925,687	1,926,364	1,925,687	(677)	1,925,687	0
Professional & Contractual Services	93,075,001	149,101,215	152,309,147	3,207,932	152,606,700	297,553
Aid Assistance / Grants	3,426,586	24,924,973	25,646,912	721,939	25,601,266	(45,646)
Materials & Supplies	14,067,567	15,688,626	16,560,264	871,638	16,816,156	255,892
Equipment	1,649,691	642,707	951,143	308,436	380,625	(570,518)
Debt Service	506,231	506,231	506,231	0	12,142,689	11,636,458
Services of Other Departments	36,642,399	38,327,363	41,600,169	3,272,806	43,792,290	2,192,121
Transfers Out	42,866,918	6,055,000	3,000,000	(3,055,000)	3,000,000	0
Budgetary Reserves	0	7,175,000	5,100,000	(2,075,000)	0	(5,100,000)
Transfer Adjustments-Uses	(5,850,767)	(6,000,000)	(3,000,000)	3,000,000	(3,000,000)	0
Uses - Operating Expenditures Total	286,812,515	349,508,532	361,896,236	12,387,704	375,164,999	13,268,763
USES - PROJECT EXPENDITURES						
Facilities Maintenance	779,438	3,429,648	541,165	(2,888,483)	568,223	27,058
Capital Renewal	0	8,740,000	14,500,000	5,760,000	11,525,000	(2,975,000)
Capital Projects	16,621,255	3,135,000	12,551,545	9,416,545	10,434,308	(2,117,237)
Uses - Project Expenditures Total	17,400,693	15,304,648	27,592,710	12,288,062	22,527,531	(5,065,179)
USES BY PROGRAM RECAP						
311 Call Center	12,004,693	15,262,023	15,223,696	(38,327)	15,873,648	649,952
Animal Welfare	5,273,352	6,910,403	6,787,546	(122,857)	10,651,121	3,863,575
Cannabis Oversight	0	0	700,000	700,000	575,000	(125,000)
Capital Asset Planning	682,186	8,076,087	6,502,396	(1,573,691)	907,721	(5,594,675)
City Administrator - Administration	13,437,770	14,068,550	14,295,020	226,470	14,841,641	546,621
City Capital Projects	25,000	0	0	0	0	0
Committee On Information Technology	399,182	550,741	648,258	97,517	648,046	(212)
Community Ambassador Program	769,092	981,665	992,002	10,337	1,005,292	13,290
Community Redevelopment	1,259,920	919,710	1,163,168	243,458	1,205,888	42,720
Contract Monitoring	3,761,190	5,136,581	5,281,284	144,703	5,528,407	247,123
County Clerk Services	1,562,472	1,934,741	2,104,453	169,712	2,094,760	(9,693)
Digital Services Program	0	361,000	643,464	282,464	665,109	21,645
Disability Access	1,635,057	2,757,524	4,136,890	1,379,366	1,977,640	(2,159,250)
Earthquake Safety Program	768,637	592,282	592,029	(253)	591,743	(286)
Entertainment Commission	761,971	947,951	978,102	30,151	1,010,464	32,362
Facilities Mgmt & Operations	86,220,096	113,221,814	127,827,622	14,605,808	131,172,317	3,344,695

TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Fleet Management	1,441,145	989,176	1,393,990	404,814	913,529	(480,461)
Grants For The Arts	370,511	13,800,545	14,098,303	297,758	14,097,525	(778)
Immigrant And Language Services	4,578,702	4,682,011	5,546,611	864,600	5,707,483	160,872
Justis Project - City Adm Office	3,743,124	3,406,336	3,511,744	105,408	3,572,377	60,633
Living Wage / Living Health (Mco/Hcao)	3,440,244	5,051,408	5,437,529	386,121	5,572,870	135,341
Medical Examiner	8,604,272	9,035,815	9,659,380	623,565	9,932,748	273,368
Neighborhood Beautification	1,989,943	2,355,000	3,240,000	885,000	2,740,000	(500,000)
Office Of Short-Term Rentals	275,604	470,056	524,585	54,529	542,223	17,638
Procurement Services	5,293,348	7,418,829	7,418,736	(93)	6,751,834	(666,902)
Publicity And Advertising	75,198	0	0	0	0	0
Real Estate Services	125,382	0	0	0	0	0
Reproduction Services	7,465,604	7,707,704	8,776,458	1,068,754	8,857,351	80,893
Risk Management / General	19,386,416	22,261,999	21,407,562	(854,437)	21,953,586	546,024
Tourism Events	88,492,625	82,087,513	87,822,236	5,734,723	94,278,454	6,456,218
Treasure Island	1,689,912	2,079,405	0	(2,079,405)	0	0
Vehicle & Equipment Main & Fueling	28,680,560	31,746,311	32,775,882	1,029,571	34,023,753	1,247,871
Uses by Program Recap Total	304,213,208	364,813,180	389,488,946	24,675,766	397,692,530	8,203,584



GSA-PUBLIC WORKS

MISSION

The General Services Agency—Public Works designs, builds, operates, maintains, greens and improves the City's infrastructure, public right of way and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

SERVICES

San Francisco Public Works provides services through the following program areas:

BUILDING DESIGN AND CONSTRUCTION provides comprehensive planning, project management, architecture, building construction management, contract support and compliance monitoring, hazardous materials investigation, materials testing, quality assurance, and control services for the development of new buildings and the modernization of existing buildings, facilities, and public urban landscapes.

BUILDING REPAIR provides quality construction, repair, remodeling, and facility maintenance management services to City-owned facilities, and operates the City's various drawbridges.

INFRASTRUCTURE DESIGN AND CONSTRUCTION provides engineering planning, project development, design, construction management, and consulting services for a range of capital improvement projects and maintains the City's right-of-way infrastructure, including streets, structures, sidewalks, curb ramps, and streetscapes.

STREET AND SEWER REPAIR is responsible for street paving and repair, sewer repair, and pothole filling. In addition, the bureau constructs curb ramps and repairs stairways, landings, retaining walls, walkways, curbs, gutters, and sidewalks around City-maintained trees.

STREET ENVIRONMENTAL SERVICES uses mechanical street sweepers and manual crews to clean streets and curbs, remove graffiti, and provide proactive cleaning in known areas of high need.

STREET USE AND MAPPING ensures that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right-of-way. The bureau also maintains the official City map.

URBAN FORESTRY maintains the City's street trees, median landscaping, and pocket parks.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	182,995,867	290,244,640	354,546,289	64,301,649	272,122,184	(82,424,105)
Total FTE	925	981	1,032	51	1,052	20



LOOKING BACK

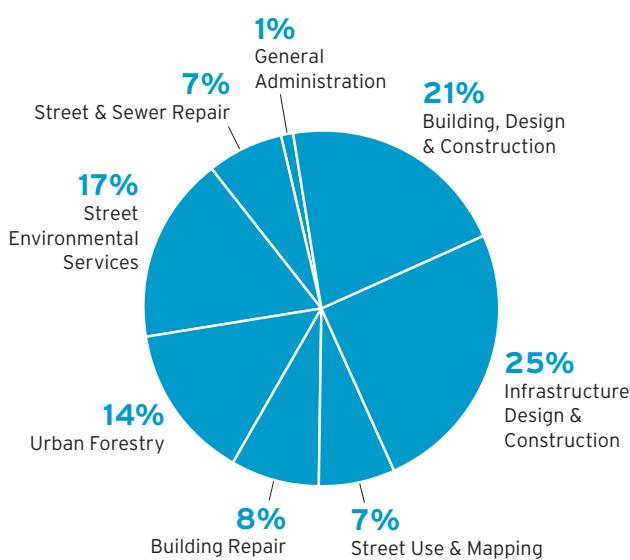
San Francisco Public Works (DPW) is a 24/7 organization with a focus on achieving results. With core values of respect, integrity and responsiveness, Public Works is driven by its mission to improve the quality of life in San Francisco by effectively meeting the demands of a growing and changing city.

IMPROVING STREETS

In Fiscal Year (FY) 2015-16 the Department resurfaced 723 blocks and constructed 1,464 curb ramps to make the streets more accessible. DPW crews filled over 11,000 potholes and replaced 283,982 square feet of defective sidewalks.

DELIVERING CAPITAL PROJECTS

San Francisco Public Works is the agency responsible for delivering voter-supported capital projects throughout the City. In the past year, DPW projects have included seismic work at neighborhood fire stations, the Moscone Center Expansion Project. Additionally, FY 2015-16



FY 2017-18 BUDGET BY PROGRAM. The three largest programs at the Department of Public Works are Infrastructure Design and Construction, Building Design and Construction, and Street Environmental Services.

saw the City celebrate the opening of the new building at San Francisco General Hospital and the improved Bayview Opera House. Public Works also made significant progress on the Office of the Chief Medical Examiner Replacement Project and the Animal Care and Control Shelter Replacement Project.

KEEPING SAN FRANCISCO CLEAN

Public Works marked the 16th anniversary of Community Clean Team, the Department's largest and longest-running volunteer program that has logged more than 140,000 volunteer hours and painted over more than 3 million square feet of graffiti. The Giant Sweep anti-litter program hit a milestone in FY 2015-16, surpassing pledges collected from 50,000 people who promised to be good stewards of San Francisco's public spaces.

The innovative Pit Stop public toilet program further expanded in FY 2015-16, ensuring that more people have access to safe and clean bathrooms that are staffed. There now are 17 Pit Stop locations in eight neighborhoods. New locations include Victoria Manalo Draves Park, Mendell Plaza, and additional locations in the South of Market and Haight neighborhoods.

The Public Works hotspot crews removed 584 tons of garbage from the most impacted areas, including pockets of the Mission, South of Market, and Tenderloin. Across the City, Public Works cleared 24,140 tons of debris from the streets and sidewalks and removed more than 10,000 graffiti tags. Another 164,526 miles of roadway were mechanically swept, while 100 commercial corridors were swept four days a week by hand through our corridors program.

JOBS AND OPPORTUNITIES FOR SAN FRANCISCO RESIDENTS AND BUSINESSES

Of the 118 construction and professional services contracts awarded by Public Works in Fiscal Year 2015-16, 70, or 59.3 percent, were awarded to Local Business Enterprise (LBE) firms. This translates into more than \$201 million going to

small San Francisco contractors and consultants. The Department also awarded 59 micro LBE contracts— projects under \$400,000 that are specifically targeted to very small certified local professional service providers and general contractors.

Public Works also offers on-the-job training to

prepare San Franciscans for jobs in skilled trades. Apprenticeship programs include cement masons, asphalt workers, environmental service workers, gardener and horticulture workers, and arborists. In addition, over the summer, 400 young people were put on the Public Works' payroll, working aside architects, engineers, and communications professionals and operations crews.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
STREET AND SEWER REPAIR SERVICES					
Maintain City streets in good repair					
• Cost per block paved by BSSR	\$22,833	\$25,400	\$25,400	\$26,200	\$27,000
• Number of pothole service orders received	1,679	0	2,755	3,746	5,095
• Pavement Condition Index (PCI)	68	69	69	69	69
• Percentage of pothole service requests responded to within 72 hours	92%	90%	93%	90%	90%
ENGINEERING					
Develop accurate construction cost estimates for City projects					
• Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	83%	75%	75%	75%	75%
CONSTRUCTION MANAGEMENT SERVICES					
Develop accurate construction cost estimates for City projects					
• Percentage change order cost to original contracts, due to errors and omissions in design, for projects exceeding \$2 million	1.2%	2.3%	0.7%	0.6%	0.6%
Track City construction project costs					
• Percentage change order cost to original contracts, for projects exceeding \$2 million	10.9%	10.5%	13.2%	11.9%	10.7%
ARCHITECTURE					
Develop accurate construction cost estimates for City projects					
• Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	77%	80%	70%	70%	70%
STREET ENVIRONMENTAL SERVICES					
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education					
• Cost per curb mile mechanically swept (controlled routes)	\$67	\$88	\$48	\$44	\$45
• Percentage of graffiti requests abated within 48 hours (public property)	79%	95%	95%	95%	95%
• Percentage of street cleaning requests abated within 48 hours	94%	95%	94%	95%	95%
• Volume of graffiti service orders received (private)	9,942	18,613	21,963	25,916	
• Volume of graffiti service orders received (public)	13,405	15,446	16,990	18,689	
• Volume of street cleaning requests	81,652	91,950	103,903	117,410	



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$354.5 million for the Department of Public Works is \$64.3 million, or 22.2 percent, higher than the FY 2016-17 budget of \$290.2 million. This increase is primarily due to the implementation of Proposition E, the \$19.0 million voter-approved street tree maintenance set aside, increased capital expenditures, and increased street cleaning.

The FY 2018-19 proposed budget of \$272.1 million for San Francisco Public Works is \$82.4 million, or 23.2 percent, lower than the FY 2017-18 budget due largely to the expiration of one-time, non-general fund supported capital projects in FY 2017-18.

STREET RESURFACING AND RECONSTRUCTION

The FY 2017-18 and FY 2018-19 budgets fully fund a robust street resurfacing program that will ensure the City meets and exceeds its target of

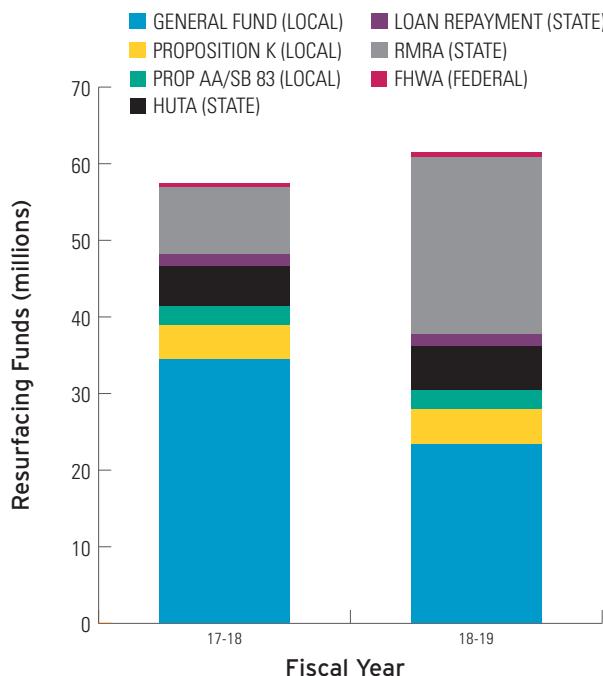
reaching Pavement Condition Index (PCI) 70 by 2025. This number, which represents our streets being in “good” condition, will result in decreased vehicle maintenance costs for drivers, improved quality of life for residents and visitors, and reduced long term need for capital investment in street resurfacing. The street resurfacing budget, which will \$57 million in FY 2017-18 and \$61 million in FY 2018-19, is comprised of local, state, and federal sources. In the November 2016 election the voters did not approve Proposition K, which would have raised sales tax 0.75 percent in order to fund homeless services and transportation. A large portion of the transportation funding would have gone to street resurfacing and the failure of Proposition K to pass left a deficit in the City’s street resurfacing budget. In April 2017, however, Governor Brown signed Senate Bill 1 which will provide the City with \$8 million in fiscal year 2017-18 and \$23 million in 2018-19 for street resurfacing, reducing the deficit caused by the failure of Proposition K.

TREE MAINTENANCE FUND

Proposition E, passed overwhelmingly by the voters of San Francisco in November 2016, is a Charter amendment that transfers responsibility for maintaining street trees and sidewalks damaged by the trees from property owners to the City. After Proposition E takes effect on July 1, 2017, the City will pay for maintaining these trees and sidewalks by setting aside \$19 million per year from the City’s General Fund, adjusted annually based on the City’s revenue. The budget for the tree maintenance set-aside in FY 2017-18 includes 50 new staff, approximately \$7.0 million of professional services, and funds for essential new equipment.

FIX IT TEAM

The FY 2017-18 budget contains additional staff and resources for the Fix-It team. This team, recently established in FY 2016-17, has been a notable success, and the new positions funded in the budget will allow the team to maintain and expand their efforts in more of San Francisco’s neighborhoods. The Fix-It team plays a vital role in working with the residents of a neighborhood to identify the quality of life issues affecting the



STREET RESURFACING FUNDS BY SOURCE.
The majority of street resurfacing funds are from state or local sources, the largest of which are the City’s General Fund and the State’s Road Maintenance and Rehabilitation Account.

neighborhood and coordinate the appropriate City departments and teams able to quickly address the issues. From fixing street lights to removing graffiti, and from picking up litter to repainting cross walks, Fix-It ensures that the City promptly and effectively addresses quality of life issues that residents care about most.

ENHANCED CLEANING PROGRAMS

The proposed two year budget also includes \$3.2 million at the Department of Public Works for enhanced street cleaning. \$1 million of the funds will be used to increase flexible staffing for manual street cleaning functions and encampment cleaning during the night and swing shifts. The additional funds represent approximately a 12 percent increase in funding and will allow the Department to reach more encampments, improving health, safety, and

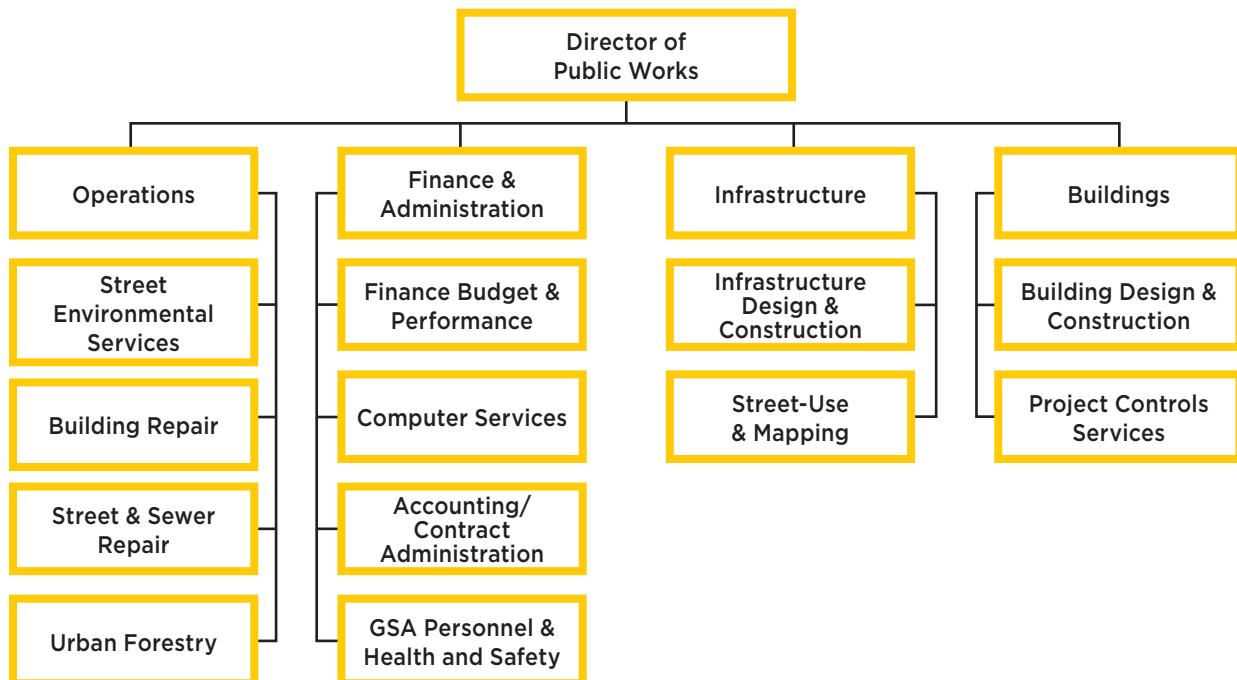
wellbeing of encampment residents, neighbors, and visitors.

The budget also allocates \$640,000 to extend an initiative piloted during FY 2016-17 called Tenderloin Clean. This program works with a non-profit contractor to undertake increased street cleaning in the Tenderloin, providing the improved service that the neighborhood deserves while also freeing up resources for other areas of high need across the City.

IMPLEMENTING CAPITAL IMPROVEMENTS

Public Works will continue managing and supporting a number of major bond projects and capital programs including the Earthquake Safety and Emergency Response Bond program, 1500 Mission Street, Moscone Expansion, the Transportation Bond and Vision Zero (traffic safety) improvements.

DEPARTMENT OF PUBLIC WORKS ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	1,454.84	1,556.06	1,600.18	44.12	1,620.13	19.95
Non-operating Positions (cap/other)	(529.90)	(574.62)	(568.00)	6.62	(568.00)	0.00
Net Operating Positions	924.94	981.44	1,032.18	50.74	1,052.13	19.95
SOURCES						
Licenses & Fines	1,719,017	645,417	626,220	(19,197)	613,871	(12,349)
Use of Money or Property	74,893	131,661	131,661	0	41,661	(90,000)
Intergovernmental Revenue - Federal	3,684,924	22,100,000	55,000,000	32,900,000	0	(55,000,000)
Intergovernmental Revenue - State	21,365,729	18,799,508	34,283,900	15,484,392	49,289,900	15,006,000
Intergovernmental Revenue - Other	3,469,231	0	0	0	0	0
Charges for Services	28,070,072	21,440,078	23,921,196	2,481,118	23,546,433	(374,763)
Other Revenues	6,450,763	22,699,000	33,773,157	11,074,157	3,824,000	(29,949,157)
Transfers In	2,821,819	1,527,905	357,496	(1,170,409)	784,736	427,240
Expenditure Recovery	109,978,476	164,233,466	83,926,120	(80,307,346)	85,510,528	1,584,408
Transfer Adjustments-Sources	(69,853,572)	(85,780,182)	(357,496)	85,422,686	(784,736)	(427,240)
Use of / (Deposit to) Fund Balance	19,810,315	1,254,000	809,389	(444,611)	318,622	(490,767)
General Fund Support	55,404,200	123,193,787	122,074,646	(1,119,141)	108,977,169	(13,097,477)
Sources Total	182,995,867	290,244,640	354,546,289	64,301,649	272,122,184	(82,424,105)
USES - OPERATING EXPENDITURES						
Salaries & Wages	57,927,849	91,462,956	100,123,922	8,660,966	104,408,887	4,284,965
Fringe Benefits	30,118,387	43,389,332	48,758,777	5,369,445	52,455,247	3,696,470
Overhead	46,248,922	43,941,020	(46,545,120)	(90,486,140)	(47,634,934)	(1,089,814)
Professional & Contractual Services	12,467,978	18,682,628	23,838,785	5,156,157	21,897,176	(1,941,609)
Aid Assistance / Grants	2,242,600	3,180,998	6,087,438	2,906,440	5,234,938	(852,500)
Materials & Supplies	7,299,377	4,654,205	4,986,290	332,085	5,036,209	49,919
Equipment	6,344,195	5,545,668	7,441,921	1,896,253	5,090,105	(2,351,816)
Services of Other Departments	32,615,458	34,079,386	39,920,648	5,841,262	41,121,813	1,201,165
Transfers Out	7,217,248	900,866	3,456,021	2,555,155	3,883,261	427,240
Transfer Adjustments-Uses	(69,853,572)	(85,780,182)	(357,496)	85,422,686	(784,736)	(427,240)
Uses - Operating Expenditures Total	132,628,442	160,056,877	187,711,186	27,654,309	190,707,966	2,996,780
USES - PROJECT EXPENDITURES						
Facilities Maintenance	333,953	3,524,852	3,202,345	(322,507)	3,371,436	169,091
Capital Renewal	0	90,669,001	52,788,000	(37,881,001)	58,838,463	6,050,463
Capital Projects	50,033,472	35,993,910	110,844,758	74,850,848	19,204,319	(91,640,439)
Uses - Project Expenditures Total	50,367,425	130,187,763	166,835,103	36,647,340	81,414,218	(85,420,885)
USES BY PROGRAM RECAP						
Administration	783	0	0	0	0	0
Affordable Housing	46,734	0	0	0	0	0
Architecture	5,737,670	1,058,290	1,117,268	58,978	1,104,104	(13,164)
Art Commission-Administration	3,434	0	0	0	0	0
Building Repair And Maintenance	17,328,948	20,880,825	23,104,241	2,223,416	23,287,544	183,303
Capital Asset Planning	0	180,000	180,000	0	180,000	0
City Capital Projects	61,385,974	139,138,792	172,523,371	33,384,579	87,037,086	(85,486,285)
Construction Management Services	252,920	0	0	0	0	0
Diversion And Community Integration Prog	218,599	0	0	0	0	0
Dpw Labor Cost Distribution	187	0	0	0	0	0
Engineering	1,713,299	1,334,252	1,391,542	57,290	1,396,450	4,908
Facilities Mgmt & Operations	4,897	0	0	0	0	0
General Administration	728,830	0	0	0	0	0
Maintenance Of Streetlights	12,994	0	0	0	0	0
Mapping	7,185,064	0	0	0	0	0
Parking & Traffic	12,396	0	0	0	0	0
Power Infrastructure Development	9,909	0	0	0	0	0
Street And Sewer Repair	11,266,061	19,597,163	24,376,630	4,779,467	24,909,991	533,361
Street Environmental Services	51,496,780	59,760,578	65,406,892	5,646,314	66,327,739	920,847



GSA- TECHNOLOGY

MISSION

The Department of Technology (DT) believes in connected communities, innovation, and the delivery of intelligently designed systems. The Department is committed to empowering the City and County of San Francisco through technical expertise, leadership, responsive service, and partnership.

SERVICES

The Department of Technology provides services through the following divisions:

TECHNOLOGY ARCHITECTURE manages technology architecture and design for all critical information technology (IT) infrastructure.

PUBLIC SAFETY SYSTEMS & WIRING maintains the public safety, radio, and wired communication and information systems of the City's Emergency Management, Fire, and Police departments. These systems include the 9-1-1 dispatch network, outdoor public warning system, emergency telephone system, all wireless radio systems, and fiber optic network infrastructure.

SERVICE DELIVERY AND TECHNOLOGY OPERATIONS focuses on the delivery of services and systems including technology and infrastructure as a service, software-defined data centers, cloud services, application development and infrastructure engineering, and the City's enterprise web services.

PUBLIC COMMUNICATIONS & SFGOVTV operates the award-winning media broadcast channel for the City government (SFGovTV) and manages traditional and digital media outlets to increase transparency and enhance public information access.

CLIENT SERVICES AND PROJECT MANAGEMENT OFFICE provides oversight and management of customer service and client engagement, IT service management and automation, support services, and IT project delivery activities and reporting.

ADMINISTRATION AND FINANCE manages all accounting, budgetary functions, enterprise telephone billing, human resources, technology procurements and enterprise agreements, as well as administration for the Department.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	107,950,661	113,191,513	114,968,148	1,776,635	120,991,483	6,023,335
Total FTE	221	228	232	4	232	-

Services (continued)

STRATEGY AND PERFORMANCE oversees strategic planning, implementation, and performance measurement along operational plans in order to manage and maintain high performance for the Department.

POLICY AND GOVERNANCE advises on technology policy and implements governance to ensure efficient delivery of IT services to both internal and external customers.

CYBERSECURITY POLICY & OPERATIONS provides guidance to strengthen cybersecurity policy and maintains security of City IT infrastructure while defending information resources and responding to active threats.



LOOKING BACK

CONNECTIVITY

The fiber network serves as the City's reliable and resilient information technology backbone, upon which mission-critical operations take place. The Department of Technology (DT) currently manages 240 miles of fiber-optic cable that networks 387 City facilities. The network provides departments the infrastructure to efficiently communicate and quickly connect. In FY 2016-17 DT connected an additional 30 facilities to the fiber network. DT aims to connect all 450 City facilities by 2021. A city connected by fiber, ensures San Francisco remains a city prepared for the future and possesses the foundation to deliver excellent city services.

RADIO REPLACEMENT PROJECT

DT has partnered with the Department of Emergency Management to upgrade the two-way radio system public safety employees rely on to efficiently coordinate a response in life-safety situations. In FY 2016-17, the project delivered 3,200 new portable radios to the San Francisco Police Department, Fire Department, and Sheriff's

Department. The portable radio upgrade is one part of a three-phase project to bring our radio technology up to current standards. These projects will allow public safety staff to efficiently respond and deliver life-saving services.

#SFWIFI

By the end of FY 2016-17, DT will complete the expansion of #SFWiFi, the City's public Wi-Fi network, to all 28 branches of the San Francisco Public Library. The Library logs over 650,000 online hours across its 1,000 computers per year.

The demand for fast, free, and universal Wi-Fi continues to grow. In January 2017, users connected nearly 500,000 unique devices to #SFWiFi, generating a total of 15.1 million sessions. This is up from nine million sessions in January 2016. In an effort to empower communities to thrive and keep San Francisco a diverse, equitable and inclusive city, DT completed a contract with the Broadband Advisory Services team, who will help DT evaluate what is needed to bring broadband to homes and businesses within the City.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
ENTERPRISE OPERATIONS					
Ensure high availability of the systems managed by DT					
• E-mail System	99.98%	99.98%	99.98%	99.98%	99.98%
• Network Up Time	99.69%	99.99%	99.98%	99.99%	99.98%
• Reliability of Data Center	99.99%	99.99%	99.90%	99.99%	99.99%
CUSTOMER SERVICE					
Provide leadership for project methodology and efficient, cost-effective management for projects engaging DT resources					
• Percent of projects completed on time, on budget and to specification	80%	90%	85%	97%	97%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$115.0 for the Department of Technology is \$1.8 million, or 1.6 percent, higher than the FY 2016-17 budget of \$113.2 million. This increase reflects major investments in the City's technology infrastructure; including, modernization of its computing, communications, data storage, and network systems, increased ongoing funding to improve cybersecurity, and investments in citywide public connectivity projects.

The FY 2018-19 proposed budget of \$121.0 million for DT is \$6.0 million, or 5.2 percent, higher than the proposed FY 2017-18 budget. The increase reflects continued investment in the major technology infrastructure projects outlined above.

UPGRADING THE NETWORK AND VOICE OVER INTERNET PROTOCOL (VOIP)

Upgrading the City's core network remains a top priority of the Department. In the FY 2017-18 and 2018-19 budget, the Department will continue to make investments that improve the performance, resiliency, and security of the City's network, and deliver a high-availability network that can accommodate the demands of data from future applications, video, cloud providers, and mobility.

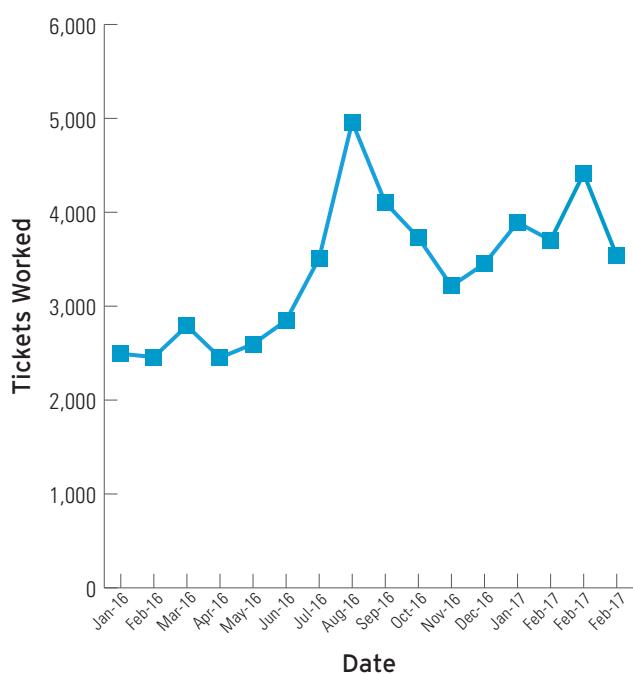
The budget also includes funds for the replacement of the City's current telephone system infrastructure with a unified communication phone system, also known as Voice Over Internet Protocol (VoIP). In the upcoming fiscal year, the Department will continue to explore VoIP solutions that will fit the diverse needs of City departments.

CYBERSECURITY

The more connected the world, the greater and deeper the security threat. DT is taking steps to secure City infrastructure by establishing strong policies and practices, while integrating superior cybersecurity tools. The FY 2017-18 and 2018-19 budget includes \$2.8 million in project-based funds for a number of cybersecurity projects,

including third party patching, and identity and access management, to further secure the City's technology infrastructure against external threats. Additionally, training for City employees will be rolled out over the course of FY 2017-18 to ensure individuals remain aware and vigilant amid increased hacking scams.

To safeguard against natural disasters and other unplanned events, DT will work with City departments to implement the Disaster Preparedness, Response, Recovery and Resiliency Policy. This policy directs all City departments to develop tools that ensure the delivery of public services during and after a natural disaster. In coordination with the Department of Emergency Management, all City departments will develop Continuity of Operations Plans, which outline disaster-related planning for informational technology systems

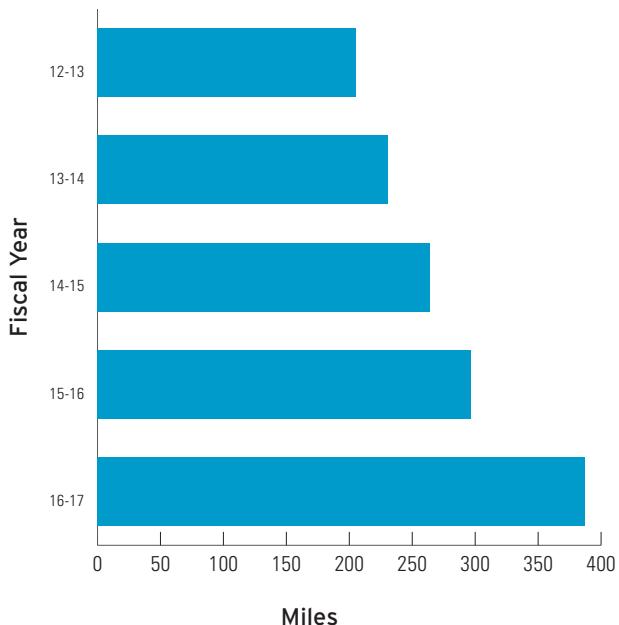


TOTAL DT SERVICE TICKETS WORKED, JANUARY 2016-APRIL 2017. DT is the primary technology service provider to City departments. Over the last year, the department has seen steady demand for its services.

and data. These activities will ensure that critical technology infrastructure remains operational in an emergency.

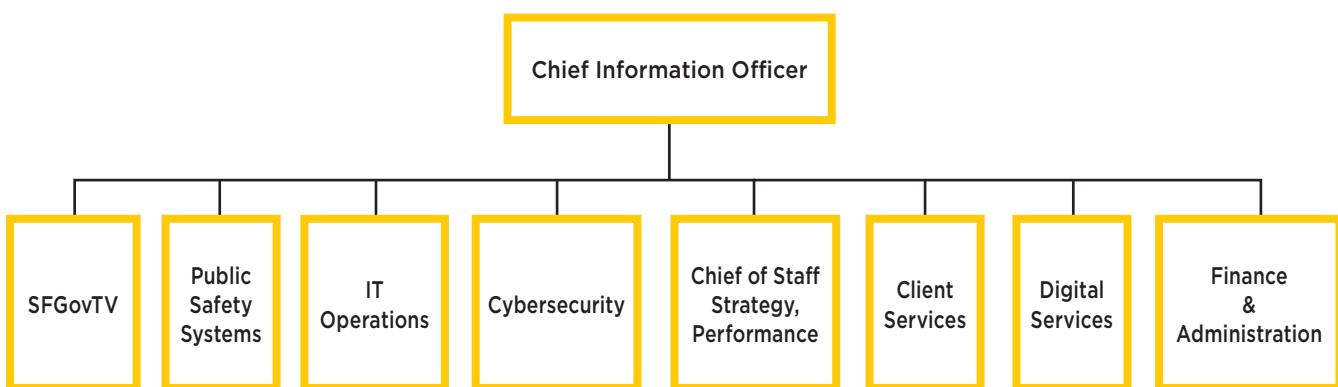
IT SHARED SERVICES ORGANIZATION

Over the next fiscal year, the Department will continue to work toward becoming an IT Shared Services Organization (SSO). The business objective of an SSO is to maximize the business value of the IT service portfolio by delivering the right internal infrastructure products, at the right price, with the right performance levels to over 50 client departments. For client departments, cost efficiency, quality, service excellence, consistency, short response time, and access to enhanced service features are the benefits of SSOs. For users, affordable data storage, security, and applications such as Office 365 and Docusign are hallmarks of the department's continued efforts. In the upcoming fiscal year, DT will continue to operate the Shared Services Forum, a customer advisory group that works closely with client departments to ensure DT is creating value for the departments it serves.



▲ **DT FIBER CONNECTION.** DT currently manages 226 miles of fiber-optic cable networks. In FY 2016-17, the department added 90 additional fiber connections, and aims to connect all 450 City facilities by 2021.

DEPARTMENT OF TECHNOLOGY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	252.37	264.96	277.24	12.28	274.75	(2.49)
Non-operating Positions (cap/other)	(31.77)	(37.16)	(45.08)	(7.92)	(43.00)	2.08
Net Operating Positions	220.60	227.80	232.16	4.36	231.75	(0.41)
SOURCES						
Licenses & Fines	2,807,876	3,120,000	3,120,000	0	3,120,000	0
Use of Money or Property	236,436	783,353	867,642	84,289	868,388	746
Intergovernmental Revenue - Federal	122,635	171,046	174,806	3,760	0	(174,806)
Intergovernmental Revenue - Other	73,385	62,601	60,967	(1,634)	61,238	271
Charges for Services	567	0	0	0	0	0
Other Revenues	134,625	0	0	0	0	0
Transfers In	0	11,166,524	8,661,654	(2,504,870)	11,291,996	2,630,342
Expenditure Recovery	98,948,642	96,508,798	105,099,059	8,590,261	111,020,623	5,921,564
Transfer Adjustments-Sources	0	(9,040,183)	(8,661,654)	378,529	(11,291,996)	(2,630,342)
Use of / (Deposit to) Fund Balance	2,974,331	4,733,793	2,089,372	(2,644,421)	2,381,402	292,030
General Fund Support	2,652,164	5,685,581	3,556,302	(2,129,279)	3,539,832	(16,470)
Sources Total	107,950,661	113,191,513	114,968,148	1,776,635	120,991,483	6,023,335
USES - OPERATING EXPENDITURES						
Salaries & Wages	26,472,331	28,358,060	29,570,439	1,212,379	30,426,405	855,966
Fringe Benefits	10,719,394	11,650,993	12,857,494	1,206,501	13,630,836	773,342
Overhead	2,761,501	2,280,550	1,834,926	(445,624)	1,389,420	(445,506)
Professional & Contractual Services	40,852,527	58,177,441	54,797,345	(3,380,096)	62,262,499	7,465,154
Aid Assistance / Grants	40,000	0	0	0	0	0
Materials & Supplies	7,961,795	3,066,331	3,290,690	224,359	3,146,060	(144,630)
Equipment	6,614,050	389,547	5,005,392	4,615,845	2,268,327	(2,737,065)
Services of Other Departments	4,987,650	5,918,591	6,465,862	547,271	6,567,936	102,074
Transfers Out	4,808,014	9,040,183	8,661,654	(378,529)	11,291,996	2,630,342
Transfer Adjustments-Uses	0	(9,040,183)	(8,661,654)	378,529	(11,291,996)	(2,630,342)
Uses - Operating Expenditures Total	105,217,262	109,841,513	113,822,148	3,980,635	119,691,483	5,869,335
USES - PROJECT EXPENDITURES						
Capital Projects	2,733,399	3,350,000	1,146,000	(2,204,000)	1,300,000	154,000
Uses - Project Expenditures Total	2,733,399	3,350,000	1,146,000	(2,204,000)	1,300,000	154,000
USES BY PROGRAM RECAP						
Administration	27,961,074	34,256,391	35,286,706	1,030,315	37,497,647	2,210,941
Governance And Outreach	6,330,347	12,805,056	10,635,059	(2,169,997)	10,563,256	(71,803)
Operations	60,500,760	51,079,541	52,535,461	1,455,920	56,425,114	3,889,653
Technology	2,347,428	3,917,462	4,648,567	731,105	4,458,432	(190,135)
Technology Services:Public Safety	10,811,052	11,133,063	11,862,355	729,292	12,047,034	184,679
Uses by Program Recap Total	107,950,661	113,191,513	114,968,148	1,776,635	120,991,483	6,023,335

GENERAL CITY RESPONSIBILITY

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies, and health services administration costs are budgeted in General City Responsibility rather than allocating costs to General Fund departments.

TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
SOURCES						
Local Taxes	241,039,607	182,751,480	279,190,914	96,439,434	213,057,436	(66,133,478)
Licenses & Fines	14,832,289	15,154,053	15,311,902	157,849	15,456,148	144,246
Use of Money or Property	13,469,819	15,000	0	(15,000)	0	0
Intergovernmental Revenue - State	754,903	800,000	800,000	0	800,000	0
Other Revenues	42,677,807	55,594,000	110,000	(55,484,000)	87,000	(23,000)
Transfers In	24,303,167	410,000	1,463,686	1,053,686	5,309,846	3,846,160
Expenditure Recovery	96,801	0	0	0	0	0
Use of / (Deposit to) Fund Balance	416,490,301	8,561,368	2,982,562	(5,578,806)	0	(2,982,562)
General Fund Support	1,032,543,522	971,509,844	989,296,905	17,787,061	1,028,635,426	39,338,521
Sources Total	1,786,208,216	1,234,795,745	1,289,155,969	54,360,224	1,263,345,856	(25,810,113)
USES - OPERATING EXPENDITURES						
Fringe Benefits	56,694,444	60,991,221	65,395,712	4,404,491	70,972,400	5,576,688
Professional & Contractual Services	16,673,457	14,933,819	14,915,691	(18,128)	23,515,691	8,600,000
Aid Assistance / Grants	0	12,433,327	15,028,109	2,594,782	38,245,903	23,217,794
Materials & Supplies	1,115,366	0	0	0	0	0
Equipment	0	587,000	110,000	(477,000)	87,000	(23,000)
Debt Service	282,650,913	206,811,727	299,349,064	92,537,337	234,223,430	(65,125,634)
Services of Other Departments	39,571,984	36,443,857	33,656,072	(2,787,785)	29,544,245	(4,111,827)
Transfers Out	1,389,502,052	798,443,043	814,061,321	15,618,278	805,241,400	(8,819,921)
Budgetary Reserves	0	102,090,011	46,640,000	(55,450,011)	58,638,262	11,998,262
Uses - Operating Expenditures Total	1,786,208,216	1,232,734,005	1,289,155,969	56,421,964	1,260,468,331	(28,687,638)
USES - PROJECT EXPENDITURES						
Capital Projects	0	2,061,740	0	(2,061,740)	2,877,525	2,877,525
Uses - Project Expenditures Total	0	2,061,740	0	(2,061,740)	2,877,525	2,877,525
USES BY PROGRAM RECAP						
Children's Baseline	0	0	918,414	918,414	5,908,871	4,990,457
General City Responsibilities	1,708,040,693	1,179,617,745	1,287,391,312	107,773,567	1,255,874,815	(31,516,497)
General Fund Unallocated	77,529,447	0	0	0	0	0
Indigent Defense/Grand Jury	351,425	450,000	450,000	0	450,000	0
Retiree Health Care - Prop B	286,651	54,728,000	0	(54,728,000)	0	0
Transitional-Aged Youth Baseline	0	0	396,243	396,243	1,112,170	715,927
Uses by Program Recap Total	1,786,208,216	1,234,795,745	1,289,155,969	54,360,224	1,263,345,856	(25,810,113)

GENERAL FUND UNALLOCATED

General Fund Unallocated is a departmental designation for revenues that are not directly attributable to one City department. For example, undesignated property taxes, business taxes, and hotel taxes are deposited into General Fund Unallocated. These revenues are transferred to departments in the form of General Fund subsidy allocation.

TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
SOURCES						
Local Taxes	3,104,807,967	3,198,145,000	3,419,825,000	221,680,000	3,480,045,000	60,220,000
Licenses & Fines	25,208,004	20,840,000	21,160,000	320,000	21,350,000	190,000
Use of Money or Property	1,264,367	8,070,000	12,096,886	4,026,886	12,143,449	46,563
Intergovernmental Revenue - State	8,971,585	3,790,000	3,790,000	0	3,790,000	0
Charges for Services	20,050,557	11,357,356	10,404,955	(952,401)	9,432,315	(972,640)
Other Revenues	24,604,276	22,650,000	50,000	(22,600,000)	50,000	0
Transfers In	476,333,587	521,594,068	550,011,260	28,417,192	535,660,482	(14,350,778)
Transfer Adjustments-Sources	(4,097,000)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(977,354,999)	158,610,472	172,701,320	14,090,848	287,889,357	115,188,037
General Fund Support	(2,679,788,344)	(3,945,056,896)	(4,190,039,421)	(244,982,525)	(4,350,360,603)	(160,321,182)
Sources Total	0	0	0	0	0	0
USES - OPERATING EXPENDITURES						
Transfers Out	4,176,066	0	0	0	0	0
Transfer Adjustments-Uses	(4,097,000)	0	0	0	0	0
Uses - Operating Expenditures Total	79,066	0	0	0	0	0
USES BY PROGRAM RECAP						
General Fund Unallocated	79,066	0	0	0	0	0
Uses by Program Recap Total	79,066	0	0	0	0	0

258 GENERAL FUND UNALLOCATED



HEALTH SERVICE SYSTEM

MISSION

The San Francisco Health Service System (HSS), negotiates, administers, and manages health and other benefits for active employees, retirees, and dependents from four employers: City and County of San Francisco, San Francisco Unified School District, City College of San Francisco, and San Francisco Superior Court. HSS is dedicated to preserving and improving sustainable, quality health benefits, and enhancing the well-being of its members and dependents.

SERVICES

The San Francisco Health Service System provides services through the following divisions:

ADMINISTRATION develops policy recommendations, rates and benefits analysis, and plan designs that proactively manage health care costs, ensure access to quality care, and comply with local, state, and federal law. Administration also coordinates monthly Health Service Board meetings; oversees plan vendor selections and performance analysis; and maintains relationships with employers, city departments, plan vendors, and external partners.

FINANCE ensures the timeliness and accuracy of thousands of financial transactions; conducts the Charter-mandated 10-county survey; calculates annual premium rates; oversees the annual external audit of the Health Service Trust Fund; routinely reports to the Health Service Board, conducts contract renewals, coordinates vendor solicitations, and administers Vendor Performance programs.

MEMBER SERVICES provides health benefits counseling and enrollment support for the more than 117,850 HSS members and dependents (covered lives); maintains regulatory compliance and membership rules; and conducts eligibility audits administration.

COMMUNICATIONS oversees the distribution of annual Open Enrollment packets; maintains a benefits web site with 127,000 visits each year; prepares reports and presentations; manages information requests; and reviews all vendor communications to HSS members for clarity and accuracy.

WELL-BEING/EMPLOYEE ASSISTANCE PROGRAM supports HSS members (employees, retirees, and family members) to be Better Every Day, to live healthily, and feel good by raising awareness, providing programs, services, and tools that create a supportive workplace culture and engage retirees in healthy habits.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
Total FTE	51	51	51	-	51	-

DATA ANALYTICS monitors network performance and trends; provides administrative analysis (including forecast modeling); analyzes cost, utilization, and quality of healthcare; responds to informational requests; and manages data exchanges and information technology related to benefits administration.



LOOKING BACK

MAINTAINING AFFORDABLE AND SUSTAINABLE MEDICAL, DENTAL, AND VISION BENEFITS

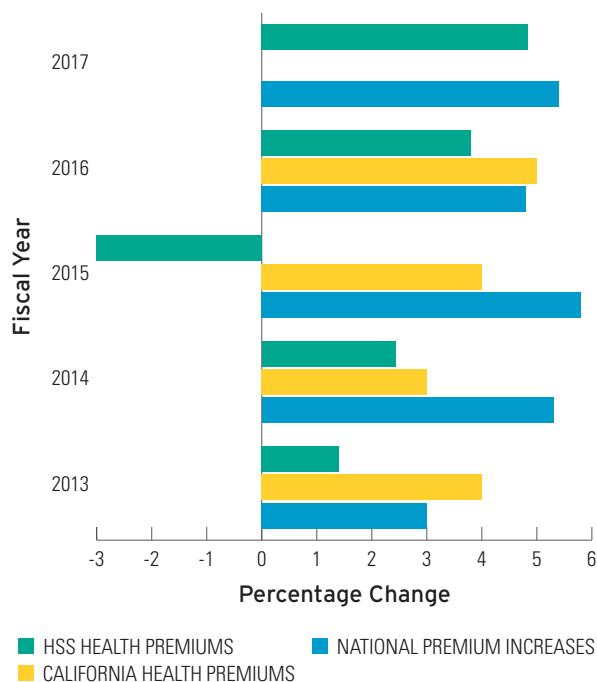
Negotiating rates and benefits is a key function of the Health Service Board and San Francisco Health Service System (HSS). Cost containment is critical, given the 9 percent increase in the number of covered lives served by HSS over the last five years.

HSS has been successful in keeping health premiums below the national average for the last five years. In 2016, HSS aggregate premiums for medical and dental plans increased 3.8 percent, versus 4.8 percent nationally; the 2017 aggregate premiums for HSS increased 4.8 percent, versus 5.4 percent nationally. In 2017, new voluntary benefits were offered to city and superior court employees. An adoption and surrogacy assistance plan and a second opinion vendor were also added. An improved retiree offering saved HSS \$9.6 million in 2017.

HSS continues to collaborate with Accountable Care Organizations (ACO) to reduce the length of hospital stays and readmissions, increase the use of generic drugs and urgent care, and decrease emergency room visits. These measures reduce the City's Other Post-Employment Benefits (OPEB) liability.

HSS uses analytics to reduce healthcare spending, improve quality of care, and inform benefit design. The All Payers Claims Database, implemented in 2015, allows for prospective use of cost and utilization trends, analysis of avoidable costs, identification of gaps in care, and insight into the quality of care.

As of 2015, the Affordable Care Act requires employers to submit an IRS form to all full-time employees, documenting that they were offered health coverage and whether they enrolled. HSS



COMPARATIVE HEALTH INSURANCE PREMIUM INCREASES. *The rising cost of healthcare is affecting the local, state and national economy. In general it is outpacing inflation, and having a negative impact on employers' ability to manage budgets and maintain jobs and wages. HSS oversight has resulted in lower increases than the national average. (Data on national trends from U.S. Department of Health and Human Services, National Health Expenditure Accounts.)*

created and sent 53,281 such forms in 2016, which required extensive research and programming.

IMPROVING MEMBER EXPERIENCE

As the number of covered lives increases, so do member contacts. HSS responded to 52,562 phone inquiries and 14,817 in-person visits last year. In pursuit of its commitment to improving member services, HSS implemented a Customer Relationship Management (CRM) solution to maximize staff effectiveness and efficiency, ensure timely resolution

of member issues, and communicate consistent and accurate benefit information. An Electronic Content Management System (ECM) was implemented to provide a secure, centralized repository for the management of member documentation. The ECM boosts productivity of member services, meets compliance initiatives, improves workflow, makes information easier to share, and prepares the City for eBenefits. HSS digitized over 100,000 member files to improve staff response time to member inquiries.

BUILDING AN INFRASTRUCTURE FOR WELL-BEING

Beginning in 2015, departments, with assistance from HSS, were asked to implement programs, offer services, and address policies that would

enhance areas that have been identified by their department's Well-Being Assessments. The number of Well Being Champions within departments that HSS recruited and trained increased to over 240. Over 2,000 city employees participated in the healthy eating and physical activity challenges. The number of workplace activities (seminars, coaching and screenings) increased by 52 percent in 2016. Pilot projects were offered for diabetes prevention and healthy weight management. Well-Being activities for members occur in multiple locations throughout the City every weekday. In addition, HSS deployed new webpages to provide easier access to these well-being activities and benefits.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Collect baseline wellness data and develop infrastructure to support wellness					
• Percentage of departments with Wellness Champions	80%	65%	85%	70%	70%
Educate and empower HSS members					
• Number of vaccinations at worksite/health fair-based flu clinics	3,739	3,300	4,158	3,600	4,158
Maintain high accounting standards					
• Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%	100%
Manage contracted plans to improve care and reduce costs					
• Percentage of vendor contracts that include HSS specific performance guarantees	100%	100%	100%	100%	100%
Strive for excellence in member interactions and exceed industry standards					
• Average time to answer telephone calls (in seconds)	12	30	30	30	30
• Call abandonment rate	1.6%	5.0%	5.0%	5.0%	5.0%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$11.5 million for the Health Service System is \$0.6, or 5.3 percent higher than the FY 2016-17 budget of \$10.9 million. The increase is primarily due to salary and benefit cost increases and one time funding for IT projects.

The FY 2018-19 proposed budget of \$11.8 million represents a small change from FY 2017-18, driven by salary and benefit cost increases.

IMPLEMENTING eBENEFITS

In 2017, HSS will pilot eBenefits for Open Enrollment to 5,000 existing users of eMerge (the City's personnel and payroll management system). The paperless self-service enrollment solution allows members to enter enrollment information at their convenience and automate processing of members' choices. Automated enrollment will yield substantial cost savings and increased

accuracy. Advantages include reduced transaction costs, shorter processing times, reduced call volume, elimination of duplicate data entry, reduction of enrollment packet preparation, and reduced monitoring and tracking compared to paper-based systems. Additionally, HSS members will be able to view their enrollments online and enter qualifying events at their convenience.

Preparation for eBenefits requires both active and retired employees to be comfortable using myhss.org to access documents and forms. HSS continues to expand the number and types of documents on myhss.org. Beginning in 2015, Open Enrollment guides and associated materials became fully available online. The number of site visits has increased by 62 percent from 2014.

IMPROVING OPERATIONAL EFFICIENCY AND RESPONSIVENESS

HSS is working with the Department of Technology to replace the current phone system

with Voice-Over-Internet-Protocol (VoIP). The resulting telephony system will support contemporary features such as advanced call routing, enhanced voice mail, call monitoring, and call center functionalities. Integration between the Customer Relationship Management and VoIP will significantly improve HSS member communication capabilities, provide statistical data to analyze and guide staffing levels, and reduce costs.

PROVIDING ACCESSIBLE AND TRANSPARENT BENEFIT INFORMATION

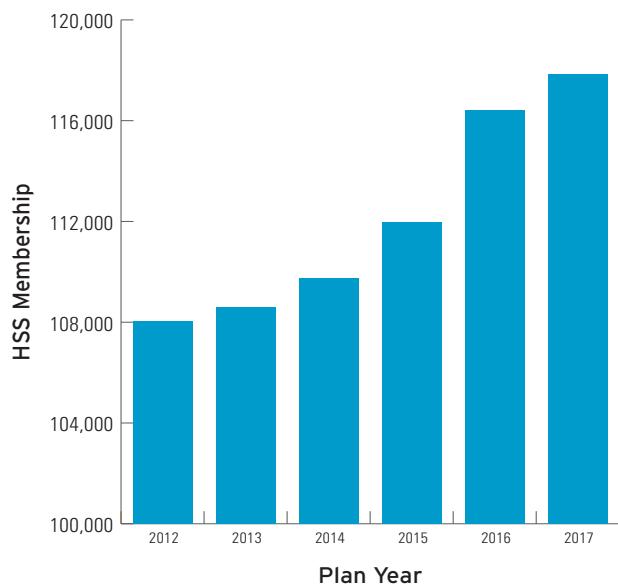
In 2016, HSS began the two-year project to redesign and upgrade myhss.org. The new website will serve as a highly accessible and usable portal for communicating health benefit and well-being information, and for interacting with the diverse HSS member population.

A CULTURE OF WELL-BEING

HSS will continue working across the City to provide assistance, recognition, and grants to support department-specific needs identified in Well-Being Assessments. HSS will also offer more seminars, coaching, health screenings, flu shot clinics, and exercise classes. Campaigns and challenges will be provided to departments to implement on topics such as relaxation, financial literacy, healthy weight, nutrition, and a program to increase awareness of Employee Assistance Programs (EAP). HSS will support targeted initiatives to encourage life-style changes, including a citywide expansion of the diabetes prevention pilot program and additional pilot programs related to sleep, resiliency, memory, stress, and breathing/meditation. EAP-driven trainings and consultations with managers will continue along with on-site classes to reduce stress and improve well-being. EAP staff will also continue offering individual counseling.

ENHANCING BENEFIT OFFERINGS

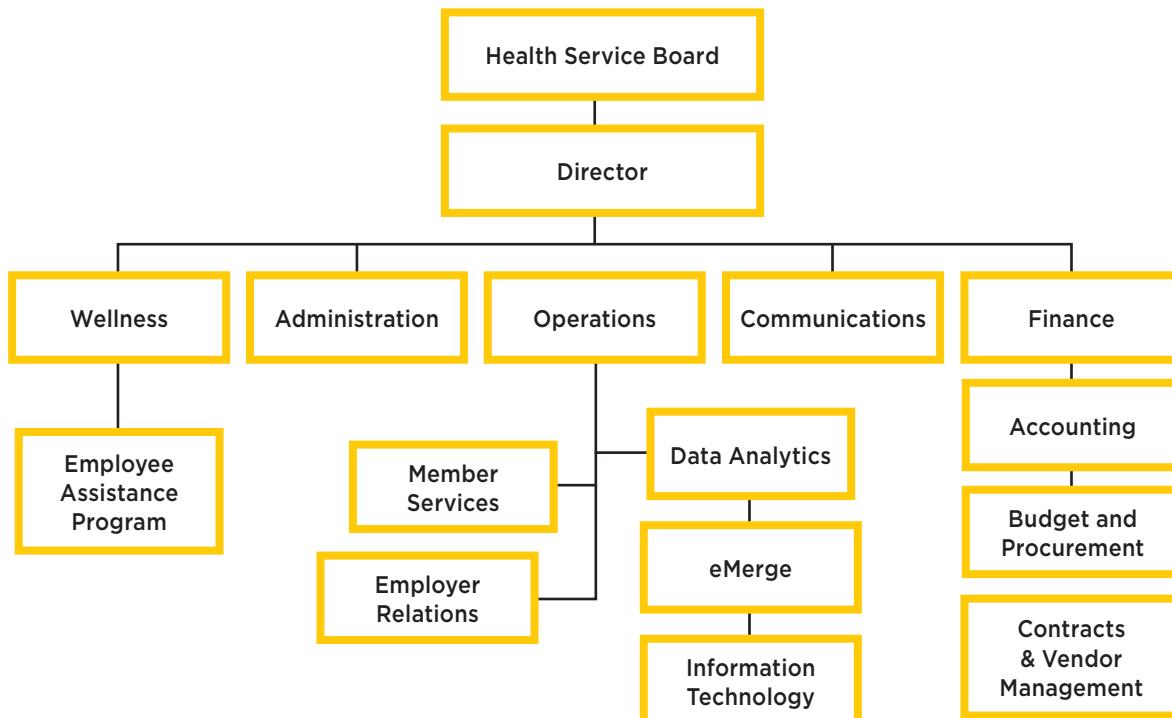
Building upon the high level of interest in the 2017 voluntary benefits offered to city and superior court employees (14 percent signed up at no cost to the City), HSS will offer a greater suite of voluntary benefits in 2018.



 **HSS MEMBERSHIP BY YEAR.** HSS membership has been steadily increasing in the past five years due to implementation of the Affordable Care Act and growth in city employment and retirements.



HEALTH SERVICE SYSTEM ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	53.57	54.49	54.51	0.02	54.50	(0.01)
Non-operating Positions (cap/other)	(2.77)	(3.13)	(3.13)	0.00	(3.13)	0.00
Net Operating Positions	50.80	51.36	51.38	0.02	51.37	(0.01)
SOURCES						
Charges for Services	0	6,000	6,000	0	6,000	0
Other Revenues	90	456,530	456,530	0	456,530	0
Expenditure Recovery	10,210,398	10,491,600	11,038,565	546,965	11,324,290	285,725
Use of / (Deposit to) Fund Balance	(63,096)	0	0	0	0	0
General Fund Support	63,096	(35,465)	0	35,465	0	0
Sources Total	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
USES - OPERATING EXPENDITURES						
Salaries & Wages	4,513,400	5,111,314	5,242,683	131,369	5,399,624	156,941
Fringe Benefits	2,119,645	2,351,799	2,512,963	161,164	2,666,942	153,979
Professional & Contractual Services	1,952,238	1,737,982	1,679,202	(58,780)	1,528,489	(150,713)
Materials & Supplies	42,240	51,797	49,915	(1,882)	50,628	713
Equipment	21,506	0	0	0	0	0
Services of Other Departments	1,561,459	1,665,773	2,016,332	350,559	2,141,137	124,805
Uses - Operating Expenditures Total	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
USES BY PROGRAM RECAP						
Health Service System	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725
Uses by Program Recap Total	10,210,488	10,918,665	11,501,095	582,430	11,786,820	285,725



HOMELESSNESS AND SUPPORTIVE HOUSING

MISSION

The Department of Homelessness and Supportive Housing (HSH) strives to make homelessness in San Francisco rare, brief, and one-time, through the provision of coordinated, compassionate, and high-quality services.

SERVICES

The Department of Homelessness and Supportive Housing provides services through:

HOMELESSNESS PREVENTION AND DIVERSION programs provide financial assistance to individuals and families at imminent risk of becoming homeless to maintain their housing or find suitable alternative housing before becoming homeless.

HOMEWARD BOUND reunites individuals experiencing homelessness living in San Francisco with family and friends willing and able to offer ongoing support to end the cycle of homelessness.

HOMELESS OUTREACH TEAM (SFHOT) connects unsheltered San Franciscans with services, medical care, and shelter to help them move off the streets and stabilize their lives. SFHOT utilizes a multidisciplinary approach to serve people living on the streets who are severely disabled.

ENCAMPMENT RESOLUTION TEAM (ERT) works with members of encampments to connect them to services, and provide connection to safe spaces including navigation centers, reunification through Homeward Bound, and the adult shelter system.

RESOURCE CENTERS provide shelter reservation services, basic social services and connections to resources. Services and hours vary by site and may include showers, meals, case management and referrals. New in this proposed budget, an additional resource center will be opened to provide 24/7 access to respite from the street.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	-	224,153,460	245,887,196	21,733,736	240,843,978	(5,043,218)
Total FTE	-	109	119	10	121	2

Services (continued)

ADULT SHELTER SYSTEM provides short-term emergency shelter for up to 90 days to adults and youth experiencing homelessness in San Francisco.

FAMILY SHELTER SYSTEM provides short-term emergency shelter for up to six months to families with minor children experiencing homelessness in San Francisco. Family shelters range from emergency single night stays to six months, depending on need. Family shelters typically provide meals, case management, and programs for children and youth.

NAVIGATION CENTERS are short-term, low-threshold, service intensive shelters for people experiencing long-term street homelessness. Navigation Centers link people with exits from homelessness as quickly as possible and serve people who do not typically access traditional shelter services.

STABILIZATION BEDS provide short-term housing for individuals unable to use shelters or navigation centers due to mental health or physical disabilities. Beds are also made available to pregnant women.

TRANSITIONAL HOUSING provides adults, families and youth with significant barriers to housing stability with a place to live and intensive social services for up to two years while they work toward self-sufficiency and housing stability.

RAPID RE-HOUSING offers homeless adults, families and youth a short-term rental subsidy to use in the private housing market and provides them with support services during the subsidy period. The program, in place for families since 2006, is being piloted for adults and youth. For families, the subsidy is typically utilized for 18-to 24-months with support services focused on increasing family income so they can afford rent before the subsidy expires.

PERMANENT SUPPORTIVE HOUSING provides high-needs homeless families with children, youth, single adults and seniors with long-term affordable housing and supportive services. People in supportive housing are tenants and are no longer homeless. Supportive housing is not time limited and tenants may stay in the housing as long as they need or want.

TENANT-BASED RENT SUBSIDIES provide youth, families and adults with long-term rent subsidies to use in the private housing market and provides limited support services. These subsidies are being used in part for the “Moving On Initiative” that helps residents of Permanent Supportive Housing relocate to housing in the private market and thus opening up units for people living on the streets in need of housing with supportive services.



LOOKING BACK

In summer 2016, the Mayor established the Department of Homelessness and Supportive Housing (HSH) as a new City department through consolidating existing homeless service programs from five City agencies and transferring 98 positions from Department of Public Health (DPH), Human Services Agency (HSA), and the Mayor’s Office of Housing Opportunity, Partnership and Engagement (HOPE). Through the new department, the City provides a vast array of homeless services. These services range from street outreach, emergency shelter, rapid rehousing rental subsidies and permanent supportive housing. This consolidated department has a singular focus on preventing and ending homelessness for people in San Francisco.

Since Mayor Lee took office in 2011, more than 11,895 people have been assisted to end their homelessness through San Francisco’s housing programs and by returning to their home communities through Homeward Bound. However, homelessness remains a major challenge for the City despite significant investments and the creation of multiple innovative and compassionate programs.

Due to the failure of the sales tax measure on the November 2016 ballot, less funding was available in the FY 2016-17 budget for new homelessness programs than anticipated in last year’s budget cycle. However, through the post-election rebalancing plan, the Mayor was able to secure

\$6.5 million in FY 2016-17 (rising to \$20 million in FY 2017-18) in funding to support the continuation of critical programming including new navigation centers, housing exits, and supportive housing.

PERMANENT SUPPORTIVE HOUSING

The City has developed a robust portfolio of permanent supportive housing units using local, state and federal funding sources. Since Mayor Lee took office, the City has created 1,833 new supportive housing units, bringing the City's total supportive housing stock to 7,051 units in the pipeline by the end of FY 2016-17. Since 2004, the City has housed 12,166 formerly homeless individuals in a supportive housing unit, 5,724 since Mayor Lee took office.

NAVIGATION CENTERS

In the spring of 2015, the City opened its first Navigation Center in the Mission District. The Navigation Center created a model for engaging with long-term homeless individuals with barriers to the traditional shelter system. The Navigation Center model utilizes temporary physical locations and brings together services to streamline the processes by which homeless individuals exit from homelessness. Centers operate 24-hours a day and allow clients to enter with their partners, possessions and pets. In the spring of 2016, the second navigation center opened in Civic Center. More than 1,360 clients have been served through navigation centers since the first one at 1950 Mission opened. By the end of FY 2016-17, the third and fourth sites will open in the Central Waterfront (Dogpatch) and at 1515 South Van Ness. Three more are planned in the next 12 months: a medically-focused site run by the Department for Public Health (Hummingbird), a high capacity, encampment-focused location in SOMA and a yet to be located sixth center, which will coincide with the closing of the Van Ness site.

OUTREACH

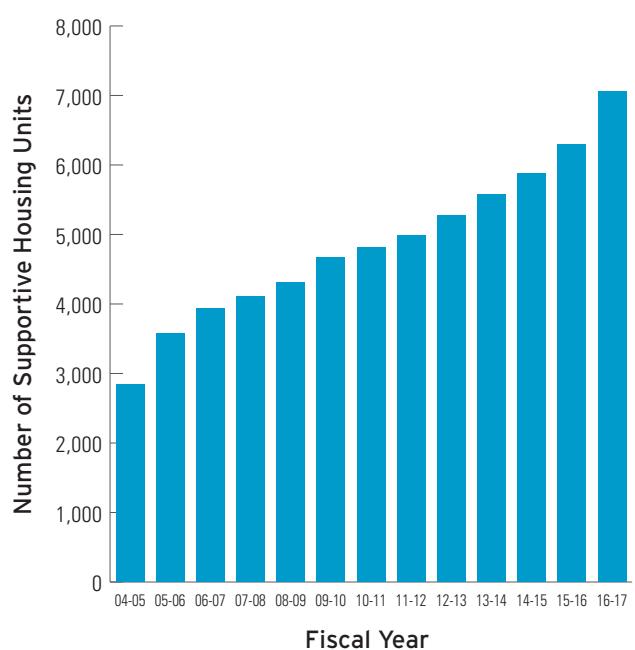
The Homeless Outreach Team (SFHOT) was created in 2005, to provide outreach, case management and services to the most vulnerable members of our community living on the streets of San Francisco. SFHOT partners with the Police Department and the Department of Public Works to ensure the City leads with social services in every interaction.

Under HSH, a new outreach team was created to specifically address the challenges of people living in street encampments: the Encampment Resolution Team (ERT). ERT leads a collaborative cross-

departmental approach to addressing and resolving encampments so that individuals are provided with service connection and supported in transitioning into safer, more permanent living situations.

HSH'S STRATEGIC FRAMEWORK FOR THE NEXT FIVE YEARS

In FY 2016-17, HSH started developing a strategic framework to identify gaps in the City's homeless service delivery system and near-term strategic goals to achieve its mission. HSH launched a process of community and stakeholder engagement, data collection and analysis, modeling, and studying what works in this community and around the country. The framework, due to be completed in August 2017, describes the key elements of the system designed to reverse homelessness, and looks at each of the three key subpopulations that make up the homeless population (families, youth, and chronically homeless adults) and what is needed to better meet the needs of each population. It also focuses much needed attention on the crisis of street homelessness. This strategic framework will guide HSH and the City in making thoughtful investments and implementing a coordinated system to achieve improved outcomes for people experiencing homelessness in San Francisco.



▲ **NUMBER OF CITY SUPPORTIVE HOUSING UNITS.** *The City has made huge investments in supportive housing since Mayor Lee took office. By the end of FY 2016-17, the City will have 7,051 units.*



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
HOMELESS SERVICES					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
• Number of families receiving a rental subsidy	285	275	275	275	275
• Number of families that secured and/or maintained housing due to a one-time grant	648	1,153	800	800	800
• Number of households on the waiting list for family shelter	232	175	200	200	200
• Percent of case managed families in shelters that are placed in permanent or transitional housing, enter a treatment program, or reunite with family	53%	65%	65%	65%	65%
• Number of individuals (includes single adults and members of families) leaving homelessness due to placement in HSA permanent supportive housing	566	500	500	600	600
• Number of individuals leaving homelessness through DPH's Direct Access to Housing (DAH) program		320	200	200	200
• Number of individuals reunited with family or friends through the Homeward Bound program	880	750	750	800	800
• Number of single adults that secured and/or maintained housing due to a one-time grant	790	1,047	700	700	700
• Percent of formerly homeless households (includes single adults and families) still in supportive housing or other appropriate placements after one year	97%	90%	90%	95%	95%
• Percentage of all available year-round single adult homeless shelter beds used	95%	95%	95%	95%	95%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$245.9 million for the Department of Homelessness and Supportive Housing is \$21.7 million, or 9.7 percent, higher than the FY 2016-17 budget of \$224.2 million.

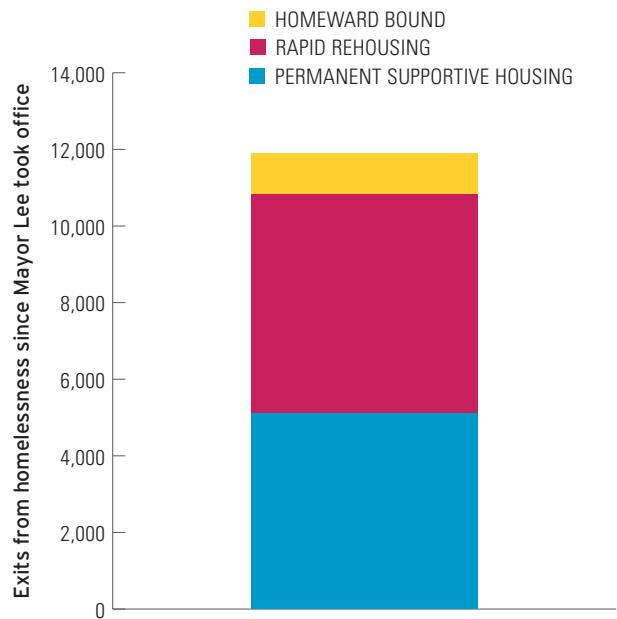
However, the FY 2016-17 budget anticipated the passage of the Sales Tax increase ballot measure in November 2016. The Sales Tax measure did not pass, and the Mayor rebalanced the budget to ensure key services would continue. The rebalanced budget for FY 2016-17 was \$218.4 million, therefore FY 2017-18 amount of \$245.9 million reflects an increase of \$27.5 million. This large increase is primarily due to growth in homeless services and programs, including navigation centers, a new family shelter, additional resources to address family and youth homelessness, and a new resource center to provide respite from the street, as well as addressing rising costs to maintain existing services. In addition to service increases, this includes a one time capital investment to purchase and refurbish the resource center site and anticipated increases in federal grants.

The FY 2018-19 proposed budget of \$240.8 million for Department of Homelessness and Supportive Housing is \$5 million, or 2.1 percent, lower than the FY 2017-18 budget of \$245.9 million. This is due to one-time costs in the FY 2017-18 budget offset by the annualization of programming initiated in FY 2017-18, as well as salary and benefit cost growth.

EXPANDING NAVIGATION CENTERS AND SHELTERS

HSH funding provides the backbone for the City's emergency shelter system for persons experiencing homelessness. The FY 2017-18 and FY 2018-19 budget includes additional General Fund support to provide ongoing funding for an inclement weather shelter, and expand shelter capacity (by 30 beds) for families experiencing homelessness.

HSH's budget supports two existing navigation centers (1950 Mission and Civic Center Hotel), and funds the new Central Waterfront (Dogpatch) Navigation Center (64 beds opened in May 2017), the



▲ EXITS FROM HOMELESSNESS SINCE MAYOR LEE TOOK OFFICE Since Mayor Lee took office, 11,895 people have been helped to permanently exit homelessness through placements in permanent supportive housing, rapid rehousing and homeward bound.

new Navigation Center at 1515 South Van Ness (up to 120 beds opening June 2017 through March 2018) and a new SOMA Navigation Center with (up to 125 beds opening in FY 2017-18). In addition, the Department for Public Health began operating the medically-focused Hummingbird Navigation Center in the spring of 2017.

The Mayor's proposed budget also includes funding for a new Navigation Center that will open once the Navigation Center at 1515 South Van Ness closes, the location of this additional shelter will be identified during FY 2017-18.

MAINTAINING AND EXPANDING HOUSING EXITS FROM HOMELESSNESS

Providing permanent housing is a critical intervention for persons experiencing homelessness in San Francisco, and remains a core priority in the City's homelessness strategy. HSH supports the City's permanent supportive housing portfolio as well as its rapid rehousing program for time-limited rental subsidies. The Department's proposed budget backfills reduced federal funding to maintain supportive housing services and cover increased leasing costs at existing permanent housing buildings. 172 new supportive housing units will be opened

during in the next two fiscal years through the Local Operating Subsidy Program (LOSP).

Through the Moving On Initiative, HSH, in partnership with the San Francisco Housing Authority, is expanding access to 375 federal Housing Choice Vouchers and piloting this program with seed funding from a philanthropic partner. The FY 2017-18 and FY 2018-19 budget includes funding for housing navigation and services to enable formerly homeless adults and families living in permanent supportive housing—who no longer require intensive supportive services—to move into subsidized rental housing.

In last year's budget, HSH received one-time funding for housing units for youth and expanded units. This budget funds the continuation of housing subsidies for these existing clients and expands rapid rehousing vouchers for youth for a total of \$909,000 in new funding over the next two years, enabling 94 clients to be housed. It also reflects a \$2.9 million one-time federal planning grant for the creation of a plan to specifically address youth experiencing homelessness and begin implementing identified interventions.

RESPONDING TO ENCAMPMENTS AND STREET HOMELESSNESS

The budget also includes funding strategies to provide street respite and service connection to people living on the street. Notably, the Mayor's proposed budget includes new funding for a 24/7 resource center where people can access restroom facilities, take showers, receive services, and enroll in benefit programs. The new resource center expects to provide enhanced care coordination for the City's chronic homeless population leveraging funding from the state's MediCal waiver pilot program, known as Whole Person Care, after final state approval.

In addition, new funding is included to provide 50 new stabilization beds as respite for the most vulnerable clients served by the San Francisco Homeless Outreach Team (SFHOT). These beds will quickly house the hardest to serve individuals on the streets while they wait for permanent supportive housing. Additionally, these individuals, who often have complex mental health issues, are not well served by the existing temporary bed system.

In the past year, HSH created an Encampment Resolution Team focused on addressing encampments and street homelessness. To manage and strategically deploy these resources, HSH proposes restructuring and consolidating emergency shelter operations, street homeless outreach, encampment resolution,

and navigation center operations under a single division to streamline operations and coordinate with other City agencies. A new staff person will be added in FY 2017-18 to lead this division.

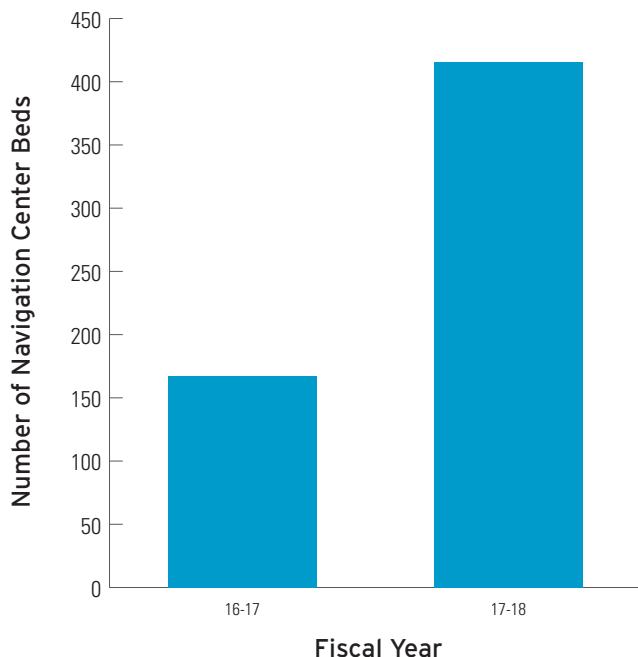
HSH is currently working with the Controller's Office on redesigning SFHOT operations. In addition, HSH is working with the San Francisco Police Department, Public Works, Public Health, and other departments on a more comprehensive approach to responding to complaints related to street homelessness.

This budget also includes funding to expand street outreach for youth experiencing homelessness and expanded services for LGBTQ youth.

IMPLEMENTING COORDINATED ENTRY AND THE ONLINE NAVIGATION AND ENTRY SYSTEM

A foundation of HSH's approach is to provide services to people experiencing homelessness in a more coordinated manner, focused on client needs. To realize this goal and comply with federal mandates, HSH is realigning the current service delivery system into a Coordinated Entry System (CES), supported by the creation of a single data system – the Online Navigation and Entry (ONE) system. Coordinated Entry has two major components: 1) redesigning services to be client centered with uniform guidelines utilized to match clients with the most appropriate intervention, and 2) creating a unified data system to provide comprehensive client information and enable the City and service providers to track its progress toward achieving outcomes.

The City has begun moving towards coordinated entry implementation to address the specific needs by population: adults (including veterans), families, and youth. HSH is redesigning the family homeless service system in partnership with community stakeholders, nonprofit providers, and clients. HSH plans to implement the ONE system during the next two years to create a unified data system and replace more than 15 existing data systems. Once operational, the ONE system will enable HSH and its nonprofit providers to share client information securely, report progress towards outcomes, and collaborate better as a system to serve clients.



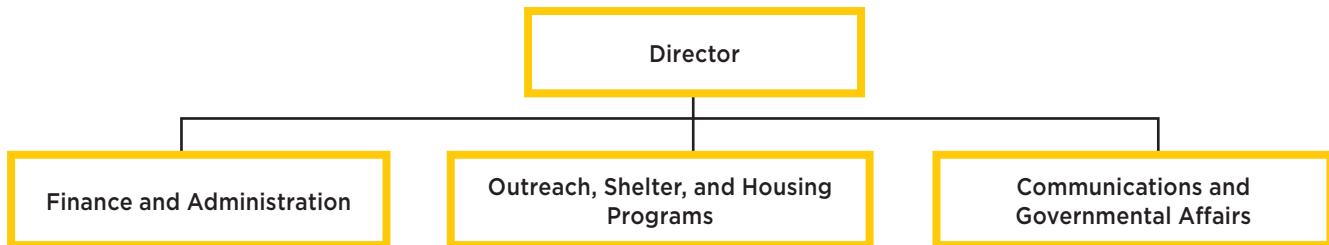
▲ NUMBER OF NAVIGATION CENTER BEDS.
The number of beds available in Navigation centers will increase by almost 150 percent from 167 to 416 between FY 2016-17 and FY 2018-19 with the opening of new Navigation centers at Dogpatch, 1515 South Van Ness, Hummingbird, and SOMA.

ESTABLISHING THE NEW DEPARTMENT

The FY 2016-17 budget included funding for acquisition and refurbishment for an office space for the new department, which currently operates in temporary space and six locations. However, upon further analysis of the department's space needs and assessment of the real estate opportunities, the Mayor's FY 2017-18 proposed budget instead calls for use of the site as a resource center, and consolidated location for the client-serving SFHOT team. The HSH headquarters will instead occupy a long-term leased space nearby. The Mayor's Proposed Budget also includes budget-neutral changes for new positions to support facilities, fiscal, contracts and IT operations that enable the department operate self-sufficiently in FY 2017-18.



HOMELESSNESS AND SUPPORTIVE HOUSING ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	0.00	110.68	123.06	12.38	125.81	2.75
Non-operating Positions (cap/other)	0.00	(1.77)	(4.31)	(2.54)	(5.00)	(0.69)
Net Operating Positions	0.00	108.91	118.75	9.84	120.81	2.06
SOURCES						
Use of Money or Property	0	41,040	41,040	0	41,040	0
Intergovernmental Revenue - Federal	0	39,125,832	47,842,824	8,716,992	45,005,539	(2,837,285)
Uncategorized	0	0	5,703,708	5,703,708	5,762,428	58,720
Transfers In	0	15,050,019	19,287,069	4,237,050	19,187,069	(100,000)
Expenditure Recovery	0	6,771,678	5,659,031	(1,112,647)	5,668,875	9,844
Use of / (Deposit to) Fund Balance	0	500,000	5,925,000	5,425,000	0	(5,925,000)
General Fund Support	0	162,664,891	161,428,524	(1,236,367)	165,179,027	3,750,503
Sources Total	0	224,153,460	245,887,196	21,733,736	240,843,978	(5,043,218)
USES - OPERATING EXPENDITURES						
Salaries & Wages	0	9,863,462	11,329,221	1,465,759	11,888,120	558,899
Fringe Benefits	0	4,306,939	4,825,273	518,334	5,184,592	359,319
Overhead	0	95,352	0	(95,352)	0	0
Professional & Contractual Services	0	39,259,947	46,700,485	7,440,538	36,457,344	(10,243,141)
Aid Assistance / Grants	0	144,704,764	161,763,408	17,058,644	164,678,303	2,914,895
Materials & Supplies	0	168,165	168,165	0	168,165	0
Equipment	0	0	29,482	29,482	0	(29,482)
Services of Other Departments	0	25,254,831	21,071,162	(4,183,669)	22,467,454	1,396,292
Uses - Operating Expenditures Total	0	223,653,460	245,887,196	22,233,736	240,843,978	(5,043,218)
USES - PROJECT EXPENDITURES						
Capital Projects	0	500,000	0	(500,000)	0	0
Uses - Project Expenditures Total	0	500,000	0	(500,000)	0	0
USES BY PROGRAM RECAP						
Administration & Management	0	15,057,491	13,272,788	(1,784,703)	9,432,018	(3,840,770)
Capital Asset Planning	0	500,000	5,925,000	5,425,000	0	(5,925,000)
Children's Baseline	0	1,766,327	675,070	(1,091,257)	675,070	0
Outreach & Prevention	0	10,442,557	11,210,429	767,872	11,345,525	135,096
Shelter & Housing	0	188,216,119	203,837,686	15,621,567	208,419,299	4,581,613
Transitional-Aged Youth Baseline	0	8,170,966	10,966,223	2,795,257	10,972,066	5,843
Uses by Program Recap Total	0	224,153,460	245,887,196	21,733,736	240,843,978	(5,043,218)



HUMAN RESOURCES

MISSION

The Department of Human Resources (DHR) uses fair and equitable practices to hire, develop, support, and retain a highly-qualified workforce.

SERVICES

DHR provides services through the following divisions:

ADMINISTRATION, FINANCE, BUDGET, AND INFORMATION SERVICES provides internal administrative support to ensure department operations are efficient.

CLASSIFICATION AND COMPENSATION classifies the City's positions and manages MOU and Municipal Code-provided compensation. In addition, the Classification and Compensation Division supports the following functions: civil service system through the management of classification actions and appeals; labor negotiations through the performance of salary surveys, costing, and contract administration; and payroll through the establishment and maintenance of rates of pay, premiums, and lump sum payments.

CLIENT SERVICES CONSULTING provides human resources (HR) solutions to all city departments on employment, personnel, and disciplinary matters, as well as Civil Service Commission (CSC) rule application through direct and indirect services. Partners with direct service department managers to respond to HR issues, recruit and select candidates, manage eMerge PeopleSoft changes, onboard new employees, manage leaves of absence, and resolve disciplinary matters. Also reviews and approves department requests for position authorization.

CLIENT SERVICES OPERATIONS provides city departments, employees, and public citizens with information and services related to employment with the City. The Client Services Operations team staffs and supports the Employment Information Center in the DHR lobby, citywide referral and certification programs, validation of appointments into city service, and the City's Pre-Employment Conviction History Program.

EMPLOYEE RELATIONS negotiates and administers the provisions of collective bargaining agreements between the City and labor organizations representing city employees. Employee Relations staff advises

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	87,674,125	95,016,164	93,596,222	(1,419,942)	96,350,809	2,754,587
Total FTE	152	155	149	(6)	157	8

Services (continued)

department personnel representatives in interpreting contract provisions, manages and reviews grievances related to contract interpretation and disciplinary action, determines bargaining unit assignments of city classifications, and conducts meet and confer sessions within the scope of representation.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND LEAVE MANAGEMENT provides direct services and consultation to all city departments, including investigating and resolving discrimination issues, preventing harassment, providing staff trainings, providing reasonable accommodation for individuals with disabilities, and establishing citywide leave management policies and protocols. EEO also prepares workforce composition reports.

RECRUITMENT AND ASSESSMENT SERVICES oversees the DHR and citywide civil service examination programs. The team develops and administers innovative hiring processes to meet the changing service demands of the City, incorporates technology into the examination process to enhance efficiencies, and ensures equal employment opportunity and the application of merit system principles in exams. Also provides consultation and oversight to city departments and decentralized exam units.

WORKERS' COMPENSATION administers workers' compensation benefits and all other benefits related to work injuries and illnesses, in compliance with state and local laws and regulations, and coordinates citywide safety and prevention efforts.

WORKFORCE DEVELOPMENT is committed to the professional and personal development of the City's workforce. The Division, in collaboration with other educational partners, develops and integrates an extensive curriculum of workshops designed to enhance individual and group capabilities. WD also provides data on the City's workforce, performance management services, recruitment of people with disabilities, and



LOOKING BACK

PLAIN LANGUAGE INITIATIVE

DHR wants all employees and applicants to understand the products and services it offers. For this reason, Fiscal Year (FY) 2016-17 saw the introduction of a plain language initiative. This initiative incorporates user experience principles to transform everything DHR creates, including its website, exam announcements, candidate communications, policy, and other products into user-friendly formats.

POLICY DEVELOPMENT AND IMPLEMENTATION

DHR developed and implemented three modern and accessible citywide policies in FY 2016-17: Telecommuting, Family and Romantic Relationships at Work, and Lactation Accommodation.

All three of these policies help:

- Ensure city workplaces are fair, equitable, and safe;
- Promote high employee morale;
- Ensure trust in the City's merit-based employment system; and
- Attract and retain top talent.

DHR crafted each policy and program in cooperation with other city departments and labor organizations to ensure widespread understanding and acceptance. Each of these policies was rolled out with training, tools, and guidance that made them easy to understand for all employees.

HUMAN RESOURCES ANALYST DEVELOPMENT PROGRAM

DHR's 1249 trainee program continued with a second cohort in FY 2016-17. The program was designed to ensure that the City's HR professionals are well-rounded generalists with knowledge in many HR functions. Trainees spend the first half of the year with DHR, learning best practices in employee relations, EEO, classification and compensation, civil service examinations, HR operations, workforce development, workers' compensation, and HR policy. This is followed by five months of on-the-job training in different departments.

These trainees are currently serving the City in the following departments: San Francisco International Airport, Human Services Agency, Assessor Recorder's Office, Public Health, Emergency

Management, Police, and DHR. Following their rotation, they will be eligible to transition to journey-level positions.

SAN FRANCISCO FELLOWS

In FY 2016-17, DHR brought the City Hall Fellows program in-house to improve administration and recruitment, and re-named it San Francisco Fellows (SFF). The SFF program fosters community stewardship by preparing recent college graduates for leadership roles in the public sector. The new program launch involved creating a website for the program, in-person outreach to city leaders, contact with current and alumni fellows, and application development and recruitment. To date, nearly 100 fellows have graduated from this program.

DHR received 400 applications for the FY 2016-17 program, and over 40 people from various city organizations reviewed applications and/or participated in interviews, ultimately leading to the selection of 18 fellows. Those 18 fellows have now completed a year of department assignments, cross-department team projects, and learning sessions.

The FY 2017-18 cohort has already been selected and will begin orientation in August 2017. DHR again received over 400 applications for admittance, and over 25 requests from city departments for fellows.

IMPLICIT BIAS PROGRAM

DHR further developed and refined its Implicit Bias Program by blending online and in-person training. The eLearning tool, for which DHR partnered with the Human Rights Commission, Department of Public Health, Mayor's Office on Disability, and Planning Department, provides employees with an initial overview of implicit bias and information about how it manifests in order to prepare employees for further classroom instruction.

The instructor-led workshops, called "Creating an Inclusive Environment," provide employees with an opportunity to look more deeply at individual biases and challenges, and to identify inclusive solutions. DHR first trained public safety employees, followed by those who work directly with the public, such as customer service

representatives and front-counter staff.

DHR also offers a train-the-trainer workshop for departmental staff development. The purpose of this workshop is to enable trainers to extend the instructor-led sessions to other city employees.

"Creating an Inclusive Environment" has proven to be both popular and effective, allowing DHR to train more than 900 employees in the following departments:

- San Francisco Police Department
- Recreation and Parks
- Assessor Recorder's Office
- Department of the Environment
- Sheriff's Department
- Port of San Francisco
- San Francisco Municipal Transportation Agency
- Department of Human Resources

TECHHIRE

TechHire—an unprecedented partnership between DHR, other city departments, and labor organizations—was fully implemented in FY 2016-17.

TechHire delivers a new way for departments to "contract in," quickly bringing technology experts into city jobs by using a Charter-exempt appointment type. It also establishes a new process for hiring permanent civil service technologists called FlexSelect. FlexSelect gives hiring managers quick access to continuously updated lists of IT engineers, decreasing the time to hire by an average of 71 percent. It also provides an improved experience for applicants who can take the exam over the internet at their convenience.

DHR received the Northern California Chapter of the International Public Manager Association - Human Resources (NCCIPMA-HR) Agency Award for Excellence for the TechHire Project. The award was established to recognize the overall quality, accomplishments, and contributions of human resources programs that exceed expectations and go beyond the normal standards of good government.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
WORKFORCE DEVELOPMENT HRD.FAR					
Provide high quality training to employees					
• Average rating of DHR workshops by participants (1-5 scale)	4.7	4.4	4.6	4.4	4.4
• Participants' average rating of usefulness and practicality of DHR workshops to their jobs (1-5 scale)	4.7	4.5	4.5	4.5	4.5
RECRUIT/ ASSESS/ CLIENT SERVICES					
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment					
• Average time between examination announcement closing and list adoption, in months	2.0	2.0	2.0	2.0	1.8
• Percentage of employees citywide that are provisional	0.0042%	0.0050%	0.0033%	0.0050%	0.0026%
EQUAL EMPLOYMENT OPPORTUNITY					
Provide City employees with a discrimination-free workplace					
• Percentage of discrimination complaints investigated within 6 months of receipt	44%	70%	40%	70%	70%
WORKERS COMPENSATION					
Provide a safe and healthy work environment					
• Claims per 100 FTEs (full time equivalents)	11.4	11.0	12.5	11.5	11.0
Resolve employee Workers Compensation claims in a timely and effective manner					
• Average rating by departments of their claims administration services (1-5 scale).	4.8	4.7	4.6	4.7	4.8
• Workers' Compensation claims closing ratio	109%	105%	102%	100%	100%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$93.6 million for the Department of Human Resources is \$1.4 million, or 1.5 percent, lower than the FY 2016- 17 budget of \$95 million. This is primarily due to a reduction in the number of fellowship positions that the City is offering in the upcoming fiscal year, offset by increases in salaries and benefits costs and increases to Workers' Compensation costs.

The FY 2018-19 proposed budget of \$96.4 million for Department of Human Resources is \$2.8 million, or 2.9 percent, higher than the FY 2017-18 budget of \$93.6 million. A significant portion of this increase is due to increases in salaries and benefits costs.

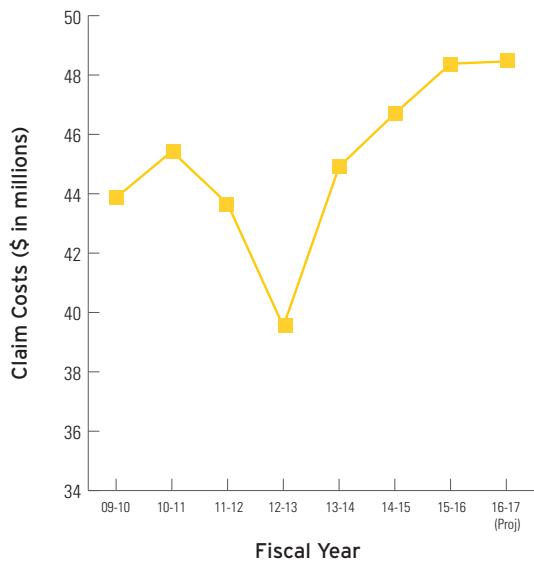
HUMAN RESOURCES ANALYST DEVELOPMENT PROGRAM

DHR intends to expand the 1249 training program to add a career development program for current

city employees. This program will help establish a career path for employees in clerical and other similar classifications who want to acquire human resources positions. The two development programs would alternate every other year, with the next 1249 cohort joining the City in FY 2018-19. DHR requested and received funding from the City's Committee on Information Technology (CoIT) to support the development of online trainings. This will allow the Department to provide a blend of online and in-person trainings as part of the 1249 training program.

IMPLICIT BIAS PROGRAM

DHR will continue to expand the highly successful instructor-led workshops launched in FY 2016-17. The Workforce Development Division will continue to increase the number of departmental staff participating in the implicit bias program. A follow-up instructor-led program is also being developed. As part of a heightened focus on



▲ COST OF WORKERS' COMPENSATION CLAIMS.

Annual claims costs are projected to be \$48.46 million in FY 2016-17.

diversity and inclusion, DHR will develop and deliver employee engagement tools and conflict management workshops.

RESTRUCTURING

DHR will combine a portion of its Recruitment and Assessment Services Division with its Client Services Operations to create the Exams and Appointments Division. The new division will produce plans and conduct exams for miscellaneous (non-public safety) citywide

classifications. The division will also review and approve appointments.

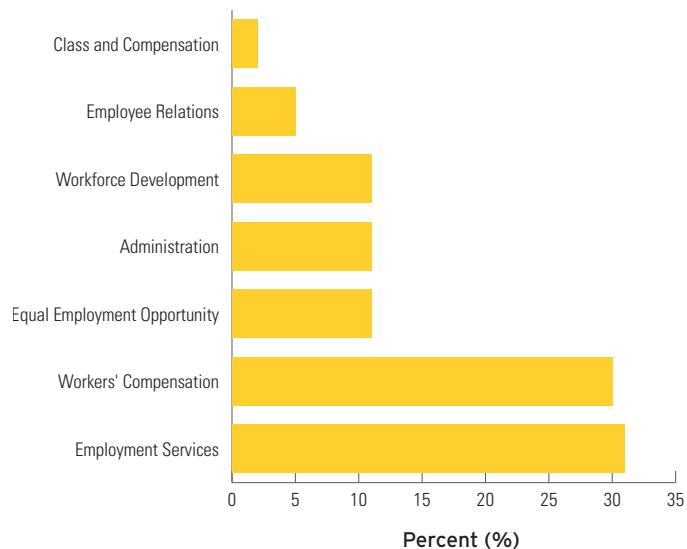
The contract for the City's application and examinations system will expire in October 2018. The Exams and Appointments Division will lead the efforts to develop the business requirements for the request for proposal (RFP) to potentially replace the current vendor. Funding has been identified in FY 2018-19 for staff supporting the development and release of the RFP.

POLICY DEVELOPMENT AND IMPLEMENTATION

The City Employee Handbook will be updated and modernized in FY 2017-18. The new format will include a web-based option, which will allow for easy updates of individual handbook sections in the future. DHR conducted surveys of human resources professionals and employees in FY 2016-17 in preparation for the update.

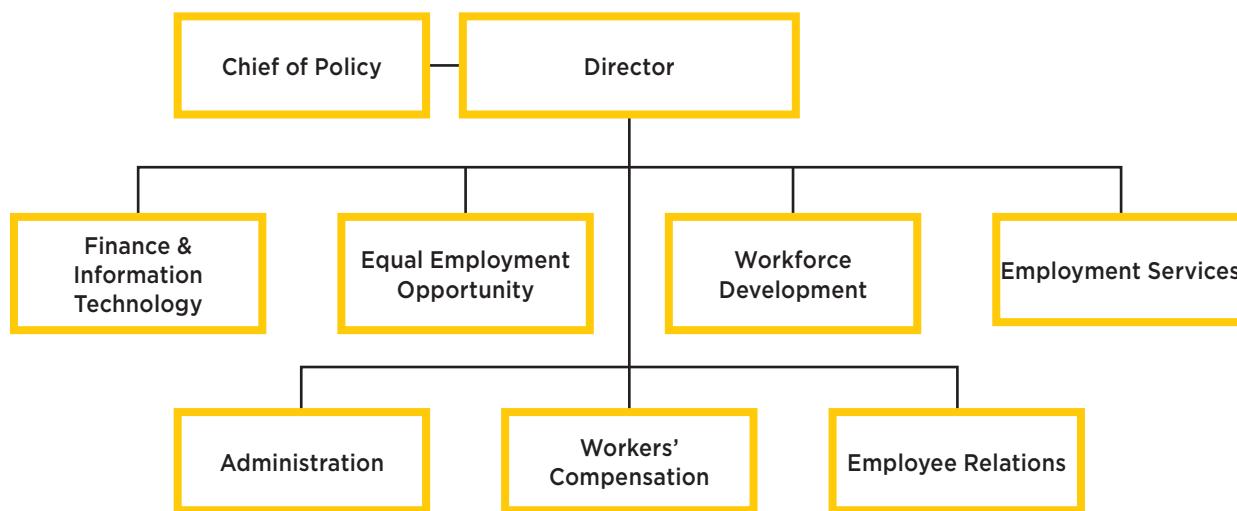
DHR will also launch a citywide transgender policy in FY 2017-18. This policy is intended to promote a safe, professional, inclusive, and productive workplace for all city employees, and demonstrate the City's desire to welcome and include transgender, gender-variant/gender-nonconforming, and transitioning employees, applicants, and persons providing services to the City by contract. The policy will provide guidance and address questions that may arise about legal rights and safety.

FY 2017-18 FULL-TIME EQUIVALENT POSITION BY PROGRAM. 31 percent of all DHR employees work in the Employment Service Program.





HUMAN RESOURCES ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	171.41	193.88	188.47	(5.41)	197.24	8.77
Non-operating Positions (cap/other)	(19.00)	(39.00)	(39.31)	(0.31)	(40.00)	(0.69)
Net Operating Positions	152.41	154.88	149.16	(5.72)	157.24	8.08
SOURCES						
Other Revenues	87,885	91,488	120,428	28,940	120,428	0
Transfers In	2,075,400	0	0	0	0	0
Expenditure Recovery	72,005,545	79,183,868	77,574,257	(1,609,611)	78,801,927	1,227,670
Use of / (Deposit to) Fund Balance	(65,643)	0	0	0	0	0
General Fund Support	13,570,938	15,740,808	15,901,537	160,729	17,428,454	1,526,917
Sources Total	87,674,125	95,016,164	93,596,222	(1,419,942)	96,350,809	2,754,587
USES - OPERATING EXPENDITURES						
Salaries & Wages	16,308,168	17,076,781	16,833,970	(242,811)	18,154,739	1,320,769
Fringe Benefits	6,665,811	6,558,361	6,954,601	396,240	7,340,505	385,904
Professional & Contractual Services	59,918,184	66,135,795	64,630,000	(1,505,795)	65,021,322	391,322
Materials & Supplies	146,580	314,510	270,741	(43,769)	270,741	0
Services of Other Departments	4,635,382	4,930,717	4,906,910	(23,807)	5,563,502	656,592
Uses - Operating Expenditures Total	87,674,125	95,016,164	93,596,222	(1,419,942)	96,350,809	2,754,587
USES BY PROGRAM RECAP						
Administration	4,365,791	2,243,984	3,929,806	1,685,822	1,430,907	(2,498,899)
Class And Compensation	345,728	521,119	507,084	(14,035)	525,813	18,729
Employee Relations	5,503,887	5,587,634	3,861,368	(1,726,266)	5,682,257	1,820,889
Equal Employment Opportunity	2,195,353	3,169,536	3,605,114	435,578	3,729,150	124,036
Health Service System	180,911	0	0	0	0	0
Management Information System	0	0	0	0	300,000	300,000
Recruit/ Assess/ Client Services	8,201,702	10,582,980	9,333,274	(1,249,706)	10,346,378	1,013,104
Workers Compensation	63,721,245	69,408,909	70,008,431	599,522	72,110,067	2,101,636
Workforce Development	3,159,508	3,502,002	2,351,145	(1,150,857)	2,226,237	(124,908)
Uses by Program Recap Total	87,674,125	95,016,164	93,596,222	(1,419,942)	96,350,809	2,754,587



HUMAN RIGHTS COMMISSION

MISSION

The Human Rights Commission (HRC), established in 1964 by City Ordinance, provides leadership and advocacy in securing, protecting, and promoting human rights for all people.

SERVICES

The Human Rights Commission provides services through the following divisions:

DISCRIMINATION, COMPLAINTS, INVESTIGATION, & MEDIATION DIVISION investigates and mediates complaints of discrimination and non-compliance in employment, housing, and public accommodation, as prescribed by San Francisco Administrative Code Chapters 12A, 12B, 12C and 12N and San Francisco Police Code Articles 33, 38 and 1.2. In addition, this Division is charged with implementing the Sanctuary City Ordinance by assisting the public in filing, mediating, and investigating complaints of non-compliance as prescribed by San Francisco Administrative Code Chapters 12H.

POLICY AND SOCIAL JUSTICE DIVISION collaborates closely with other governmental agencies, community-based organizations, and members of the community to address a wide range of civil rights and other related social justice issues affecting the residents of San Francisco.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
Total FTE	12	12	13	1	13	-



LOOKING BACK

HELP AGAINST HATE CAMPAIGN

In partnership with the Mayor's Office and the San Francisco Police Department, the Human Rights Commission (HRC) launched the "Help Against Hate" campaign to address an uptick in discrimination and hate violence. Immigrant, Muslim, and LGBTQI communities, among others, have witnessed increased human and civil rights violations, and minority communities across the San Francisco Bay Area are experiencing a rise in discrimination and hate violence. The "Help Against Hate" campaign seeks to connect community members to available resources on discrimination and hate violence. The campaign consists of outreach on violence prevention services, community-based "Know Your Rights" workshops, and cultural competency and sensitivity trainings.

ENGINEERING FOR EQUITY

In 2016, the HRC launched the "Engineering for Equity" program to reduce disparities in government services. The "Engineering for Equity" program has two objectives:

- 1) Advise City departments on how to make their services more accessible for residents
- 2) Ensure community involvement in the full range of government decisions

The program consists of customized trainings for department leaders that focus on assessing conditions, building bridges, creating ladders, cultivating collaborations, and considering impact.

Building on the "Engineering for Equity" program, the HRC also hosted a two-day summit calling for equity in education. The summit, entitled "From Resolution to Revolution: An Education Equity Summit," brought together over 400 community stakeholders to discuss how to bridge gaps in the local education system.

LGBTQI VIOLENCE PREVENTION

The HRC continued to work closely with LGBTQI community organizations to address ongoing hate violence and discrimination. Over the last two years, the HRC disbursed over \$1,000,000 for the following services:

- Case management, education/advocacy, and community building for translatinas in the Mission District
- Trauma counseling, peer support groups, and leadership development services for LGBTQI survivors of violence
- Transgender coalition building among the full range of San Francisco's transgender and gender non-conforming communities
- Legal and support services for incarcerated and formerly incarcerated transgender persons



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Policy & Social Justice Division					
Collaborate with City, Federal and State agencies, educational institutions, CBOs and members of the community to address a wide range of civil rights and other related social justice issues affecting SF residents.					
• Number of Education, Training & Awareness Events by HRC	20	30	25	30	30
• Number of Public Meetings and Forums by HRC in the Community	13	20	14	20	20
Discrimination Division					
Address complaints of discrimination in employment, housing and public accommodations within the City and County of San Francisco					
• Total Inquiries & Intakes	1,301	1,000	1,000	1,000	1,000
• Total Number of Complaints Filed	65	50	40	50	50
• Total Number of Complaints Filed and Settled	7	10	8	10	10



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$3.4 million for the Human Rights Commission is \$0.3 million, or 9.9 percent, higher than the FY 2016-17 budget of \$3.1 million. The increase reflects salary and benefits increases, and the annualization of one new staff member to support the core mission of the department.

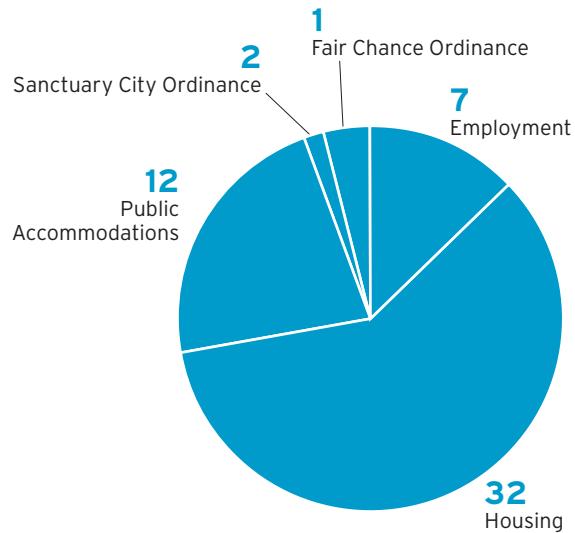
The FY 2018-19 proposed budget of \$3.5 million is \$0.1 million, or 2.6 percent, higher than the FY 2017-18 budget, reflecting the salary and benefit cost increases.

COMMUNITY COLLABORATIVES

The HRC will support the Black to the Future collaborative and My Brother's and Sister's Keeper program. Black to the Future is a city-supported, community-driven collaborative that connects at-risk African American families with a continuum of support services. It focuses on capacity-building in historically underserved communities. My Brother's and Sister's Keep is a youth empowerment initiative designed to address persistent opportunity gaps experienced by young people of color. Resources within the department will support these efforts in the upcoming fiscal year.

EXPANSION OF ENGINEERING FOR EQUITY

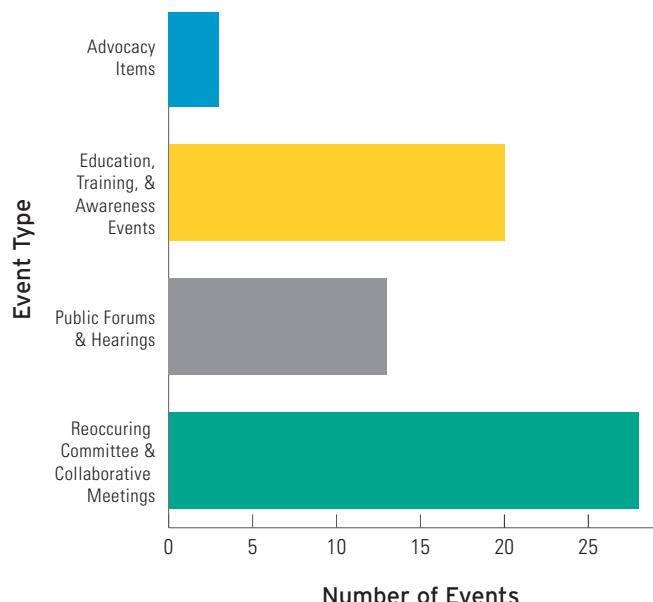
Building on the success of the previous year, the HRC



TYPES OF COMPLAINTS RECEIVED BY THE HRC. Most of the complaints received by the HRC in 2016 were related to housing.

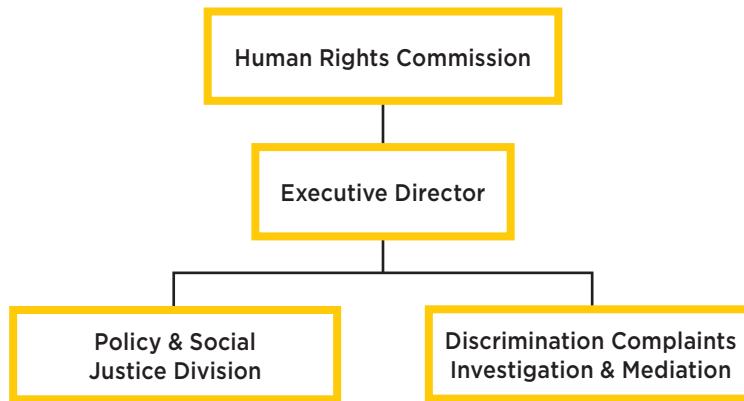
plan to expand the "Engineering for Equity" program. The Department will host another two-day summit on how to bridge gaps in the education system. The HRC will also continue to partners with leadership in City departments to provide tools and trainings to reduce disparities and inequities in government services.

HRC POLICY DIVISION ACTIVITIES. In 2016, the HRC Policy Division conducted a variety events.





HUMAN RIGHTS COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	11.68	12.15	13.36	1.21	13.36	0.00
Net Operating Positions	11.68	12.15	13.36	1.21	13.36	0.00
SOURCES						
Charges for Services	20	0	0	0	0	0
Expenditure Recovery	0	0	7,200	7,200	0	(7,200)
General Fund Support	2,222,754	3,079,401	3,377,400	297,999	3,471,122	93,722
Sources Total	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
USES - OPERATING EXPENDITURES						
Salaries & Wages	1,081,336	1,290,812	1,455,254	164,442	1,498,544	43,290
Fringe Benefits	404,184	511,065	591,646	80,581	624,737	33,091
Professional & Contractual Services	91,825	90,800	92,197	1,397	92,197	0
Aid Assistance / Grants	372,189	910,125	920,626	10,501	920,626	0
Materials & Supplies	2,607	6,000	6,000	0	6,000	0
Services of Other Departments	270,633	270,599	318,877	48,278	329,018	10,141
Uses - Operating Expenditures Total	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
USES BY PROGRAM RECAP						
Human Rights Commission	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522
Uses by Program Recap Total	2,222,774	3,079,401	3,384,600	305,199	3,471,122	86,522



HUMAN SERVICES AGENCY

MISSION

The Human Services Agency (HSA) promotes well-being and self-sufficiency among individuals, families, and communities in San Francisco.

SERVICES

The Human Services Agency is comprised of three separate departments. The Department of Aging and Adult Services (DAAS) is charged with planning, coordinating, providing, and advocating for community-based services for older adults and individuals with disabilities, and works with nearly 52,000 San Franciscans each year. The Department of Human Services (DHS) works with approximately 193,000 San Franciscans each year to provide critical nutrition assistance, income support, CalWORKs and Medi-Cal eligibility, employment, and child welfare services. The Office of Early Care and Education (OECE) is charged with aligning and coordinating federal, state, and local funding streams to improve access to high-quality early care and education for children 0-5, and to address the needs of the early care and education workforce. OECE seeks to build an effective system of services for young children and their families, reaching more than 9,000 young children and their families each year.

The Department of Aging and Adult Services provides services through the following divisions:

IN-HOME SUPPORTIVE SERVICES (IHSS) assists more than 22,000 low-income elderly, disabled and/or blind San Franciscans to live safely in their own homes rather than in a nursing home or other group care facility. The program employs more than 19,000 individuals as independent providers. IHSS workers assist clients with domestic and personal care services. The program works with hospitals and other medical facilities to ensure that home care services are in place at the time of discharge, which helps to mitigate hospital readmissions.

PROTECTIVE SERVICES DIVISION is comprised of Adult Protective Services (APS), Public Guardian, Public Administrator, Public Conservator, and Representative Payee programs. Adult Protective Services operates on a 24-hour basis to assist elders (65+) and adults with disabilities/dependent adults (18-64) who are experiencing abuse, exploitation, neglect, and/or self-neglect. The Public Guardian provides probate conservatorship services for older adults and adults with disabilities who are substantially unable to provide for their own personal needs. The Public Administrator handles the estates of deceased San Franciscans when no family members are willing or able to act. The Public Conservator provides mental health conservatorship services for San Franciscans deemed gravely disabled due to mental illness. The Representative Payee manages money for adults with disabilities who cannot manage their own funds and who voluntarily agree to have the Payee manage their money for them.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	822,924,027	862,944,407	907,731,575	44,787,168	925,914,229	18,182,654
Total FTE	2,046	2,068	2,117	49	2,113	(4)

Services (continued)

LONG-TERM CARE OPERATIONS DIVISION manages a range of initiatives including the Community Living Fund (CLF), the Alzheimer's Disease Initiative, and Support at Home. CLF provides for home and community-based services, or a combination of equipment and services, that help individuals who are currently or at risk of being institutionalized to return to community living or continue living independently in their homes. The Alzheimer's Disease Initiative provides supportive services to public housing residents with dementia. Support at Home is a home care voucher program for seniors and adults with disabilities who have unmet home care needs due to financial challenges. It targets individuals who are typically described as the "upper poor", or up to 100 percent of the area median income and not eligible for other subsidized home care programs like IHSS.

COMMUNITY SERVICES/INTEGRATED INTAKE DIVISION includes the Office on the Aging, County Veterans' Service Office (CVSO), San Francisco Care Transitions Program (SFCTP), and Integrated Intake. The Office on the Aging works with community-based organizations to provide a wide range of programs and services, including nutrition programs, activity centers, transportation, and legal services, for seniors and adults with disabilities. The CVSO helps veterans and their dependents to obtain veterans' benefits and entitlements. The focus of the SFCTP is to lower hospital readmission rates by providing short-term, targeted social services for Medi-Cal eligible adults with disabilities and seniors leaving acute hospital settings. Integrated Intake provides 24-hour information and assistance services pertaining to adults with disabilities and seniors, and takes reports of elder/dependent adult abuse, IHSS and CLF referrals, and requests for home-delivered meals.

The Department of Human Services provides services through the following program areas:

CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO CHILDREN (CALWORKS) AND WELFARE-TO-WORK SERVICES

WELFARE-TO-WORK SERVICES provide financial assistance, family stabilization, housing assistance and supportive services including: case management, vocational counseling, job readiness assistance, behavioral health treatment, transportation, and services designed to help parents of low-income families secure and retain employment and become self-sufficient.

COUNTY ADULT ASSISTANCE PROGRAMS (CAAP) provide financial aid and supportive services such as shelter, Supplemental Security Income (SSI) Advocacy, and employment services to eligible low-income San Francisco adult residents (without dependent children) to help them become self-sufficient.

FAMILY AND CHILDREN'S SERVICES protects children from abuse and neglect; supports the well-being of children and families; and finds permanency for children through reunification, legal guardianship, or adoptions. This division operates the child abuse hotline, conducts investigations and case planning, provides case management for families and for children living at home and in foster care, and provides case management services to older youth (ages 18-21) to assist them with continuing education or trade schools, employment and transitional housing.

SF BENEFITSNET connects low-income San Francisco residents to free and low-cost health coverage through the Medi-Cal program and with monthly food benefit allotments through the CalFresh program. The program also provides information and enrollment services to San Francisco residents who may be eligible for subsidized health insurance through the Affordable Care Act-authorized health exchange.

ADMINISTRATION, POLICY, AND PLANNING provides support to programs for DAAS, DHS, and the OECE. Administrative functions include budget, finance, contracts and facilities management, information technology, and human resources. Policy and Planning conducts analyses to support on-going improvement of services to clients, while the investigations office works to ensure program integrity.

The Office of Early Care and Education performs the following services:

FUNDING QUALITY SERVICES OECE serves as a funder of services in child care centers and family child care homes which meet established quality standards. OECE funding helps families afford services, and helps programs close the gap to quality in high-cost San Francisco. OECE administers San Francisco's Preschool for All program providing all San Francisco four year olds access to a high-quality, half-day preschool program.

IMPROVING POLICY OECE promotes local, state, and federal policy which advances early care and education opportunity for young children and their families and strengthens the ECE workforce.

MEASURING IMPACT OECE's Data and Evaluation team measures the impact of early education on children's development and seeks to continuously improve the services and system for children and families.



LOOKING BACK

IMPLEMENTING THE DIGNITY FUND

The Dignity Fund was created by the passage of Prop I in November 2016. The fund was baselined at \$38 million and will grow by \$6 million in FY 2017-18 and then grow by an additional \$3 million each year thereafter for 9 years. The baseline and new dedication of existing funding will create stability and allow for more robust programming for seniors and people with disabilities. During FY 2016-17, the Department of Aging and Adult Services has worked with the Dignity Fund oversight committee to develop a recommended allocation for the FY 2017-18 Dignity Fund growth of \$6 million.

ADULT PROTECTIVE SERVICES

The Adult Protective Services program initiated the development of a High-Risk Self-Neglect Unit. Through this specialized unit, the program is able to carry out intensive interventions with the high-need, chronically self-neglecting client population who is at risk of eviction and homelessness. The unit recently formed and will be able to report outcomes in 2018.

CONTINUED INVESTMENT IN FAMILY AND CHILDREN'S SERVICES (FCS)

FCS continued the roll-out of the Continuum of Care Reform (AB 403), the most significant child welfare reform of the past decade, which focuses on increased reliance on family-based care settings (rather than congregate care). Efforts have focused on the recruitment of foster families, the streamlining of the licensing process for all caregivers, and strategies to bring the child, family, and community into the assessment, case planning, and placement decision making process. FCS has also continued its participation in California's Title IV-E Waiver Project, which gives counties greater flexibility in the use of federal Title IV-E funds in exchange for a capped allocation. Now in year three of the five-year funding cycle of the Waiver, FCS has invested in expanded support for implementation of statewide strategies on child welfare practice, including the Core Practice Model and Safety Organized Practice.

IMPROVEMENTS TO COUNTY ADULT ASSISTANCE PROGRAMS (CAAP)

In January 2017, CAAP implemented policies and procedures to make it simpler for clients to access and maintain benefits; target employment services more effectively; create pathways out of poverty; and simplify program administration. These changes include: awarding all clients who meet minimum program requirements the higher of the two grant amounts; adding new work activities for clients needing light-duty assignment available starting spring 2017; and reducing

sanction periods for non-fraudulent discontinuances to 30 days. Employment opportunities are available to all clients who want and are able to work.

FOCUS ON CALFRESH OUTREACH

SF Benefits Net has continued to reach out to new clients, especially for CalFresh, and encourage enrollment in both CalFresh and Medi-Cal for eligible applicants. The program has focused on increasing the CalFresh uptake rate, with multiple targeted outreach strategies including onsite benefits application at Navigation Centers, community-based organizations, SF General Hospital, and other locations. New strategies include collaboration with the San Francisco Unified School District to provide parents who are applying for free/reduced school meals with a box to check to receive outreach services for CalFresh benefits. In 2016, SF Benefits Net held over 20 community outreach events and has a similar schedule planned for 2017.

CALWORKS AND WORKFORCE DEVELOPMENT

The CalWORKs program has sustained its focus on implementation of the Housing Support Program, Family Stabilization, and Jobs Now Subsidized Employment efforts. These efforts provide support for families navigating crisis situations and moving towards self-sufficiency. The program also continues to enhance its services through robust appraisal, early engagement of clients in employment opportunities, provision of whole family services, and developing more intensive connection between staff and participants.

SYSTEMS CHANGE AND INVESTMENTS IN EARLY CARE AND EDUCATION

In July 2016, OECE released the San Francisco Citywide Plan for Early Care and Education which presents a shared vision for ensuring every San Francisco child has equal opportunity from birth. The plan, which was constructed in collaboration with community and city stakeholders, presents recommendations in six key areas:

- Birth to Five Approach
- Racial Equity and Diversity
- Quality Improvement
- Family Engagement
- Professional Development and Workforce
- Financing Models

OECE dedicated most of the year to implementation planning, involving robust stakeholder engagement. The following priorities were established and are reflected in the FY 2017-18 budget: pay fair rates to providers, ensure continuity of care for families, reduce redundant paperwork and reporting, and improve information for families to get matched with quality child care choices.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CalWorks					
To reduce the incidence of poverty in San Francisco and to increase the economic self-sufficiency of low income families and individuals					
• Current active CalWORKs caseload	3,726	3,976	3,711	3,622	3,623
CalFresh					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
• Current active CalFresh caseload	30,460	33,339	32,663	34,161	35,312
County Adult Assistance Program					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
• Percentage of CAAP clients with Medi-Cal coverage	84%	80%	88%	80%	80%
To reduce the incidence of poverty in San Francisco and to increase the economic self-sufficiency of low income families and individuals					
• Current active CAAP caseload	5,214	5,364	4,943	4,742	4,737
Medi-Cal					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
• Current active Medi-Cal caseload	121,377	132,216	124,094	130,930	134,377
Workforce Development					
To reduce the incidence of poverty in San Francisco and to increase the economic self-sufficiency of low income families and individuals					
• Job placement rate for aided individuals	79%	60%	45%	60%	60%
• Number of individuals that received workforce development services	3,635	3,000	5,553	5,000	9,553
• Number of individuals that were placed in employment (subsidized or unsubsidized)	2,264	2,400	2,203	2,400	3,003
Family And Children's Service					
To protect children, youth, adults and seniors from abuse and neglect					
• Total number of children in foster care	913	943	930	919	921
Homeless Services					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
• Number of families receiving a rental subsidy	285	275	275	275	275
• Number of families that secured and/or maintained housing due to a one-time grant	790	1,153	800	800	800
• Number of households on the waiting list for family shelter	232	175	200	200	200
• Number of individuals (includes single adults and members of families) leaving homelessness due to placement in permanent supportive housing	566	500	500	600	600
• Number of individuals reunited with family or friends through the Homeward Bound program	880	750	750	800	800
• Number of single adults that secured and/or maintained housing due to a one-time grant	648	1,047	700	700	700
• Percent of formerly homeless households (includes single adults and families) still in supportive housing or other appropriate placements after one year	97%	90%	90%	95%	95%
• Percentage of all available year-round single adult homeless shelter beds used	95%	95%	95%	95%	95%



PERFORMANCE MEASURES (CONTINUED)

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Office of Early Childcare and Education					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
● Percent of children receiving a subsidy enrolled in licensed care	87%	89%	89%	90%	90%
● Percent of licensed child care centers with a current quality assessment who have a score of 4.5 or above	99%	99%	100%	100%	100%
IHSS					
To sustain vulnerable children, seniors, and adults at home or in the least restrictive settings					
● Current active In Home Support Services caseload	22,298	22,500	22,400	22,500	22,500
Office on Aging					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
● Number of meals delivered to homes	1,620,337	1,501,224	1,692,624	1,692,624	1,692,624
● Number of meals served at centers	885,197	893,859	896,500	893,859	990,000
● Number of unduplicated individuals served meals through senior congregate and home-delivered meal programs	19,063	19,000	20,200	20,200	22,220
Information and Referral					
To sustain vulnerable children, seniors, and adults at home or in the least restrictive settings					
● Number of incoming calls to apply for programs and request information about services for older adults and adults with disabilities	24,764	30,000	25,000	30,000	28,000
County Veterans Services Office					
To mitigate the impact of poverty and promote the stability, health, and wellbeing of families and individuals					
● Number of unduplicated veterans that received assistance	2,940	3,000	467	3,000	433
Public Guardian					
To administer Agency programs and deliver benefits and services efficiently and effectively					
● Percentage of mandated visits made per quarter	99%	100%	10,000%	100%	10,000%
To protect children, youth, adults and seniors from abuse and neglect					
● Number of unique individuals with an active case at any time in the past six months (including all accepted referrals)	377	350	400	350	350
Public Conservator					
To protect children, youth, adults and seniors from abuse and neglect					
● Number of referrals that were investigated in the past six months	133	150	150	150	150
● Number of unique individuals with an active case at any time in the past six months (including referrals)	708	700	660	600	600



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$907.7 million for the Human Services Agency (HSA) is \$44.8million, or 5.2 percent, higher than the FY 2016-17 budget. This is primary driven by increases in the cost of administering the In Home Supportive Services program due to State funding changes, voter mandated

increases in the Dignity Fund, increases in funding for early care and education as well as salary and benefit and operational cost increases.

The FY 2018-19 proposed budget of \$925.9 million for the Human Services Agency (HSA) is \$18.2 million, or 2

percent, higher than the FY 2017-18 proposed budget of \$907.7 million. This is owing to further increases in the cost of IHSS, Dignity Fund increases and salary and benefit cost increases.

DIGNITY FUND

Dignity Fund expenditures include an additional \$6 million in FY 2017-18, which is on top of baseline funding of \$38 million—for a total of \$44 million in dedicated funding from the passage of Proposition I. The Dignity Fund creates financial stability for programs serving seniors and people with disabilities, and the additional \$6 million will enable more robust programs and services for this population. The new funding will support innovative community service centers and activities, caregiver support, housing retention, legal services and financial planning, nutrition and wellness and support for veterans. Consistent with the Children's Fund, the Dignity fund will also support the Cost of Doing Business (CODB) increase for the nonprofits supported by the fund.

IN-HOME SUPPORTIVE SERVICES (IHSS)

To support the delivery of IHSS care, the budget includes a pilot that evaluates the impact of a wage premium for IHSS workers. Independent providers and home care workers employed by Homebridge, a non-profit home care agency, provide IHSS for consumers in San Francisco. With the rising local minimum wage,

it has become increasingly difficult to compete with other employers in order to recruit and retain IHSS workers, and the pilot will seek to assess the impact of providing a wage premium.

The IHSS budget has also grown significantly in FY 2017-18 and FY 2018-19 due to the impact of fiscal changes at the State level. The Governor's budget changes the way counties share in the cost of administering this program, which entails significant new costs for San Francisco to run this important entitlement program: \$21 million in additional costs for San Francisco over the next 2 years and growing even higher in the out years.

CALWORKS STATE FUNDING BACKFILL

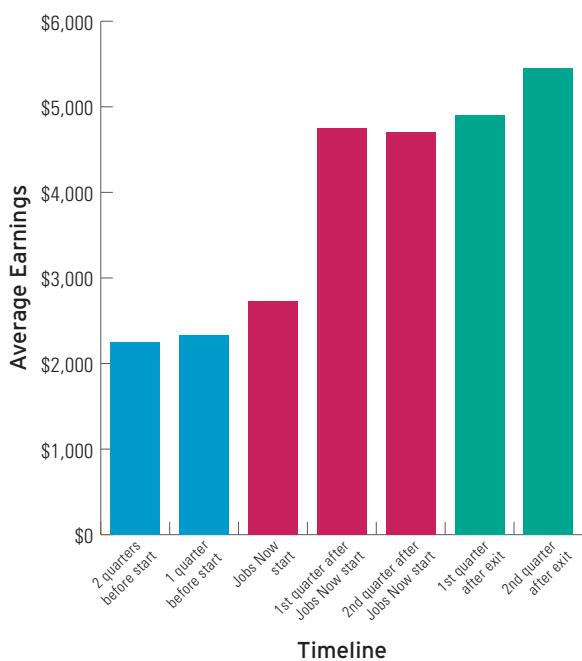
The State budget also reduces the amount of funding available for counties to administer the CalWORKs program. This results in \$9 million in lost funding that the City is backfilling in the FY 2017-18 and FY 2018-19 budget, rather than reduce services, to help get our lowest income residents back to work.

ADDRESSING CLIENT IMMIGRATION CONCERNS

SF Benefits Net, the integrated Medi-Cal and CalFresh programs, have undergone significant growth in the last several years to address the enormous caseload growth in Medi-Cal and, to a lesser extent, the growth in CalFresh. The budget reflects a continued focus on outreach efforts for the Medi-Cal and CalFresh programs. HSA also adds funds to continue work done to outreach to the Chinese community in San Francisco, replacing an outreach grant that expires this year.

EXPANDED SUPPORT FOR VULNERABLE CHILDREN AND YOUNG ADULTS

Family and Children's Services (FCS) will continue to implement significant changes required by the Continuum of Care Reform (AB 403). It will be a multi-year effort to build capacity in San Francisco for more family-based settings that can provide appropriate residential care and supports for foster youth. FCS will also be expanding on an intensive residential treatment program to serve youth with exceptional mental health and placement needs for 45 to 90 days, establishing a 24-hour out-of-home support to stabilize risky behaviors before transitioning youth back to home-based care. FCS also intends to bolster services to the Child Protection Center (CPC), which is the county's intake center for children who have been removed from their homes and not yet in a new foster care placement. The state now requires that the CPC transition from unlicensed, fewer than 24-hour service delivery to a licensed, 72-hour facility.



 **AVERAGE QUARTERLY EARNINGS BEFORE, DURING, AND AFTER JOBS NOW.** Average quarterly earnings more than doubled after jobs now.

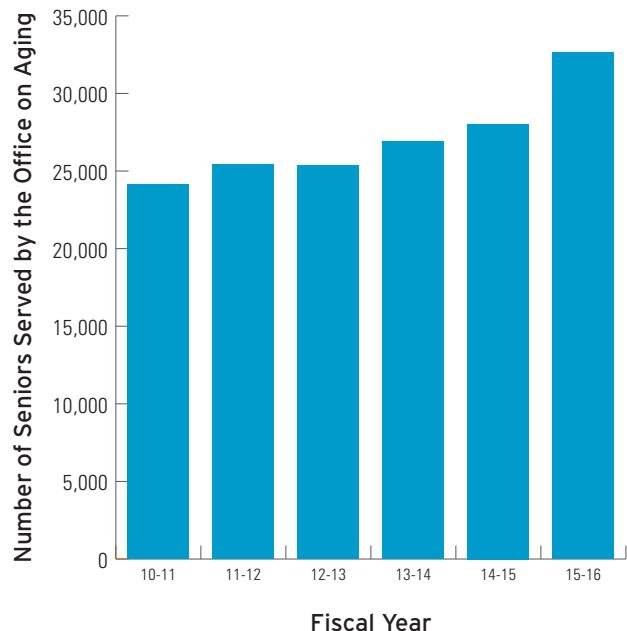
EARLY CARE AND EDUCATION INVESTMENTS

Through the new Early Learning Scholarship approach, OECE's budget prioritizes increased funding rates to child care centers and family child care homes which meet quality standards, while reducing administrative and reporting from several programs into one streamlined funding agreement.

The budget also includes support for providers to improve their Quality Rating and Improvement System scores by expanding health screening, early childhood mental health services, and capacity in and support for family child care homes.

OECE's budget also includes \$4.2 million in new funding to clear the waitlist for homeless families on the childcare waitlist, this will benefit 140 families in the City and mean all homeless children under 5 years old will have access to care.

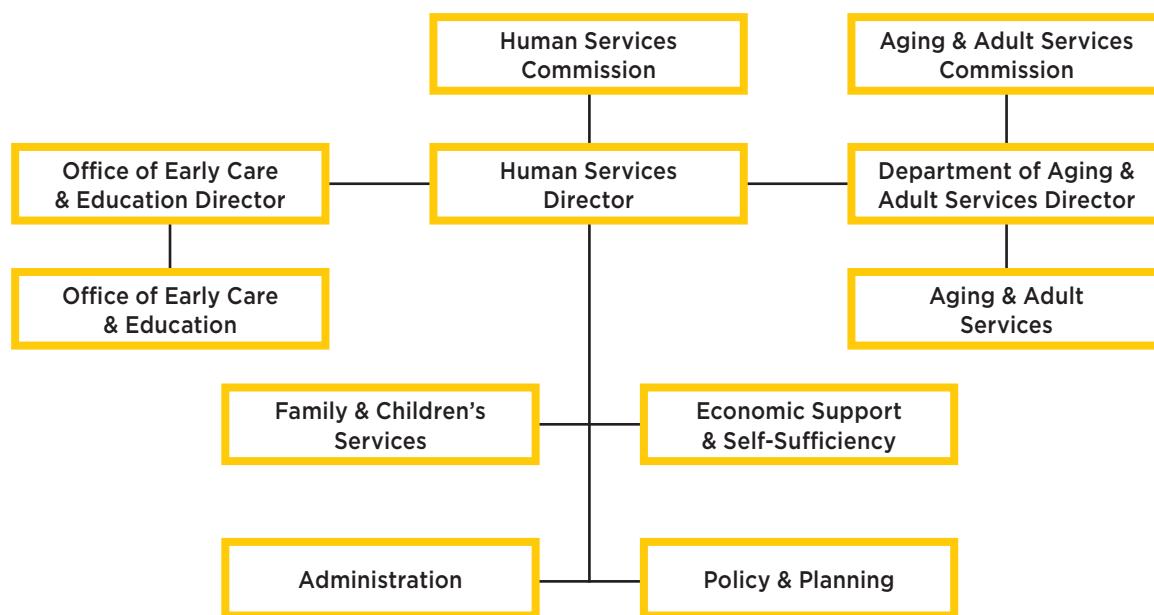
In the coming two fiscal years, OECE will continue to work to streamline processes and increase accountability, improve strategies for investment, and prioritize data integration to support planning and outcome monitoring.



▲ NUMBER OF SENIORS AND ADULTS WITH DISABILITIES SERVED BY THE OFFICE ON AGING.
The number of seniors served by the Office on Aging increased 16 percent from FY 2014-15.



HUMAN SERVICES AGENCY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	2,067.73	2,096.74	2,148.14	51.40	2,144.64	(3.50)
Non-operating Positions (cap/other)	(22.16)	(28.85)	(31.54)	(2.69)	(32.00)	(0.46)
Net Operating Positions	2,045.57	2,067.89	2,116.60	48.71	2,112.64	(3.96)
SOURCES						
Licenses & Fines	3,627	0	0	0	0	0
Use of Money or Property	335,908	431,189	431,189	0	431,189	0
Intergovernmental Revenue - Federal	257,649,501	260,346,997	269,366,081	9,019,084	275,341,409	5,975,328
Intergovernmental Revenue - State	298,762,969	326,056,713	343,892,721	17,836,008	349,135,083	5,242,362
Intergovernmental Revenue - Other	44,273	165,222	80,000	(85,222)	80,000	0
Charges for Services	1,892,788	1,714,419	1,810,919	96,500	1,810,919	0
Other Revenues	5,305,608	4,293,243	5,121,169	827,926	3,826,809	(1,294,360)
Transfers In	23,482,255	6,697,463	985,785	(5,711,678)	985,785	0
Expenditure Recovery	31,005,357	39,838,912	38,620,450	(1,218,462)	39,481,170	860,720
Transfer Adjustments-Sources	(23,468,008)	(6,697,463)	(985,785)	5,711,678	(985,785)	0
Use of / (Deposit to) Fund Balance	(3,867,477)	10,625,612	9,154,567	(1,471,045)	0	(9,154,567)
General Fund Support	231,777,226	219,472,100	239,254,479	19,782,379	255,807,650	16,553,171
Sources Total	822,924,027	862,944,407	907,731,575	44,787,168	925,914,229	18,182,654
USES - OPERATING EXPENDITURES						
Salaries & Wages	173,482,607	190,850,336	197,819,197	6,968,861	203,193,959	5,374,762
Fringe Benefits	82,930,061	87,840,220	94,978,855	7,138,635	100,719,462	5,740,607
Professional & Contractual Services	31,320,591	39,629,230	53,312,207	13,682,977	56,719,158	3,406,951
Aid Assistance / Grants	482,419,776	468,389,576	482,210,679	13,821,103	485,856,516	3,645,837
Materials & Supplies	3,382,536	4,072,332	3,831,267	(241,065)	3,831,267	0
Equipment	424,234	254,935	53,806	(201,129)	0	(53,806)
Services of Other Departments	48,624,153	56,857,759	60,438,495	3,580,736	60,506,798	68,303
Transfers Out	23,538,008	21,747,482	16,072,854	(5,674,628)	16,072,854	0
Transfer Adjustments-Uses	(23,468,008)	(6,697,463)	(985,785)	5,711,678	(985,785)	0
Uses - Operating Expenditures Total	822,653,958	862,944,407	907,731,575	44,787,168	925,914,229	18,182,654
USES - PROJECT EXPENDITURES						
Facilities Maintenance	11,549	0	0	0	0	0
Capital Projects	258,520	0	0	0	0	0
Uses - Project Expenditures Total	270,069	0	0	0	0	0
USES BY PROGRAM RECAP						
Administrative Support	103,048,070	107,422,615	116,512,384	9,089,769	120,589,011	4,076,627
Adult Protective Services	7,077,037	7,957,963	8,918,765	960,802	9,233,724	314,959
Adult Services	0	0	412,706	412,706	412,706	0
Calworks	48,504,876	57,083,752	56,611,522	(472,230)	57,497,871	886,349
Children's Baseline	28,728,927	37,976,696	37,303,107	(673,589)	38,474,492	1,171,385
County Adult Assistance Program	47,343,247	48,752,600	49,425,861	673,261	50,166,495	740,634
County Veterans Services	491,691	813,654	865,518	51,864	897,687	32,169
Diversion And Community Integration Prog	4,598,583	8,073,456	8,891,383	817,927	8,891,383	0
Dss Childcare	27,834,417	82,011,744	84,509,806	2,498,062	75,750,473	(8,759,333)
Family And Children's Service	118,942,962	129,224,102	132,069,089	2,844,987	133,592,756	1,523,667
Homeless Services	114,251,832	0	0	0	0	0
In Home Supportive Services	174,557,377	185,002,803	207,835,715	22,832,912	219,821,144	11,985,429
Integrated Intake	1,916,241	3,007,385	3,193,032	185,647	3,311,291	118,259
Non Program	0	15,050,019	15,087,069	37,050	15,087,069	0
Office On Aging	33,538,232	50,571,506	55,819,996	5,248,490	59,013,779	3,193,783
Public Administrator	1,703,377	1,595,761	1,624,050	28,289	1,683,652	59,602
Public Conservator	1,724,285	1,886,535	2,062,829	176,294	2,138,862	76,033
Public Guardian	3,537,327	2,910,946	3,023,024	112,078	3,133,636	110,612
Representative Payee	779,045	738,210	763,653	25,443	792,187	28,534

TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Sf Benefits Net	62,885,111	76,623,766	76,430,068	(193,698)	78,748,752	2,318,684
Transitional-Aged Youth Baseline	5,765,938	4,443,224	4,588,827	145,603	4,591,676	2,849
Welfare To Work	35,693,362	41,797,670	41,783,171	(14,499)	42,085,583	302,412
Workforce Development	2,090	0	0	0	0	0
Uses by Program Recap Total	822,924,027	862,944,407	907,731,575	44,787,168	925,914,229	18,182,654



JUVENILE PROBATION

MISSION

The Juvenile Probation Department (JPD) assesses and develops plans for youth referred to the Juvenile Justice System. JPD develops and administers a programmatic approach for the assessment, education, treatment, and rehabilitation of youth charged with criminal offenses. The Department provides effective supervision of all individuals under the jurisdiction of the Department.

SERVICES

The Department of Juvenile Probation provides a multitude of non-traditional services through the following program areas:

PROBATION SERVICES receives and screens referrals from law enforcement involving youth charged with criminal offenses. Deputy Probation Officers conduct investigations, prepare court reports, and make dispositional recommendations. The unit also performs an assessment of youth based on risk and needs, and develops distinctive case plans to enhance protective factors and improve minors' community adjustment. Additionally, staff manages and supervises youth who are wards of the court or have been deemed in need of such services by the San Francisco Superior Court.

JUVENILE HALL is the official reception and detention center for youth that are booked in custody as a result of an arrest from an alleged criminal conduct. SF Juvenile Hall is a 150-bed maximum-security facility operated 24 hours a day, seven days a week, and 365 days a year. Detained youths are held until a pending order for release is issued by a judicial officer. To this end, Juvenile Hall counselors provide constant supervision, manage the daily needs of the youth, and coordinate with community organizations to provide rehabilitative services in the facility and upon return to the community.

LOG CABIN RANCH (LCR) is a long-term residential rehabilitation facility located in La Honda for up to 24 adolescent boys committed by the Superior Court as a result of serious delinquent offenses. In coordination with other city agencies and community based organizations, LCR counselors provide constant supervision,

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	36,303,520	41,866,035	41,521,926	(344,109)	44,217,772	2,695,846
Total FTE	241	239	234	(4)	227	(7)

Services (continued)

intervention, guidance, counseling, and support to detained youths aged 14-18 years old within this staff-secure, open-space environment. LCR provides a school setting operated by the SFUSD where youth work toward a high school diploma or GED. Youths also receive therapy, substance abuse treatment, and vocational skills training. Youth are returned to the community following intensive treatment, guided by a comprehensive, multi-agency after-care and re-entry plan.

COMMUNITY PARTNERSHIPS AND COLLABORATIVE STRATEGIES are the hallmark of

JPD's holistic approach to community supervision. They address key areas of youth development and are designed to meet the individual needs of each youth. By building strong and lasting partnerships with the Superior Court, Department of Public Health (DPH), Human Services Agency (HSA), community based organizations, and other city agencies, the Department participates in collaborative assessment, targeted treatment, and coordinated plan development designed to aid in the successful supervision and rehabilitation of youth involved in the justice system.



LOOKING BACK

REDUCING JUVENILE RECIDIVISM AND THE OVERALL DELINQUENT POPULATION

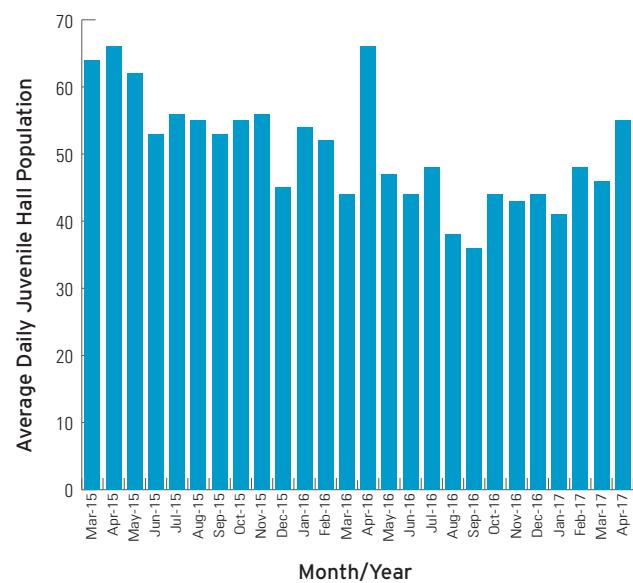
During the past year, the Juvenile Probation Department (JPD) has made a positive impact on the lives of our residents and community through holistic programming and partnerships with stakeholders. In 2008, Juvenile Hall had an average daily population of 124 with annual bookings totaling 1,931. Yet by 2016, the average daily population dropped to 45 residents with only 753 bookings into Juvenile Hall. These reductions have allowed the Department to focus more intensely on the needs and risk factors of detained youths with acute of mental illness and a history of maladaptive behaviors. For probationers returning from out-of-home placements, programs such as the Juvenile Collaborative Reentry Unit (JCRU) provide youths with the tools and resources to effectively navigate and acclimate back into the community. JRCU has achieved compelling reductions in the number of repeat offenders.

CROSS-DEPARTMENTAL COOPERATION FOR BETTER OUTCOMES

This year, the Department celebrated the five-year anniversary of the Teen Outdoor Experience, in which up to 50 teens active with the juvenile justice system go camping at the City's Camp Mather and learn new skills in

preparation for employment. This effort is made possible by a partnership with the Recreation and Parks Department, Police Department, community agencies, and the Mayor's Office.

In 2016, JPD launched a comprehensive case management system, with go-live scheduled for April 2017. Automon, the new case management system, will enable the Department to maintain

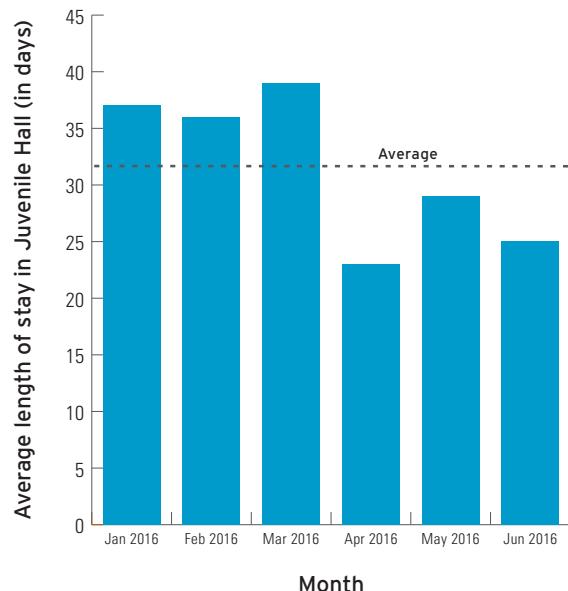


AVERAGE DAILY POPULATION OF JUVENILE HALL. The average population of Juvenile hall continues to stay well below capacity, with population remaining low despite spikes during the late spring and summer.

and retrieve information from key City departments and the San Francisco Unified School District and allow JPD to contribute data to a shared youth database with the Human Services Agency, San Francisco Unified School District, and Department of Public Health.

IMPLEMENTING NEW TECHNOLOGIES TO INCREASE EFFICIENCY

In April 2017, JPD will achieve a significant milestone by going into production with a new case management system and has recently implemented a new risk and needs assessment tool. This will allow the Department to make real progress in reducing the number of entering residents and recidivism by focusing on core services, targeting interventions, holistic programming, community outreach efforts, and enhancing capacity toward improved data-driven decision-making.



▲ **AVERAGE NUMBER OF DAYS PER STAY IN JUVENILE HALL.** *The last three months of FY 2015-16 saw a shorter average stay than the preceding three months.*



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
PROBATION SERVICES					
Reduce repeat offenders					
• Percentage of youth who incur a sustained finding for a new law violation while on probation	8%	10%	10%	10%	10%
Utilize probation services and community resources to assist youth in successfully navigating probation.					
• Percentage of youth who successfully complete the Evening Report Center Programs	78%	70%	75%	78%	79%
• Total number of community service hours completed by probation involved youth	900	800	880	850	875
JUVENILE HALL					
Provide a safe and secure environment for staff and detainees					
• Cost per youth per day - Juvenile Hall	\$634	\$600	\$734	\$750	\$777
• Juvenile hall population	52		45	49	55
LOG CABIN RANCH					
Improve results for residents placed at Log Cabin Ranch					
• Percentage of Log Cabin Ranch graduates enrolled in vocational or educational programs within 30 days of release	69%	85%	100%	85%	100%
• Percentage of Log Cabin Ranch graduates who do not incur sustained charges for new law violations within the first year of graduation	81%	70%	90%	90%	90%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$41.5 million for the Juvenile Probation Department is \$0.3 million, or 0.8 percent, lower than the FY 2016-17 budget of \$41.9 million. This decrease is due to staff positions remaining vacant while the population of Juvenile Hall remains much lower than capacity.

The FY 2018-19 proposed budget of \$44.2 million is \$2.7 million, or 6.5 percent, higher than the FY 2017-18 proposed budget primarily due to increased salary and benefit costs and capital improvement projects, including the Juvenile Center Camera Replacement project.

CAPITAL

During the past year, the Department worked to completely repave access roads, replace decking, repair the roofs of various buildings, and upgrade the waste water treatment system at Log Cabin Ranch. The Department is moving forward to obtain the remaining capital funding necessary for the required Camera Surveillance System at Juvenile Hall. Capital projects are also in progress

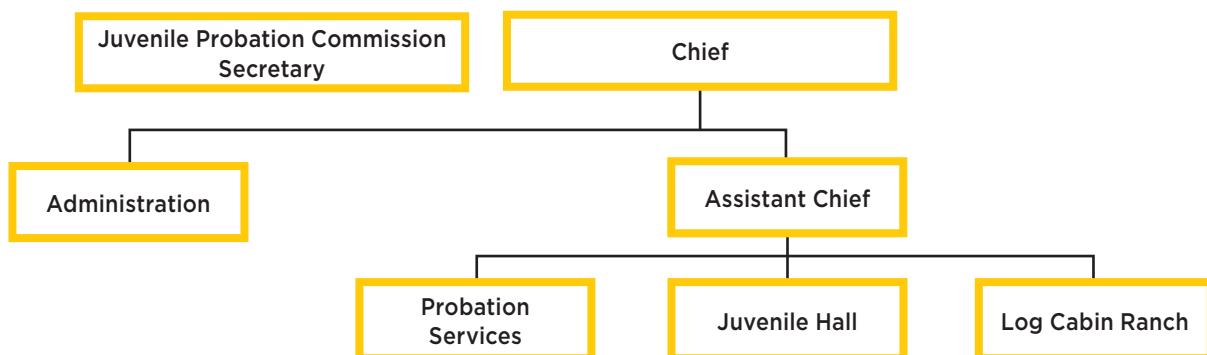
at the administration building of the Juvenile Justice Center. These projects include Americans with Disabilities Act related repairs of elevators, restrooms, and the entrance ramp, and other essential upgrades to the facility's boiler/HVAC system.

PROGRAMS

JPD, along with the Department of Children, Youth, and their Families (DCYF), and Department of Public Health (DPH), will continue to collaborate as partners to fund community-based service providers which offer a wide range of violence prevention programs for youth and their families. Strategies aimed at coordinated case management, detention alternatives, gender-specific programming, and after-care services continue to be a priority for the Department and the City, as adopted by the Juvenile Justice Coordinating Council. The Department remains committed to holistic programming and achieving desired rehabilitative outcomes and comprehensive public safety priority initiatives.



JUVENILE PROBATION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	241.95	239.60	235.17	(4.43)	227.85	(7.32)
Non-operating Positions (cap/other)	(1.00)	(1.00)	(1.00)	0.00	(1.00)	0.00
Net Operating Positions	240.95	238.60	234.17	(4.43)	226.85	(7.32)
SOURCES						
Intergovernmental Revenue - Federal	2,349,045	2,159,041	2,159,041	0	2,046,805	(112,236)
Intergovernmental Revenue - State	4,923,609	5,737,414	5,788,714	51,300	5,765,639	(23,075)
Charges for Services	56,294	37,000	37,000	0	37,000	0
Other Revenues	12,382	0	0	0	0	0
Expenditure Recovery	120,384	80,000	80,000	0	80,000	0
Use of / (Deposit to) Fund Balance	(30,874)	0	0	0	0	0
General Fund Support	28,872,680	33,852,580	33,457,171	(395,409)	36,288,328	2,831,157
Sources Total	36,303,520	41,866,035	41,521,926	(344,109)	44,217,772	2,695,846
USES - OPERATING EXPENDITURES						
Salaries & Wages	19,933,424	22,251,837	22,386,025	134,188	22,247,744	(138,281)
Fringe Benefits	7,256,783	8,593,110	9,206,195	613,085	9,901,374	695,179
Professional & Contractual Services	1,146,273	3,769,599	3,875,179	105,580	3,829,294	(45,885)
Aid Assistance / Grants	188,874	234,558	234,558	0	234,558	0
Materials & Supplies	643,186	748,574	763,574	15,000	743,574	(20,000)
Equipment	97,550	67,644	0	(67,644)	0	0
Debt Service	0	0	0	0	2,095,800	2,095,800
Services of Other Departments	3,908,216	4,015,961	3,935,019	(80,942)	4,047,983	112,964
Transfers Out	2,399,413	0	0	0	0	0
Uses - Operating Expenditures Total	35,573,719	39,681,283	40,400,550	719,267	43,100,327	2,699,777
USES - PROJECT EXPENDITURES						
Facilities Maintenance	271,336	401,310	421,376	20,066	442,445	21,069
Capital Renewal	0	1,783,442	0	(1,783,442)	675,000	675,000
Capital Projects	458,465	0	700,000	700,000	0	(700,000)
Uses - Project Expenditures Total	729,801	2,184,752	1,121,376	(1,063,376)	1,117,445	(3,931)
USES BY PROGRAM RECAP						
Administration	7,067,505	9,599,623	8,102,923	(1,496,700)	11,224,986	3,122,063
Children's Baseline	1,123,581	996,951	1,068,765	71,814	1,072,343	3,578
Juvenile Hall	12,485,058	12,601,329	13,465,331	864,002	13,138,144	(327,187)
Juvenile Hall Replacement Debt Payment	2,400,066	2,441,271	2,442,928	1,657	2,444,428	1,500
Log Cabin Ranch	3,187,756	3,141,565	3,256,971	115,406	3,401,853	144,882
Probation Services	10,039,554	13,085,296	13,185,008	99,712	12,936,018	(248,990)
Uses by Program Recap Total	36,303,520	41,866,035	41,521,926	(344,109)	44,217,772	2,695,846



LAW LIBRARY

MISSION

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

SERVICES

The Law Library provides services through the following program areas:

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

ASSISTS PROFESSIONALS AND THE PUBLIC in navigating the law and finding the information they need by providing legal research assistance; instruction on the use of complex legal databases; orientation in how to find and use legal resources; library-created reference guides; seminars and legal educational programs; one-on-one legal information services; and by continuously refining, enhancing, and developing new services to meet emerging technologies.

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

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
Total FTE	3	3	3	-	3	-



LOOKING BACK

EXPANDED SERVICES

As a part of its goal to continually develop new resources and services, the Law Library launched a series of online research guides called LibGuides, offered a new class for the public, "Getting Started with Self-Help Legal Resources," and hosted an eviction mediation program for the San Francisco Superior Court and the Bar Association of San Francisco. The Law Library also provided regular legal education programs (MCLE) for attorneys, and continued to partner with the Bar Association regarding speaker programs and publications.

The Department also expanded services to legal professionals in order to meet the changing needs of law firm practices and re-negotiated selected legal database contracts to save costs.

INCREASED OUTREACH

The Library boosted its social media presence and outreach by creating Facebook and Twitter accounts, a new legal blog in conjunction with the Bar Association of San Francisco, new features and links on the library webpage, and regular distribution community-wide of the online newsletter, E-Update. Finally, donor participation increased, as shown on the Library's webpage.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
LAW LIBRARY (EEA)					
Ensure that the public has access to the most current legal information.					
• Number of items checked in, processed or removed on the automated system and shelved or withdrawn	6,162	1,500	3,000	1,500	1,500
Provide comprehensive and readily accessible legal information resources and services					
• Amount of webpage and catalog searches and in-library computer legal research usage	173,358	145,000	60,000	145,000	140,000



BUDGET ISSUES AND DETAILS

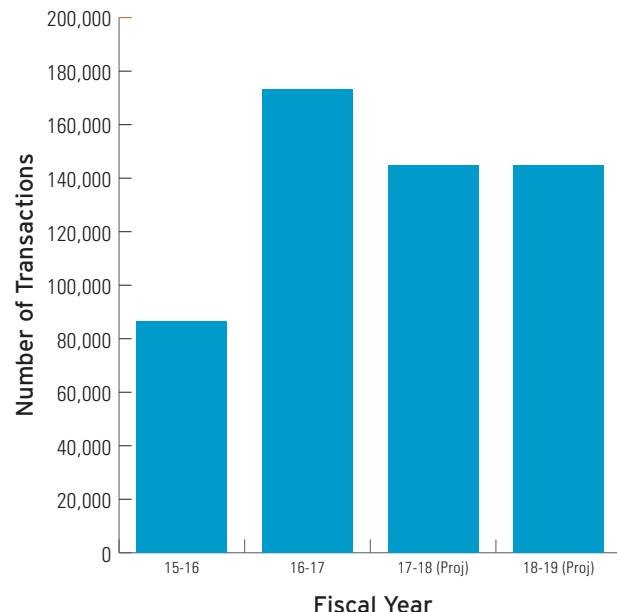
The Fiscal Year (FY) 2017-18 proposed budget of \$1.9 million for the Law Library is \$0.1 million, or 7.5 percent, higher than the FY 2016-17 budget of \$1.7 million. This increase is due to salary and benefits costs.

The FY 2018-19 proposed budget of \$2.0 million for the Law Library is \$0.1 million, or 5.1 percent, higher than the FY 2017-18 budget of \$1.9 million. Similarly, this increase is due to salary and benefits costs.

ELECTRONIC RESOURCES

Electronic legal databases and resources are continually enhanced as conversions from print to electronic formats are made whenever feasible. The Law Library shares resources with other California County Law Libraries and partners with the Bar Association of San Francisco, the courts, and other agencies to provide legal educational programs for the community. The Library's primary source of funding is civil filing fees, pursuant to state law, which are not part of the CCSF budget. Filing fee revenues have declined

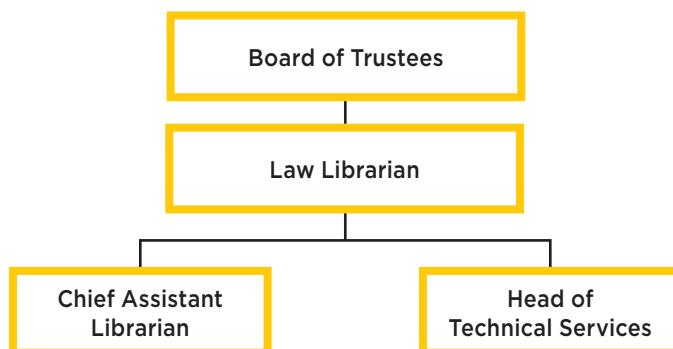
more than 40 percent in the last 5 years due to a statewide filing fee trend.



▲ USE OF MAJOR LEGAL DATABASES. Legal database research transactions are projected to decrease over the next two fiscal years.



LAW LIBRARY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	3.00	3.00	3.00	0.00	3.00	0.00
Net Operating Positions	3.00	3.00	3.00	0.00	3.00	0.00
SOURCES						
General Fund Support	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
Sources Total	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
USES - OPERATING EXPENDITURES						
Salaries & Wages	310,043	445,277	434,244	(11,033)	447,271	13,027
Fringe Benefits	134,370	191,064	193,861	2,797	203,951	10,090
Professional & Contractual Services	15,627	17,275	17,275	0	17,275	0
Materials & Supplies	404	443	443	0	443	0
Services of Other Departments	934,677	1,072,964	1,209,935	136,971	1,281,592	71,657
Uses - Operating Expenditures Total	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
USES BY PROGRAM RECAP						
Law Library	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774
Uses by Program Recap Total	1,395,121	1,727,023	1,855,758	128,735	1,950,532	94,774



MAYOR

MISSION

The Mayor's Office (MYR) represents the people of the City and County of San Francisco and ensures that San Francisco is a place where all residents can live full lives in a safe, prosperous, and vibrant community.

SERVICES

The Mayor's Office has executive leadership and citywide governance responsibilities, including budget development and public policy direction and implementation. Divisions within the Mayor's Office also provide a range of services to the public, including:

MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups, and City departments.

MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT coordinates the City's efforts to maximize housing opportunities for low-income households and individuals and administers a variety of housing finance programs. Its Community Development Division strengthens the social, economic and physical infrastructure of the City's low-income neighborhoods and communities in need.

MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE develops and oversees administration and implementation of the Mayor's policy initiatives, develops the City's annual budget, provides fiscal oversight to City departments, and produces this very budget book.

MAYOR'S OFFICE OF LEGISLATIVE AND GOVERNMENT AFFAIRS advocates for the City's interest at the local, regional, state, and federal levels of government.

MAYOR'S OFFICE OF STRATEGIC PARTNERSHIPS partners with the private and philanthropic sectors to achieve improved outcomes in key policy areas.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	168,096,977	166,845,498	123,004,619	(43,840,879)	114,502,131	(8,502,488)
Total FTE	55	56	58	2	59	1



LOOKING BACK

AFFORDABLE HOUSING FOR ALL SAN FRANCISCANS

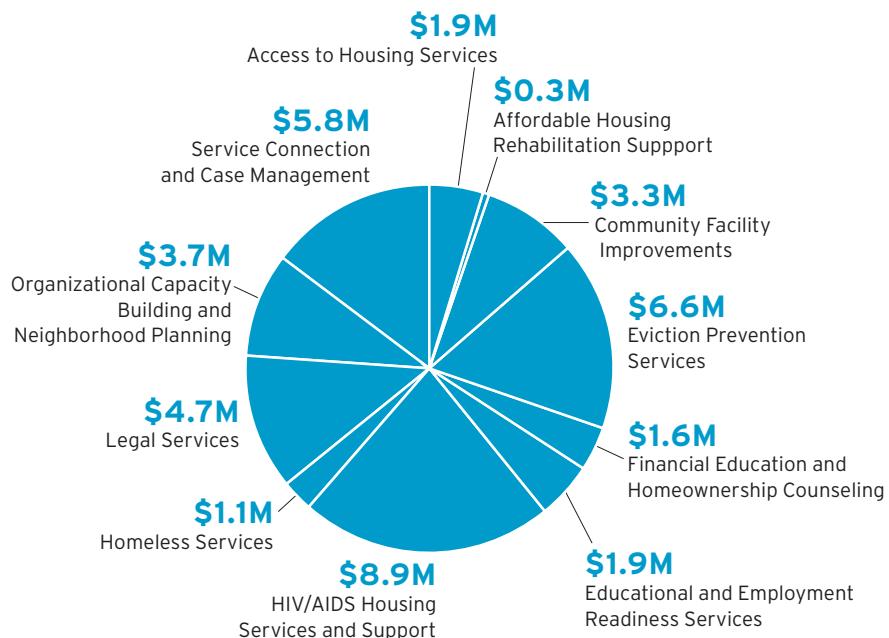
In Fiscal Year (FY) 2016-17, the Mayor's Office of Housing and Community Development (MOHCD) focused on the implementation of a wide range of initiatives designed to preserve and increase affordability throughout the City.

MOHCD continued the City's partnership with the San Francisco Housing Authority (SFHA) in two primary areas: Rental Assistance Demonstration (RAD) and HOPE SF. Rehabilitation was completed for many of the 1,422 public housing units under Phase 1 of the RAD program, and rehabilitation of the remaining 2,058 public housing units in RAD Phase 2 began. Upon completion, approximately 3,500 apartments will have been converted to new ownership and property management by community-based, nonprofit affordable housing providers. This level of investment is unprecedented; on its own, it would have taken the SFHA over 50 years to provide the kind of capital improvements that will now occur within three years.

HOPE SF, the Mayor's signature initiative to rebuild and revitalize four of the City's most distressed public housing sites, continues to make significant progress, with the first 184 new affordable housing units completed at Alice Griffith and an additional 82 units under construction. As of June 30, 2017, all existing residents on site at Hunters View have moved to their new residences in Phase IIa, consisting of 107 new affordable units. Construction began on the first 72 units of affordable housing at the Potrero site in January 2017. Both Potrero and Sunnydale received their entitlements through Development Agreements and Master Developer Agreements in early 2017.

MOHCD kicked off the implementation of the 2015 Proposition A General Obligation Housing Bond by recommending predevelopment loans for four new multifamily developments that will bring more than 500 new affordable units to the Excelsior, Forest Hill, Tenderloin, and Mission neighborhoods. Through these loans, MOHCD anticipates building apartments for both families and seniors, with at least 20 percent of the units

FY 2016-17 MOHCD ➤
GRANTS TO NONPROFIT
ORGANIZATIONS BY
PROGRAM AREA.
*The Mayor's Office of
Housing and Community
Development provided
nearly \$40 million in
grants to non-profit
service organizations in
FY 2016-17.*



set aside for homeless and other special needs households, and ground floor space for various community-serving and public entities.

In the Mission neighborhood, MOHCD is following through on its commitment to develop 700 affordable units in six buildings in the near future. Sites in pre-development include 2060 Folsom, 490 South Van Ness, 1950 Mission, 1296 Shotwell, 1990 Folsom, and 2070 Bryant, with affordable apartments for families and seniors. These sites include set-asides for the homeless and ground floor uses such as childcare centers, community arts uses, and neighborhood-serving retail.

The Small Sites Loan Program has continued to grow since its inception in 2014. In FY 2016-17, the program guidelines were updated and the pace of lending increased to approximately one loan per month, facilitated by additional funds from the 2015 Prop A GO Bond. Through March 2017, MOHCD has helped secure more than 100 units

through this anti-displacement program.

MOHCD has made great strides to improve the experience of residents applying for affordable housing in San Francisco in FY 2016-17 with the rollout of DAHLIA, the San Francisco Housing Portal. Residents searching for affordable housing opportunities can now see all MOHCD-funded opportunities listed in one place and apply for most of those opportunities using a single common online application.

COMMUNITY DEVELOPMENT INITIATIVES

In FY 2016-17, MOHCD disbursed over \$43 million to a wide variety of community-based organizations that serve the City's diverse population. This funding supports critical services, including eviction prevention, community building, financial education, access to housing, foundational competencies, homeless services, support for persons with HIV/AIDS, homeownership education and counseling, service connection, and a wide variety of legal services.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
COMMUNITY DEVELOPMENT					
Promote economic development in low-income communities					
• Number of direct loans made to small businesses and micro-enterprises	44	40	40	40	40
• Number of existing businesses assisted	957	750	800	750	800
• Number of jobs created	307	250	300	250	300
• Number of jobs retained	366	250	300	250	300
• Number of small business and micro-enterprise start-ups assisted	267	450	300	500	400
NEIGHBORHOOD SERVICES					
Respond to citizens					
• Number of Community Outreach Events	8	7	8	8	8
PUBLIC POLICY & FINANCE					
Obtain citizen input and promote understanding of the City's budget					
• Number of presentations to advocates, labor groups, community organizations, and other stakeholders	26	25	30	25	25
AFFORDABLE HOUSING					
Provide affordable housing					
• Number of homeownership opportunities or assistance received by first time homebuyers	370	475	375	400	400



BUDGET ISSUES AND DETAILS

The FY 2017-18 proposed budget of \$123.0 million for the Mayor's Office is \$43.8 million, or 26.3 percent, lower than the FY 2016-17 budget of \$166.8 million. This decrease is due in part to reduction of one-time revenues generated by affordable housing loan repayments and a land sale. The decrease is also due to removal of loans and cost of issuance related to borrowing from future Housing Trust Fund revenues.

The FY 2018-19 proposed budget of \$114.5 million for the Mayor's Office is \$8.5 million, or 6.9 percent, less than the FY 2017-18 proposed budget of \$123.0 million. This decrease is due to the expiration of one-time expenditures partially offset by a Charter-mandated increase in the Housing Trust Fund.

LEGAL SERVICES FOR IMMIGRANTS

The FY 2017-18 and FY 2018-19 budget will contain an additional \$2.3 million in each year to provide legal services for immigrants living in San Francisco. After funding a mid-year supplemental appropriation of \$1.5 million for immigration-related legal services, the Mayor has committed to maintaining and expanding the funding for this critical initiative. With this funding, the Mayor's Office of Housing and Community Development will partner with community-based organizations to

provide multilingual legal services, assessment and full-scope representation for detained and non-detained clients facing deportation, as well as fee waiver and loan assistance for mix-status families and individuals seeking naturalization. This initiative will provide services in more than 20 languages and dialects and represent a diverse set of cultural experts who can serve a broad range of ethnic and linguistic enclaves in San Francisco.

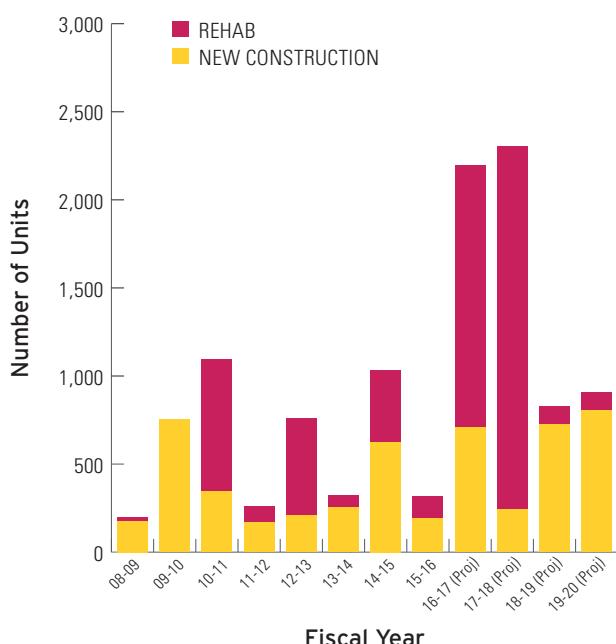
AFFORDABLE HOUSING

As part of his 2015 State of the City address, the Mayor reiterated his plan to build or rehabilitate 30,000 housing units by 2020. MOHCD is working to ensure that a majority of the units are within reach of working, middle-income San Francisco residents, with at least a third permanently affordable to low- and moderate-income families. MOHCD will continue the deep investment in affordable housing development which has enabled with City to dramatically increase the number of affordable units coming online. MOHCD expects to meet or exceed the affordable portion of the Mayor's goal.

The proposed budget includes a \$5.6 million increase over two years for the Housing Trust Fund baseline, which will grow to \$31.2 million in FY 2017-18 and \$34.0 million in FY 2018-19. This increase will partially offset expiring revenues, and will supplement the Affordable Housing General Obligation Bond to maximize affordable housing preservation and production. Funding from the Housing Trust Fund and Inclusionary Housing fee revenue will also support the continued development of DAHLIA, the San Francisco Housing Portal.

The FY 2017-18 and FY 2018-19 proposed budget includes resources to facilitate the predevelopment of the first two affordable housing sites at Treasure Island, which will replace two hundred units of existing, obsolete housing for the homeless and kick-off the affordable housing component of the re-envisioned island. With the Affordable Housing General Obligation Bond funding, MOHCD expects to begin construction on two thirds of the 500 anticipated multifamily affordable rental units. In addition, construction is expected to begin on five sites located in the Mission neighborhood.

The Housing Trust Fund and the 2015 General Obligation Bond for Affordable Housing both include significant investment to assist middle-income households in the



MULTIFAMILY HOUSING PRODUCTION.

The Mayor's Office of Housing and Community Development is projected to complete 2,302 units of housing in FY 2017-18.

purchase of their first San Francisco home. The Down Payment Assistance Loan Program and Teacher Next Door program will be able to serve over 125 middle income households that otherwise would not be able to purchase in the current housing market.

HOPE SF AND THE SAN FRANCISCO HOUSING AUTHORITY PORTFOLIO

The FY 2017-18 and FY 2018-19 proposed budget includes resources dedicated to advancing HOPE SF, the City's signature initiative to transform its most distressed public housing communities through the creation of new, equitable mixed-income communities. In addition, funds from the 2015 General Obligation Bond for Affordable Housing will help to expedite the start of construction of Sunnydale's first phase and support the second phase infrastructure and vertical construction at Potrero.

The physical transformation of these communities to be healthier, sustainable, and permanently affordable will be implemented in tandem with support services to current residents so that they can thrive and avoid displacement. In partnership with the Department of Public Health, HOPE SF sites will also see the continued build out and implementation of a trauma-informed Peer Health Leadership Program centered around wellness centers. Building on the successful implementation of the Sunnydale wellness center, Hunters View's wellness center is under construction, and Potrero and Alice

Griffith will implement their sites during the budget period.

PROTECTING VULNERABLE RESIDENTS AND STABILIZING NEIGHBORHOODS

MOHCD's community development grants program consists of federal Department of Housing and Urban Development (HUD) entitlement, state funds, General Fund, Housing Trust Fund, and the South of Market Community Stabilization Fund.

In FY 2017-18, MOHCD's community development grants will assist more than 6,300 individuals with counseling to help prevent eviction or loss of housing; provide more than 3,600 individuals with increased access to housing; provide more than 5,300 individuals with free legal counseling and representation to protect victims of domestic violence, employment discrimination, and housing discrimination; provide emergency shelter to more than 900 homeless individuals and family members; provide over 1,500 transitional age youth and adults with academic and employment related foundational competencies; and assist more than 4,100 individuals with financial literacy and homeownership counseling to build assets and become economically self-sufficient. Grants will also fund critical capital improvements to community facilities throughout the City and provide services to over 500 individuals living with HIV/AIDS.



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	124.52	134.15	136.31	2.16	137.01	0.70
Non-operating Positions (cap/other)	(69.84)	(78.15)	(78.30)	(0.15)	(78.30)	0.00
Net Operating Positions	54.68	56.00	58.01	2.01	58.71	0.70
SOURCES						
Use of Money or Property	9,064,593	15,000	8,030,000	8,015,000	5,030,000	(3,000,000)
Intergovernmental Revenue - State	1,123,961	1,190,000	0	(1,190,000)	0	0
Intergovernmental Revenue - Other	854,863	2,632,461	2,636,077	3,616	2,649,389	13,312
Charges for Services	9,934,526	0	0	0	0	0
Other Revenues	222,542,024	70,758,450	25,133,926	(45,624,524)	20,361,268	(4,772,658)
Transfers In	32,371,522	28,400,000	31,200,000	2,800,000	34,000,000	2,800,000
Expenditure Recovery	15,821,070	19,795,266	21,817,234	2,021,968	19,868,557	(1,948,677)
Transfer Adjustments-Sources	(6,588,560)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	(128,846,906)	20,040,382	4,930,012	(15,110,370)	3,211,556	(1,718,456)
General Fund Support	11,819,884	24,013,939	29,257,370	5,243,431	29,381,361	123,991
Sources Total	168,096,977	166,845,498	123,004,619	(43,840,879)	114,502,131	(8,502,488)
USES - OPERATING EXPENDITURES						
Salaries & Wages	7,653,808	6,197,480	6,626,933	429,453	6,896,478	269,545
Fringe Benefits	3,161,359	2,550,322	2,825,437	275,115	3,005,597	180,160
Overhead	0	1,786,877	2,345,974	559,097	2,405,599	59,625
Professional & Contractual Services	2,911,620	32,611,088	4,487,511	(28,123,577)	4,511,403	23,892
Aid Assistance / Grants	133,305,072	106,448,686	99,918,753	(6,529,933)	92,545,148	(7,373,605)
Materials & Supplies	25,134	100,835	108,000	7,165	120,000	12,000
Equipment	18,051,273	0	0	0	0	0
Debt Service	1,039,348	13,750,000	2,118,992	(11,631,008)	2,122,475	3,483
Services of Other Departments	1,949,363	1,681,760	1,591,469	(90,291)	1,650,337	58,868
Transfers Out	6,588,560	0	200,000	200,000	1,245,094	1,045,094
Transfer Adjustments-Uses	(6,588,560)	0	0	0	0	0
Uses - Operating Expenditures Total	168,096,977	165,127,048	120,223,069	(44,903,979)	114,502,131	(5,720,938)
USES - PROJECT EXPENDITURES						
Capital Projects	0	1,718,450	2,781,550	1,063,100	0	(2,781,550)
Uses - Project Expenditures Total	0	1,718,450	2,781,550	1,063,100	0	(2,781,550)
USES BY PROGRAM RECAP						
Affordable Housing	106,398,808	112,392,247	71,636,383	(40,755,864)	64,970,980	(6,665,403)
Children's Baseline	0	0	1,118,538	1,118,538	1,118,538	0
City Administration	5,238,633	5,785,349	5,913,558	128,209	6,148,979	235,421
Community Investment	30,358,887	31,349,961	26,685,025	(4,664,936)	23,154,291	(3,530,734)
Criminal Justice	9,601	8,099	8,099	0	8,099	0
Homeless Services	12,359,887	13,947,318	14,660,916	713,598	15,965,857	1,304,941
Neighborhood Services	377,552	487,076	553,309	66,233	578,740	25,431
Office Of Strategic Partnerships	108,753	300,000	300,000	0	300,000	0
Public Finance	11,335,198	589,150	0	(589,150)	0	0
Public Policy & Finance	1,728,983	1,805,543	1,948,036	142,493	2,075,892	127,856
Transitional-Aged Youth Baseline	180,675	180,755	180,755	0	180,755	0
Uses by Program Recap Total	168,096,977	166,845,498	123,004,619	(43,840,879)	114,502,131	(8,502,488)



MUNICIPAL TRANSPORTATION AGENCY

MISSION

The San Francisco Municipal Transportation Agency (MTA) plans, designs, builds, operates, regulates, and maintains one of the most diverse transportation networks in the world. The MTA oversees four main types of transportation: transit, walking, bicycling, and driving. That includes private vehicles, taxis, carsharing, on-and off-street parking, commercial vehicles, and paratransit service. The MTA also directly operates five transit modes: bus, trolleybus, light rail, historic streetcar, and cable car.

The MTA's vision is to provide excellent transportation choices for San Francisco. That includes creating a safer transportation experience for everyone and improving the environment and quality of life in the City. The MTA has four goals: 1) Create a safer transportation experience for everyone; 2) Make transit, walking, bicycling, taxi, ridesharing and carsharing the preferred means of travel; 3) Improve the environment and quality of life in San Francisco; and 4) Create a workplace that delivers outstanding service.

SERVICES

The MTA provides services through various program areas including:

MUNI operates the nation's eighth largest public transit system, with 702,000 average daily boardings on 75 transit lines in every neighborhood.

BICYCLING AND WALKING facilitates walking and bicycling through safe, citywide infrastructure, as well as public education and community-based projects and programs. The network includes 431 miles of bikeways, more than 4,000 sidewalk bicycle racks, 195 school crossing guards, 35 bike sharing stations with 350 bicycles, and 1,201 signalized intersections.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015–16	2016–17	2017–18		2018–19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016–17	Proposed Budget	Change from 2017–18
Total Expenditures	988,781,817	1,184,502,561	1,183,534,732	(967,829)	1,141,265,647	(42,269,085)
Total FTE	4,931	5,160	5,178	18	5,176	(2)

Services (*continued*)

PARKING manages 441,950 publicly available parking spaces, 19 parking garages, 19 metered lots, and 26,750 on-street meters.

TRANSPORTATION ENGINEERING oversees traffic control devices such as signs, signals, and striping to improve the safety and operation of City streets for all modes of transportation. It operates, designs, and maintains the City's traffic signal infrastructure and provides traffic routing support to public and private construction projects.

SAFETY, TRAINING, SECURITY, HEARINGS, AND ENFORCEMENT enhances safety and security of Muni, enforces parking regulations, and manages traffic flow on City streets.

ACCESSIBLE SERVICES manages contracted paratransit service for customers with disabilities who cannot independently use regular Muni service and ensures that Muni services, and other MTA services and programs, are accessible to seniors and people with disabilities.

TAXI SERVICES regulates over 8,000 licensed taxi drivers in the City with the goal of improving services to residents and visitors to San Francisco by working with taxi drivers, taxi companies, and medallion holders.

LONG-RANGE PLANNING plans and designs capital and infrastructure improvement projects, including transit vehicles, fleet, facilities, and transportation related right-of-way infrastructure in the City.



LOOKING BACK

The MTA's work is integral to the vitality of San Francisco, especially as the City continues to grow. To prepare for and respond to growth, the City is investing in its transportation network to improve travel choices, reduce congestion, maintain affordability, and preserve infrastructure.

Not only is the population growing, but people are also traveling in different ways—choosing Muni, walking, bicycling, taking taxis, or vehicle sharing instead of driving. More than half of all trips taken in San Francisco use a mode other than a private automobile. To respond to this trend, the MTA is prioritizing investments to improve pedestrian safety on city streets and make Muni safer and more reliable.

For the one million people who move around San Francisco every day, that means quicker trips on some of Muni's busiest routes, wider sidewalks, safer crosswalks, bikeways, parking management that makes it easier to find a parking spot, an infrastructure investment program to build a transportation system for the future, and changes to how the MTA operates internally that translate to improved service and a better travel experience.

Recent accomplishments align with the MTA's strategic goals:

FOCUS ON SAFETY

To achieve the City's Vision Zero goal to eliminate traffic fatalities, the MTA is designing streets and Muni routes so that injuries are less likely, as well as

teaching people how to keep themselves and others safe as they travel. The MTA is also actively working to protect people in partnership with the San Francisco Police Department (SFPD) by enforcing the law and improving security throughout the transportation system. Examples of safety achievements include:

- Implemented 20.2 miles of Vision Zero safety improvements on the High-Injury Network
- Installed more than 30 concrete bulbouts and 50 painted safety zones at corners to protect pedestrians.
- Achieved a nearly 100 percent apprehension rate for crimes committed on Muni vehicles as a result of implementation of state-of-the-art surveillance and the work of the SFPD's Muni Task Force.
- Upgraded emergency communications system in the Muni Metro Subway.
- Achieved a 10 percent or greater decline in workplace injuries across programs.
- Implemented a taxi driver drug and alcohol testing program.
- Enhanced enforcement of driving behavior to reduce congestion and traffic gridlock.

IMPROVED TRAVEL OPTIONS

With more people choosing Muni, walking, vehicle sharing, and bicycling to get around, the MTA is making meaningful investments to give San Franciscans excellent travel choices. Some examples of recent achievements include:

Muni

- Received an “excellent” or “good” rating from 70 percent of surveyed Muni riders, an all-time high.
- Delivered 99 percent of daily scheduled service.
- Put 218 brand new buses in service, including hybrid electric motor coaches and 60-foot zero emission trolley buses.
- Increased service by 10 percent including improved frequency, expanded service hours, and updated routes on over 30 lines.
- Expanded Free Muni programs to cover 80,000 low and moderate income seniors, youth, and people with disabilities.
- Implemented Transit Signal Prioritization at 400 intersections, supporting smoother functioning of the transit system.
- Built new accessible platforms at San Jose Avenue & Geneva and at 28th Avenue & Judah Street.
- Completed the Sunset Tunnel Seismic upgrade.

Bicycle, Parking, Carsharing

- Installed 4.22 miles of new bicycle facilities and upgraded more than 2.5 miles of bicycle facilities.
- Implemented a parking protected bikeway on Division Street.
- Installed 465 bicycle racks.
- Launched a new bicycle wayfinding program to install 1,200 new navigational signs.
- Placed 227 new car sharing locations on and off-street.
- Upgraded 29,000 parking meters to accept credit cards and pay-by-phone.
- Created a low income waiver for first time tows and waived and lowered various fees to support the taxi industry.

REDUCED ENVIRONMENTAL IMPACTS OF TRANSPORTATION

The MTA works every day to meet San Francisco’s transportation needs and to allocate its resources in a way that reduces environmental impacts. Recent accomplishments include:

- Met and exceeded the 1973 Transit First goal of more than 50 percent of trips using modes other than private autos.
- Converted the Muni fleet of hybrid motor coaches to renewable fuel.

- Diverted 109,854 cubic yards of waste from landfills to help achieve the City’s Zero Waste goal.
- Reduced water use from irrigation by 53 percent, exceeding the San Francisco Public Utilities Commission mandated 30 percent reduction level.
- Recognized as a Platinum-level member of the American Public Transportation Association’s Sustainability Commitment, one of only four public transportation agencies in the country to receive the honor.
- In partnership with other City departments, implemented the first Transportation Sustainability program which includes a nationally recognized Transportation Demand Management (TDM) plan. The program requires new developments to provide on-site amenities that prioritize sustainable alternatives to driving. Additional information can be found at: <http://sf-planning.org/transportation-sustainability-program>

CREATING A CULTURE OF SERVICE

The MTA has committed to changing the Agency’s culture and cultivating a workplace that nurtures a high level of service to its customers. Examples of progress include:

- Employee Engagement Survey indicates that 56 percent of employees report being Very Satisfied or Satisfied working at MTA.
- Acknowledged 310 Muni operators for 15 years or more safe driving.
- Cable car operator Kevin Grady named top driver at the 40th Annual International Bus Roadeo.
- Completed roof repairs on 11 Muni facilities.
- Ensured the availability of more than 128 restrooms for Muni operators in the field.

OTHER ACCOMPLISHMENTS

- Handled more than 1,400 special events, which brought an estimated one million additional people into the City.
- Purchased 35 new paratransit vans to serve the needs of people with disabilities who cannot access transit.
- Worked with the state legislature to decriminalize youth fare evasion in order to promote parity with adult violations.
- Maintained high bond ratings and secured \$541 million in funding from 75 new grants.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Goal 1: Create a safer transportation experience for everyone					
Objective 1.1: Improve security for transportation system users					
• SFPD-reported Muni-related crimes per 100,000 miles	6.43	5.30	4.66	5.30	5.30
Objective 1.3: Improve the safety of the transportation system					
• Muni collisions per 100,000 vehicle miles	6.57	3.50	6.70	3.50	3.50
Goal 2: Make transit, walking, bicycling, taxi, ridesharing & carsharing the preferred means of travel					
Objective 2.1: Improve customer service and communications					
• Customer rating: Overall customer satisfaction with cleanliness of Muni vehicles; scale of 1 (low) to 5 (high)	2.88	3.10	2.99	3.10	3.10
• Customer rating: Overall customer satisfaction with transit services; scale of 1 (low) to 5 (high)	3.18	3.50	3.21	3.50	3.50
• Hazardous traffic signal reports: % responded to and repaired within two hours	97%	98%	98%	98%	98%
• Parking meter malfunction reports: % responded to and repaired within 48 hours	82%	86%	91%	86%	86%
Objective 2.2: Improve transit performance					
• Percentage of on-time performance	59.8%	85.0%	57.4%	85.0%	85.0%
• Percentage of scheduled service hours delivered	99.0%	98.5%	98.7%	98.5%	98.5%
• Percentage of transit trips with bunching or gaps	22.3%	10.6%	24.1%	10.6%	10.6%
• Ridership: passengers carried	232,348,185	236,995,149	232,348,185	241,735,052	241,735,052
Objective 2.3: Increase use of all non-private auto modes					
• Non-private auto mode share	54%	50%	54%	50%	50%
Goal 3: Improve the environment and quality of life in San Francisco					
Objective 3.4: Deliver services efficiently					
• Average annual transit cost per revenue hour	\$229.37	\$223.35	\$223.35	\$223.35	\$223.35
• Cost per boarding	\$3.38	\$3.22	\$3.22	\$3.22	\$3.22
• Cost per revenue mile	\$30.60	\$32.81	\$32.81	\$32.81	\$32.81
• Farebox recovery ratio	26%	32%	32%	32%	32%
Goal 4: Create a workplace that delivers outstanding service					
Objective 4.3: Improve employee accountability					
• Unscheduled absence rate: transit operators	8.6%	11.0%	8.0%	11.0%	11.0%



BUDGET ISSUES AND DETAILS

The MTA's operating and capital budgets assist in supporting the agency's vision of achieving excellent transportation choices for all those who live, work, and visit San Francisco.

The MTA has two year fixed operating and capital budgets and the FY 2017-18 budget represents the second year. The MTA's FY 2017-18 Operating Budget is \$1,183.5 million and the FY 2017-18 Capital Budget is \$804.9 million. The Agency is working within its two-year fixed budget for FY 2016-17 and FY 2017-18 and therefore is not updating its FY 2018-19 budget in this budget cycle.

OPERATING BUDGET

The focus of the FY 2017-18 Operating Budget is to continue addressing affordability and equity concerns for Muni customers, and to make strategic investments that create a safer, more reliable and more resilient transportation system.

To support affordability, the two-year Operating Budget includes the continuation of Free Muni for Low and Moderate Income Youth, seniors and people with disabilities. The budget also accounts for a 50 percent fare discount to non-profits who

serve needy populations and a low income discount for first time towing fees. The operating budget has also been adjusted to reflect projected revenues from the California State Legislature's passage of the Road Repair and Accountability Act (SB 1) in April 2017. SB1 provides transit operating and capital funding via the State Transit Assistance Account (STA). The funds are allocated via statewide formula.

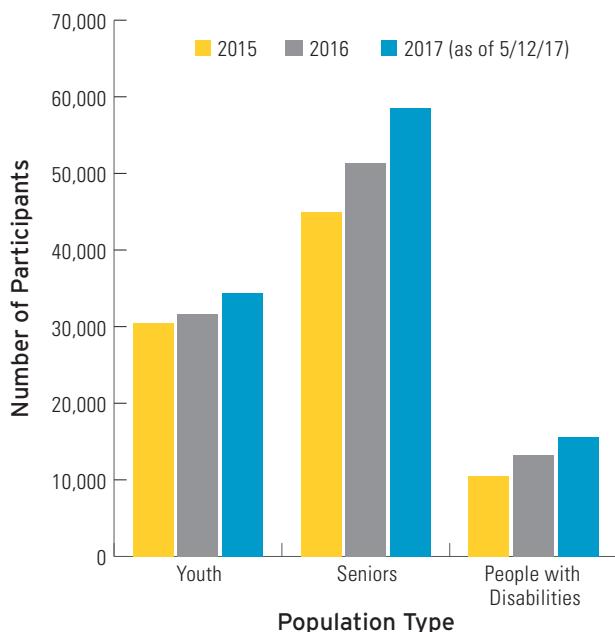
To address equity and ensure consistent service levels across the city, service recommendations identified in the Muni Equity Strategy are included in the operating budget. In collaboration with community advocates, MTA identified seven Service Equity Strategy neighborhoods based on demographic factors such as: concentration of households with low-income; concentration of people of color; household density; and vehicle ownership. To deepen understanding of the needs of the MTA's most vulnerable customers the agency identified and evaluated routes heavily used by seniors and people with disabilities based on feedback from community advocates.

The Operating Budget includes additional proposals that impact MTA revenues: increasing the age definition of youth to 18 from 17; establishing a \$0.25 fare increase above the indexed cash fare for riders paying cash; setting fares for seniors, youth and people with disabilities (who do not qualify for Free Muni programs) at 50 percent of the adult fare; increasing the "A" pass, which provides access to both Muni and BART at \$5.0 above indexed price; and reducing first time tow fees while also establishing a low income discount program for tows.

The FY 2017-18 Operating budget funds priority areas that require staffing, including transit street operations, the Transit Management Center, quality assurance unit, support shops, and human resources support for drivers.

CAPITAL BUDGET

The FY 2017-18 Capital Budget includes funding for projects within 12 capital programs and addresses infrastructure needs related to transit reliability, street safety, state of good repair, facilities, communications and information technology, taxi regulation, system safety, and accessibility. Capital



FREE MUNI. SFMTA provided free Muni service to nearly 100,000 individuals in 2016.

projects reflect the MTA Board of Directors' adopted policies and plans including Transit First, Vision Zero, the San Francisco Pedestrian Strategy, the MTA Bicycle Strategy, the City and County of San Francisco Adopted Area Plans, the MTA FY 2013-2018 Strategic Plan, and the San Francisco County Transportation Plan.

Uses of the capital budget focus on strategic investments in the agency's top priority of safety, and addresses overdue maintenance and repair of MTA capital. The most significant adjustments have come from lowering assumptions reflecting the results of the November 2016 Revenue Measure, revised estimates for the Population Based General Fund Allocation.

PRIORITIES FOR FY 2017-18

Eliminating Traffic Fatalities with Vision Zero

Every year, hundreds of people are seriously injured, and dozens are killed in traffic collisions in San Francisco. To reverse this trend, the City adopted Vision Zero in 2014 with the goal of eliminating traffic fatalities by 2024. In the next fiscal year, more than 13 miles of San Francisco streets will see safety improvements, with major work getting underway

on high-priority corridors such as 2nd Street, Polk Street, and Masonic Avenue. The MTA's work to achieve Vision Zero also includes enforcement of traffic laws, advocacy for public policy changes, evaluation and monitoring, and new efforts to inform the public through education and outreach. Learn more at visionzerosf.com

Moving Muni Forward

Muni Forward brings together multiple projects and planning efforts to create a faster, safer, and more comfortable experience for Muni customers. The initiative incorporates service changes that better reflect today's travel patterns as well as capital projects that improve reliability and reduce travel times. Learn more at munifoward.com.

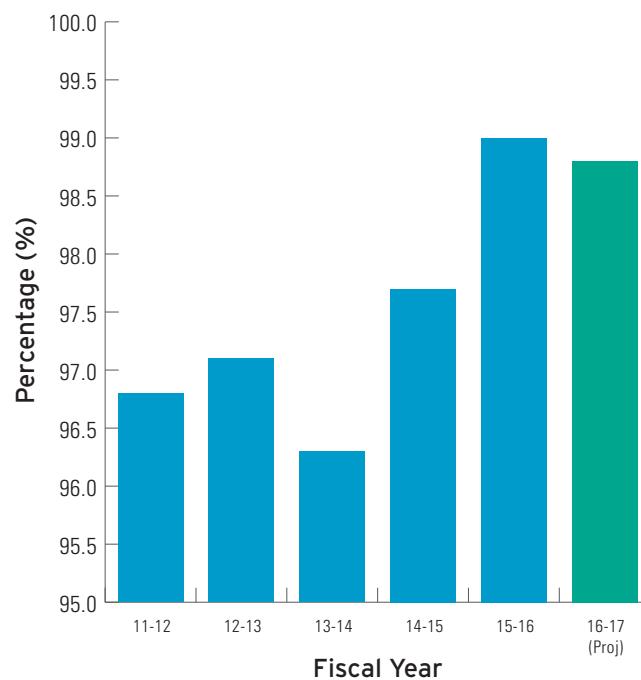
Ensuring Affordability and Equity

An affordable Muni is essential to the mobility and economic vitality of the City, especially for the 60 percent of Muni customers who live in households making less than the Bay Area's median income. In recent years, the MTA has authorized and implemented three Free Muni programs for patrons using Clipper cards. These programs for low and moderate income 5- to 18-year-olds, seniors, and people with disabilities ensure that vulnerable populations have access to transit in the City. Learn more at sfmta.com/freemuni

To ensure service is provided equitably no matter where people live and travel, the MTA adopted a Muni Service Equity policy to improve Muni service in the areas of San Francisco most in need. In partnership with social justice advocates and the disability community, this effort takes a neighborhood-based approach focused on areas with high concentrations of low-income households, minority residents, residents with disabilities, and households without access to personal automobiles.

Sharing Cars, Bikes, and Rides

Vehicle sharing reduces emissions and parking demand and makes it easier to get around without owning a car. The MTA supports Bay Area Bike Share, a regional program, which will be expanding its current fleet of 350 bikes at 35 stations to 4,500 bikes in San Francisco by 2018. The MTA Board of Directors also formalized a year-long program to regulate privately operated commuter shuttles and bring about safer operations and less congestion on City streets.



PERCENTAGE OF SCHEDULED TRIPS DELIVERED. Investments in maintenance and staffing have enabled Muni to reduce missed runs over the past several years.

Managing Parking

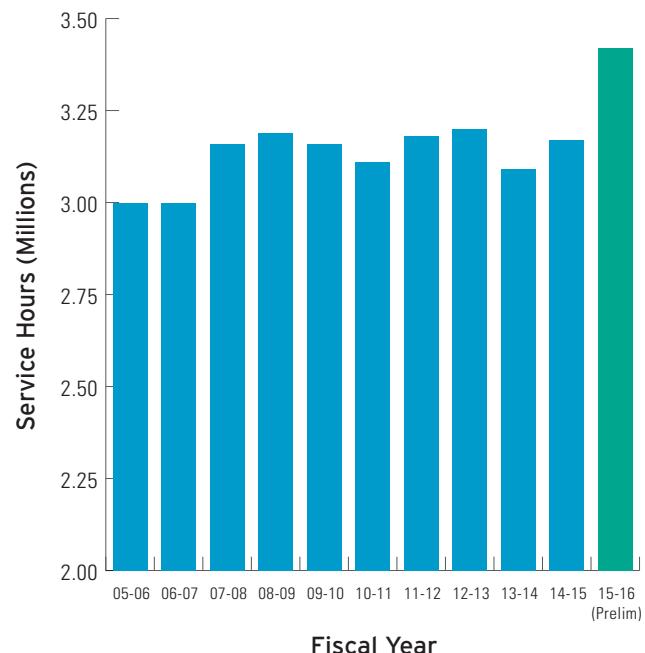
The MTA is in the process of proposing major revisions to the Residential Parking Permit program for the first time in nearly 40 years, bringing the program into the 21st Century. The agency has upgraded technology in the City's 19 parking garages and used SFpark, an innovative demand-responsive pricing program, to better manage the city's parking inventory. Together these efforts provide more convenient and efficient options for San Franciscans who choose to drive.

Central Subway: Extension of The T Third Line

The Central Subway is the largest single new investment in San Francisco's transportation system in generations. Phase I of the 6.8-mile Muni Metro line began revenue service along the Third Street corridor in April 2007. The Central Subway, Phase II, is an extension of this important connection that will extend the T Third 1.7 miles, creating San Francisco's first north-south subway with service to SoMa, downtown, Union Square, and Chinatown. The project includes three new subway stations and one new surface station that will improve access to Visitacion Valley, the Bayview, the Dogpatch, and other communities in the eastern part of the City. Construction of the project is close to 60 percent complete, and work is underway on all four stations. When open for revenue service in 2019, the T Third will constitute a significant improvement to San Francisco's transportation options. Further outreach will engage the public on Phase III of the T-Line extension to the northeastern part of the city. Learn more at centralsubwaysf.com.

Van Ness Improvement Project

This massive civic improvement project is bringing San Francisco its first Bus Rapid Transit system. The project represents a globally-proven solution to improve transit service and address traffic congestion on Van Ness Avenue, a major north-south arterial. The Van Ness Bus Rapid Transit (BRT) project will create rail-like bus service along Van Ness Avenue between Mission and Lombard streets. Van Ness Avenue will be the City's first bus rapid transit route, serving customers of Muni's 47 Van Ness and 49 Van Ness-Mission lines, as well as nine Golden Gate Transit routes. Transit travel times are expected to decrease by more than 30 percent, improving Muni service for 60,000 projected customers daily. To maximize the benefits of construction impacts, the project also includes



 **TOTAL MUNI SERVICE HOURS.** After a reduction in service during the Great Recession, Muni has rebounded, and is on schedule to deliver even more service over the next two fiscal years.

extensive utility maintenance, civic improvements and transportation upgrades. Construction is currently underway and service is anticipated to begin in 2019. Learn more at sfmta.com/vanness

Light Rail Vehicle Expansion and Replacement Program

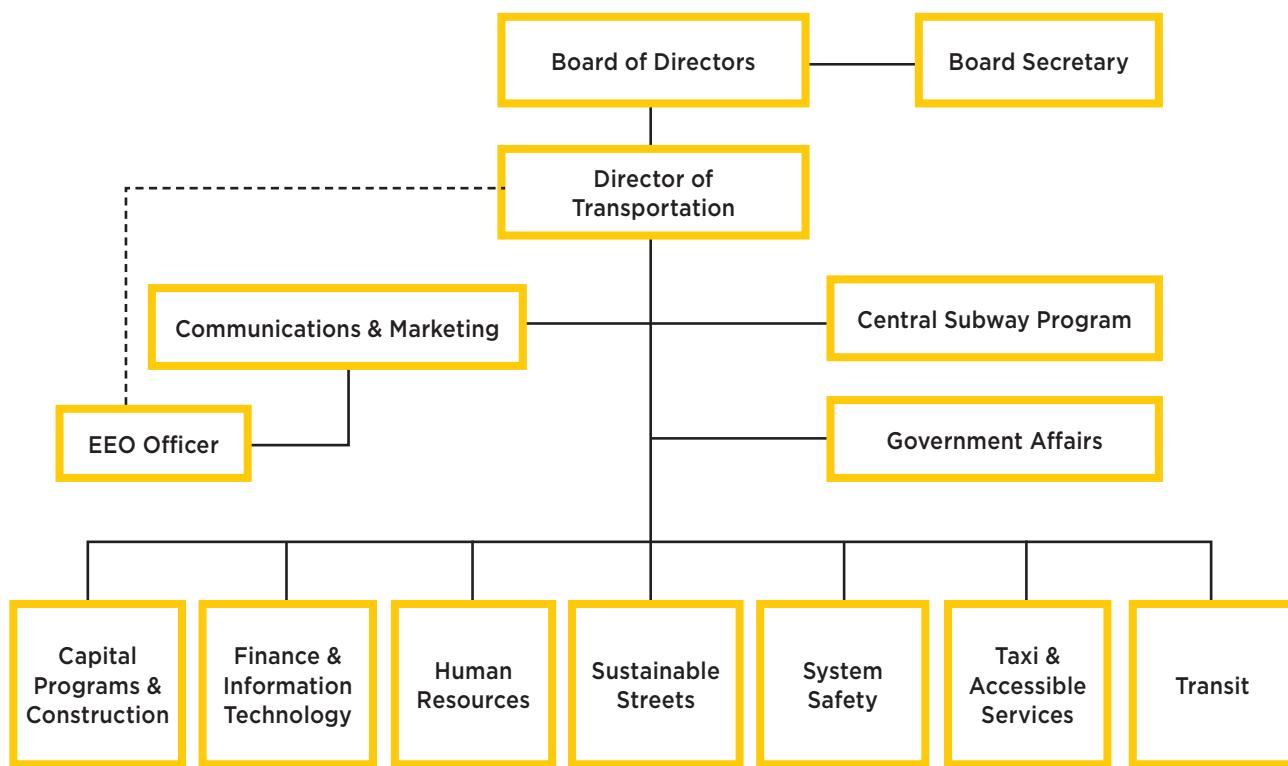
The MTA contracted with Siemens to design and deliver 151 light rail vehicles to replace the existing fleet and add 64 expansion vehicles to meet the needs of a growing city. The first of the new Muni Metro trains arrived in January 2017 for testing and trains are expected to start service by end of the year. The new cars will have more reliable passenger doors, better visibility from the operator cab, and an enhanced braking system.

Delivering the Capital Improvement Program

The MTA's FY 2016-17 and 2017-18 Capital Improvement Program (CIP) includes over 200 projects for a total investment of \$3.4 billion. These projects include infrastructure investments as well as various procurements and other one-time initiatives such as plans and educational programs that improve the safety, reliability, and efficiency of the transportation system.



MUNICIPAL TRANSPORTATION AGENCY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	5,308.28	5,659.47	5,691.90	32.43	5,689.96	(1.94)
Non-operating Positions (cap/other)	(377.50)	(499.49)	(514.00)	(14.51)	(514.00)	0.00
Net Operating Positions	4,930.78	5,159.98	5,177.90	17.92	5,175.96	(1.94)
SOURCES						
Licenses & Fines	111,494,403	108,846,574	113,009,659	4,163,085	113,009,659	0
Use of Money or Property	138,795,689	131,999,418	139,229,428	7,230,010	139,229,428	0
Intergovernmental Revenue - Federal	0	3,800,000	3,800,000	0	3,800,000	0
Intergovernmental Revenue - State	43,360,944	51,200,000	48,740,000	(2,460,000)	48,740,000	0
Intergovernmental Revenue - Other	93,519,789	90,650,662	92,717,051	2,066,389	92,717,051	0
Charges for Services	283,597,978	255,853,244	262,375,508	6,522,264	266,881,100	4,505,592
Other Revenues	1,231,803	30,627,760	17,349,952	(13,277,808)	0	(17,349,952)
Transfers In	340,144,712	399,266,180	400,400,128	1,133,948	346,426,835	(53,973,293)
Expenditure Recovery	110,348,623	152,204,897	2,618,600	(149,586,297)	2,480,600	(138,000)
Transfer Adjustments-Sources	(375,325,826)	(415,496,174)	(288,155,603)	127,340,571	(230,328,310)	57,827,293
Use of / (Deposit to) Fund Balance	(43,158,036)	84,010,000	77,860,009	(6,149,991)	28,739,284	(49,120,725)
General Fund Support	284,771,738	291,540,000	313,590,000	22,050,000	329,570,000	15,980,000
Sources Total	988,781,817	1,184,502,561	1,183,534,732	(967,829)	1,141,265,647	(42,269,085)
USES - OPERATING EXPENDITURES						
Salaries & Wages	451,025,025	456,245,825	473,350,748	17,104,923	486,168,383	12,817,635
Fringe Benefits	214,317,538	226,452,850	239,411,284	12,958,434	260,490,189	21,078,905
Overhead	112,226,462	150,264,117	498,204	(149,765,913)	498,204	0
Professional & Contractual Services	117,566,710	180,746,158	181,825,497	1,079,339	174,968,049	(6,857,448)
Materials & Supplies	78,913,459	78,402,779	80,163,356	1,760,577	76,663,356	(3,500,000)
Equipment	7,648,622	5,510,148	16,979,723	11,469,575	0	(16,979,723)
Debt Service	0	20,784,287	24,784,287	4,000,000	24,784,287	0
Services of Other Departments	64,279,788	67,458,631	70,360,218	2,901,587	72,143,179	1,782,961
Transfers Out	314,172,117	265,848,580	288,155,603	22,307,023	230,328,310	(57,827,293)
Budgetary Reserves	0	500,000	345,463	(154,537)	2,370,000	2,024,537
Transfer Adjustments-Uses	(375,325,826)	(415,496,174)	(288,155,603)	127,340,571	(230,328,310)	57,827,293
Uses - Operating Expenditures Total	984,823,895	1,036,717,201	1,087,718,780	51,001,579	1,098,085,647	10,366,867
USES - PROJECT EXPENDITURES						
Capital Renewal	178,845	0	0	0	0	0
Capital Projects	3,779,077	147,785,360	95,815,952	(51,969,408)	43,180,000	(52,635,952)
Uses - Project Expenditures Total	3,957,922	147,785,360	95,815,952	(51,969,408)	43,180,000	(52,635,952)
USES BY PROGRAM RECAP						
Accessible Services	19,598,609	27,470,253	26,987,639	(482,614)	27,042,970	55,331
Administration	76,041,753	115,807,076	88,471,828	(27,335,248)	84,470,777	(4,001,051)
Agency Wide Expenses	69,002,256	119,942,451	146,734,919	26,792,468	120,646,690	(26,088,229)
Capital Programs & Construction	7,734	31,011,600	14,080,000	(16,931,600)	13,370,000	(710,000)
Development And Planning	2,383,024	2,404,911	2,341,267	(63,644)	2,412,729	71,462
Mta Development Impact Fee	0	25,962,824	15,958,255	(10,004,569)	0	(15,958,255)
Parking & Traffic	79,002,383	124,638,008	119,105,555	(5,532,453)	113,116,040	(5,989,515)
Parking Garages & Lots	35,601,235	35,507,170	35,873,488	366,318	34,811,878	(1,061,610)
Pop Growth Gf Alloc Capital Projects	0	39,660,000	39,090,000	(570,000)	42,930,000	3,840,000
Rail & Bus Services	587,375,402	584,393,118	615,090,042	30,696,924	621,040,964	5,950,922
Revenue, Transfers & Reserves	41,557,076	0	0	0	0	0
Security, Safety, Training & Enforcement	74,368,546	71,918,292	73,995,978	2,077,686	75,507,308	1,511,330
Taxi Services	3,843,799	5,786,858	5,805,761	18,903	5,916,291	110,530
Uses by Program Recap Total	988,781,817	1,184,502,561	1,183,534,732	(967,829)	1,141,265,647	(42,269,085)



POLICE ACCOUNTABILITY

MISSION

The mission of the Department of Police Accountability (DPA) is to promptly, fairly, and impartially investigate complaints against San Francisco police officers, make policy recommendations regarding police practices, and conduct periodic audits of the San Francisco Police Department.

SERVICES

The Department of Police Accountability provides service through the following divisions:

INVESTIGATION UNIT investigates and makes findings on civilian complaints of police misconduct or neglect of duty.

LEGAL UNIT supports the Department in a number of matters. Trial attorneys present misconduct cases to the Police Chief and to the Police Commission, as designated by the Police Commission's Disciplinary Penalty & Referral Guidelines.

MEDIATION AND OUTREACH attorneys provides a forum for officers and complainants to have discussions regarding the complaint. The Outreach program seeks to reach communities that have been racially, culturally, or linguistically isolated from police services.

POLICY attorneys present quarterly recommendations concerning the Police Department's policies or practices that enhance police-community relations while ensuring effective police services.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	-	-	7,350,138	7,350,138	7,533,817	183,679
Total FTE	-	-	43	43	43	-



LOOKING BACK

PROPOSITION G

The Department of Police Accountability (DPA) was originally the Office of Citizen Complaints (OCC), which was created by an amendment to the San Francisco City Charter in 1982 and placed under the direct supervision of the Police Commission. In November 2016, a voter-approved amendment to the Charter renamed the Office of Citizen Complaints to the Department of Police Accountability and removed the DPA from the Police Department's budget. The DPA was also given the authority to conduct periodic audits of the San Francisco Police Department, and is required to conduct biennial audits of how the Police

Department has handled claims of misconduct and police officer use of force.

CASELOAD AND INVESTIGATIONS

Responding to growing caseloads, the Fiscal Year (FY) 2016-17 budget included funding to grow the Department's investigative staff by 25 percent. Over the past year, the DPA has completed 602 investigations, mediated 44 cases, sustained allegations in 60 cases, and closed 100 percent of cases with sustained allegations within the statute of limitations. The Department has also presented 39 policy, procedure, and practice findings to the Police Department and the Police Commission in the past year.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
THE OFFICE OF CITIZEN COMPLAINTS					
Address civilian complaints of police misconduct professionally and efficiently					
• Number of Cases Closed During the Reporting Period per FTE Investigator	38	48	40	48	48
• Percentage of Sustained Cases Completed within the One-Year Statute of Limitations Under Government Code 3304	100.0%	100.0%	100.0%	100.0%	100.0%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget for the Department of Police Accountability is \$7.4 million. The budget is primarily comprised of salary and benefit costs.

The FY 2018-19 proposed budget of \$7.5 million for the Department of Police Accountability is \$0.1 million, or 2.5 percent, higher than the FY 2017-18 budget, primarily due to salary and benefit increases.

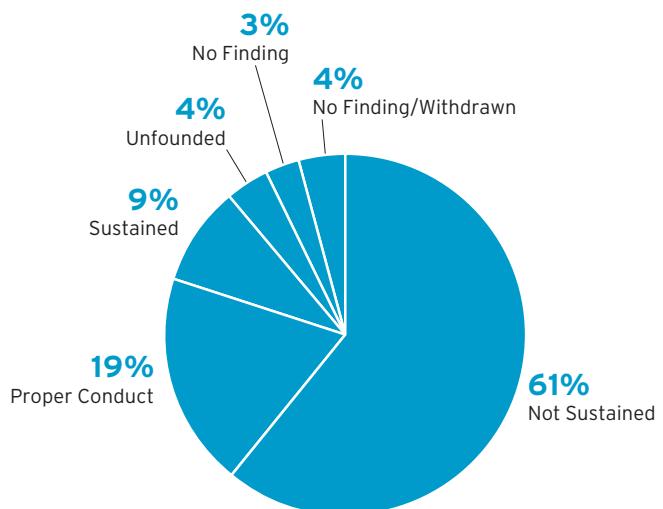
TECHNOLOGY INVESTMENTS

Today's investigations involve more technology than they have in the past. To meet these needs, DPA must have systems in place that are compatible with Police Department systems, can receive and review police body camera footage, and ensure the security of highly sensitive, confidential data. The DPA will work over the upcoming fiscal year to modernize its systems to meet the needs of the Department.

EXPANDED CHARTER MANDATED RESPONSIBILITIES

With the passage of Prop G, the Department was given expanded responsibility to conduct biennial performance audits of how the Police

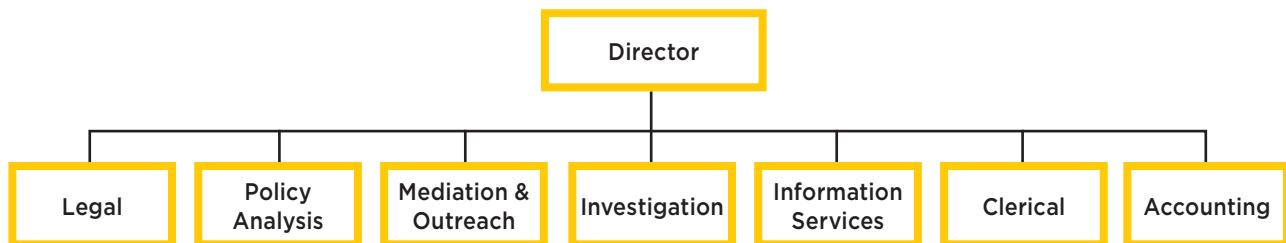
Department has handled claims of officer misconduct and police officer use of force. The Department may also conduct performance audits or reviews of whether police department personnel and management have complied with federal and state law, city ordinances and policies, and police department policies.



▲ FINDINGS CLOSED, FY 2015-16. In FY 2015-16, 61 percent of complaints investigated by DPA were not sustained.



POLICE ACCOUNTABILITY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	0.00	0.00	43.22	43.22	43.22	0.00
Net Operating Positions	0.00	0.00	43.22	43.22	43.22	0.00
SOURCES						
Expenditure Recovery	0	0	8,000	8,000	8,000	0
General Fund Support	0	0	7,342,138	7,342,138	7,525,817	183,679
Sources Total	0	0	7,350,138	7,350,138	7,533,817	183,679
USES - OPERATING EXPENDITURES						
Salaries & Wages	0	0	4,617,263	4,617,263	4,754,845	137,582
Fringe Benefits	0	0	1,861,594	1,861,594	1,961,375	99,781
Professional & Contractual Services	0	0	309,336	309,336	309,336	0
Materials & Supplies	0	0	34,918	34,918	34,918	0
Services of Other Departments	0	0	527,027	527,027	473,343	(53,684)
Uses - Operating Expenditures Total	0	0	7,350,138	7,350,138	7,533,817	183,679
USES BY PROGRAM RECAP						
Office Of Citizen Complaints	0	0	7,350,138	7,350,138	7,533,817	183,679
Uses by Program Recap Total	0	0	7,350,138	7,350,138	7,533,817	183,679



POLICE DEPARTMENT

MISSION

The San Francisco Police Department (POL) is committed to excellence in law enforcement and dedicated to the people, traditions, and diversity of the City and County of San Francisco. In order to protect life and property, as well as prevent and reduce the fear of crime, the Department provides service with understanding, response with compassion, performance with integrity, and law enforcement with vision.

SERVICES

The Police Department provides services through the following bureaus:

AIRPORT BUREAU is responsible for the safety of over 47 million people who travel through the San Francisco International Airport. Police personnel handle security, traffic control, and perform law enforcement duties and support the security programs and emergency procedures of the Airport to provide the public with a safe, secure, efficient, and customer-friendly airport.

ADMINISTRATION BUREAU provides technical and administrative support, works to increase overall Department efficiency, and ensures that daily functions are carried out effectively. The Administration Bureau consists of Crime Information Services, Fleet, Forensic Services, Property, Staff Services, Technology, and Training.

CHIEF OF STAFF is responsible for the dissemination of information to the public through the Media Relations Unit and performs oversight and legal functions through the Risk Management Office. The Legal Unit and the Internal Affairs Division performing both administrative and criminal conduct investigations.

FIELD OPERATIONS BUREAU is the backbone of the Police Department, and provides enforcement and investigative services to the City. In an effort to protect life and property, members work closely with the

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	546,449,143	577,745,503	590,022,308	12,276,805	600,143,155	10,120,847
Total FTE	2,871	3,013	2,971	(42)	2,958	(14)

Services (continued)

community to prevent and solve crimes using thorough investigative techniques, identifying and arresting suspects, and preparing cases for prosecution. This is accomplished by forming partnerships with residents, merchants, and visitors, and working collaboratively to solve neighborhood problems.

PROFESSIONAL STANDARDS AND PRINCIPLED POLICING BUREAU works closely with the community and outside agencies to develop, implement, and oversee the Department of Justice's (DOJ) Collaborative Reform Initiative (CRI). The Bureau coordinates workflow and work products, reports, and briefings to internal and external stakeholders, serves as a liaison to the DOJ and other oversight partners, and develops all doctrinal changes to Department General Orders and Notices. The Bureau will also oversee an internal performance audits unit to ensure the continued implementation of the CRI program, and improvement of Department operating procedures.

SPECIAL OPERATIONS BUREAU is responsible for the overall security of the city through the use of specialized units including the Department Operations Center, Homeland Security, and Tactical units, and liaison to the City's Department of Emergency Services, The Police Department's Traffic and Transportation Commander at the Municipal Transportation Agency is responsible for the safety of the public using all forms of transportation and includes the Traffic Unit and Muni Enforcement, Task Force, and Response teams.

LOOKING BACK

ACCELERATED PUBLIC SAFETY HIRING PLAN

Fiscal Year (FY) 2016-17 was the final year of Mayor Lee's multi-year hiring plan to bring the number of sworn full-duty officers up to the charter-mandated 1,971. Initiated in FY 2012-13, the plan has supported between three and seven classes annually over the last five years. Recruits complete 34 weeks of Academy and 16 weeks of field training before becoming full duty. The Department expects to reach 1,971 police officers by December 2017. As a result of the multi-year hiring plan, the Department has been able to assign more officers to district stations, including increased foot patrol. The Department will continue to hold two Academy classes each year to replace retiring officers and maintain the charter mandated level of 1,971.

LAW ENFORCEMENT TECHNOLOGY

In the last fiscal year year, the Police Department implemented the e-Stops project. E-Stops is an app that runs on officer smart phones, and connects directly to the Police Department's Crime Data Warehouse. All stops involving a detention require officers to enter race and ethnicity information, as well as other details of the stop, directly in to the e-Stop app. That data is instantly available to the Department for

tracking, reporting, and for providing officer feedback. This project was a key deliverable for compliance with Assembly Bill 953, which required all law enforcement agencies to track race and ethnicity information, and San Francisco Board of Supervisors Ordinance 96, which required similar data about stops to be captured. San Francisco Police Department is one of the first and only agencies to utilize smart phone technology to collect this data in the field – allowing officers to stay on patrol instead of having to come back to the station to complete a form.

BODY WORN CAMERAS

In FY 2016-17, the Police Department deployed body worn cameras to over 2,000 sworn officers, including officers assigned to district stations and specialized units. Officers wear body worn cameras across the City in the course of their normal patrol duties. Body worn cameras offer a tremendous opportunity for increased evidentiary material, documentation of the work of officers complete, and developing investigative leads.

CADET PROGRAM

In 2015, the Police Department relaunched the Cadet Program, designed to prepare young

adults for a career in law enforcement and provide positive interactions between the Department and the community. Young men and women work alongside sworn officers in a variety of assignments while they continue their studies and prepare to apply to the Police Academy. Most recently, seven Cadets entered the November 2016 Academy Class.

The goal of the program is to focus on young

adults, aged 18 through 25, living in San Francisco's low-income neighborhoods. By engaging some of the City's hardest-to-serve young people, the Department can play a critical role in interrupting and stopping the cycle of violence to develop a police force that mirrors the diversity of San Francisco. In FY 2016-17, the Department had over 70 Police Cadets in the program, funded through a combination of the City's General Fund and private philanthropy.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
SFPD-INVESTIGATIONS					
Reduce the amount of violence in San Francisco					
• Firearm seizures	1,018	950	1,432	1,010	1,030
PATROL					
Reduce crime; Uniform Crime Reporting (UCR) numbers					
• UCR: Number of UCR Part I property offenses reported per 100,000 population	5,658.3	5,827.0	5,652.7	6,001.0	6,181.0
• UCR: Number of UCR Part I violent offenses reported per 100,000 population	725.9	746.0	734.0	768.0	791.0
Respond timely to calls for emergency assistance					
• Response time: Priority A calls (in seconds)	297	240	313	240	240
• Response time: Priority B calls (in seconds)	583	470	625	470	470
SPECIAL OPERATIONS					
Reduce traffic collisions and ensure pedestrian safety					
• Number of traffic collisions that result in fatalities	37	0	22	0	0
• Percentage of citations for top five causes of collisions	39.6%	50.0%	50.0%	50.0%	50.0%



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$590.0 million for the Police Department is \$12.3 million, or 2.1 percent, higher than the FY 2016-17 budget of \$577.7 million. The increase is primarily due to salary and benefit cost increases, and increased technology and equipment investments in the upcoming fiscal year.

The FY 2018-19 proposed budget of \$600.1 million is \$10.1 million, or 1.7 percent, higher than the FY 2017-18 budget of \$590.0 million due to salary and benefit cost increases.

DEPARTMENT REFORM INITIATIVES

The Department continues to implement the 272 recommendations and 94 findings of the US Department of Justice (DOJ) Collaborative Reform Initiative (CRI) report. The focus in the upcoming fiscal year is re-engineering use of force training, counter-bias initiatives, and establishing a unit within the Department to support audits and compliance. The Department, along with the Police Commission and input from the public and labor partners, developed and approved a revision to the Use of Force Department General Order (DGO). This DGO change emphasizes the sanctity of human life and the use of de-escalation techniques, while also prohibiting the use of the carotid restraint and shooting at moving vehicles. Training on this Use of Force change was held at the Academy starting in February 2017, and the entire uniformed workforce will receive the training by the end of summer 2017.

To promote a fair, equal, and accepting workplace, the Department will continue to utilize the Not on My Watch campaign, with all members of the Department required to sign the Not on My Watch pledge. The Department has created an automated system to screen all electronic communications for the use of words that may indicate bias. A new Audit and Compliance Unit will be charged with the internal performance audit of systems and practices to ensure the continued implementation of the DOJ CRI report and other mandated changes long after the report monitoring period has ended. The Audit and Compliance unit will also be responsible

for liaison with the Department's oversight partners at the newly named Department of Police Accountability, and any Civil Grand Jury investigations.

INVESTING IN TECHNOLOGY

Many of the recommendations from the Department of Justice involve technology initiatives. The FY 2017-18 proposed budget includes funding for several critical technology projects.

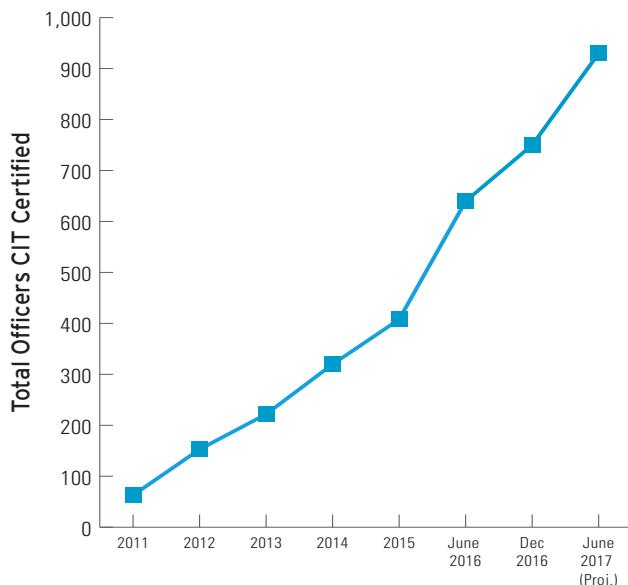
The proposed budget includes funding to upgrade the Department's core network and the Department's records management system, known as Crime Data Warehouse, to accommodate requirements from the DOJ recommendations. In the upcoming fiscal year, the Department will roll out a hardware refresh and new platinum support to ensure that this critical system is available 24/7. High availability and quick response times are paramount when the Department is relying on this system as the foundation for its newest technologies – including incident reports, crime maps, crime reporting, DOJ reporting, e-Stops, e-Citations, and more.

As part of the City's Vision Zero goal to end traffic fatalities by 2024, the Police Department has committed to issue half of traffic citations to the five most common causes of collisions and injuries: speeding, violating pedestrian right-of-way in a crosswalk, running red lights, running stop signs, and failing to yield when turning. To support this goal in the upcoming fiscal year, the Department will deploy the e-Citations mobile application. As an officer issues a traffic citation on his or her smart phone, information about that citation will be instantly available in the Crime Data Warehouse for tracking, mapping, and reporting. The Department will be able to track exactly what Vision Zero-related citations are being written and where, allowing the Department to more effectively deploy officers to high-incident areas. Having up-to-the-minute data will also allow the Department to know how well officers are doing to address Vision Zero issues.

Lastly, the Department will work with the City's Chief Digital Services Officer to develop a new department web site. The new website will be designed to better address the informational needs of the public.

FLEET UPGRADES

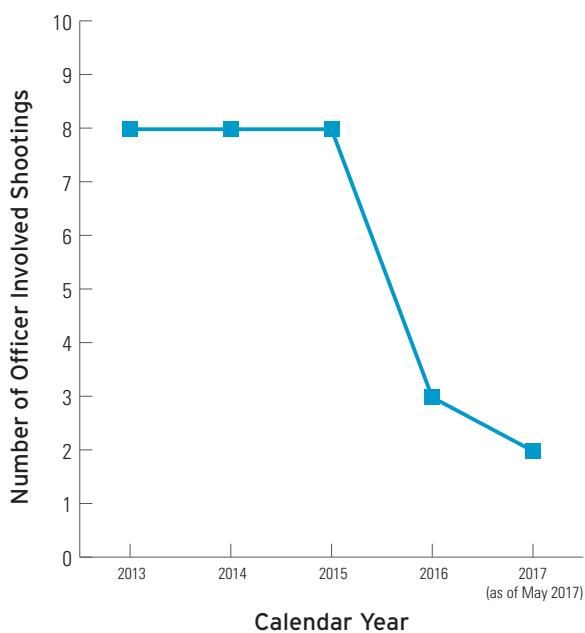
The proposed budget includes a significant investment to begin to replace the Police Department's aging fleet of marked and unmarked vehicles. The Department's fleet is made up of nearly 900 vehicles, including 300 marked patrol cars and 330 unmarked sedans. The Department estimates that 46 percent of its marked fleet and 55 percent of its unmarked fleet has over 100,000 miles, which results in increased time and money spent on maintenance. The proposed budget includes an investment of \$8 million, which will allow the Department to replace 140 marked and unmarked vehicles over the course of two years. With this investment, the Department could replace 58 percent of marked and 33 percent of unmarked fleet currently over 100,000 miles. This significant level of funding



▲ CRISIS INTERVENTION TRAINED OFFICERS.

Since the start of police reform, a growing number of officers are projected to receive CIT training.

will also allow the Department to plan for a faster, smoother, more predictable replacement of vehicles over the next two years. To bolster this investment, the Department will work to find additional cost-effective solutions that address its aging fleet beyond the purchase of new vehicles.



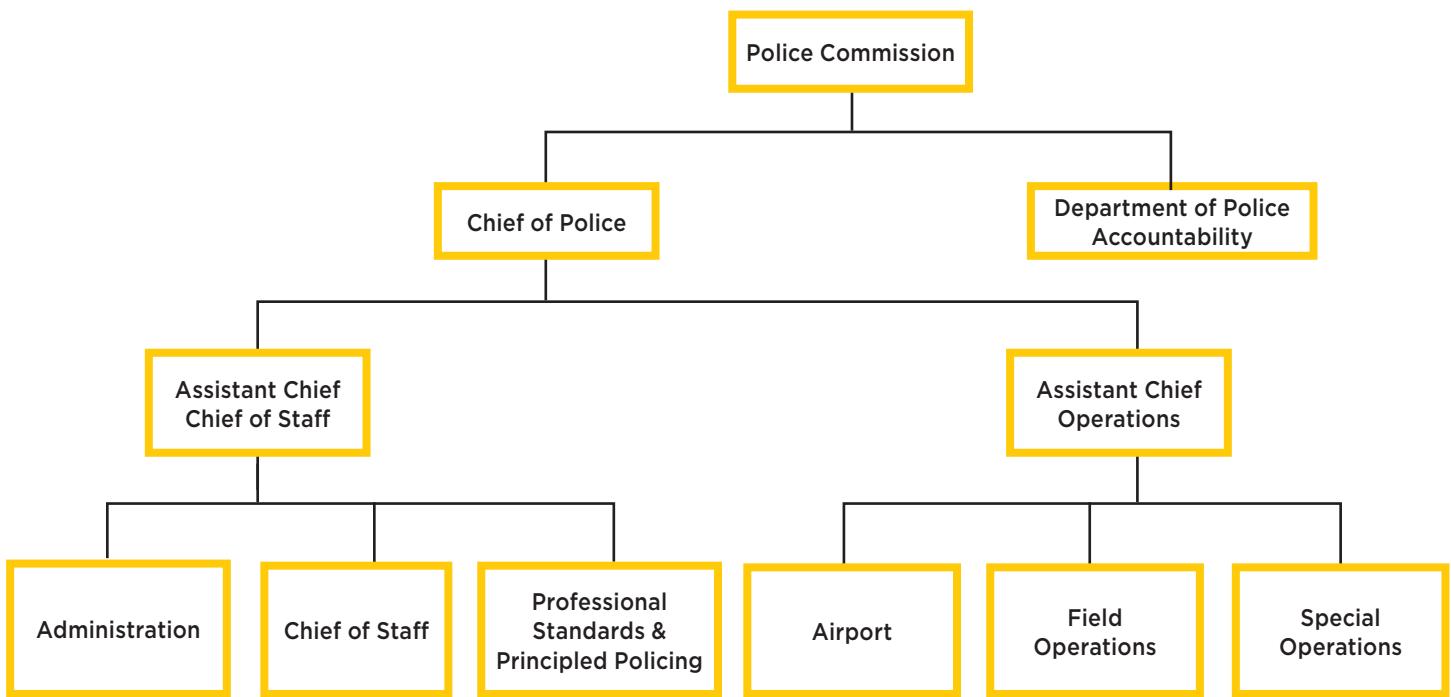
▲ **NUMBER OF OFFICER INVOLVED SHOOTINGS PER CALENDAR YEAR.** *The number of officer involved shootings continue to decline as the department implements revised Use of Force policies focused on the sanctity of life.*

COMMUNITY ENGAGEMENT & YOUTH PROGRAMS EXPANSION

The Department's Community Engagement Division is responsible for developing 60 of 272 Department of Justice recommendations related to Community Policing and Community Engagement. The Department will collaborate with community-based organizations, local businesses, community members, faith-based organizations, and other city partners to host various community events in the upcoming fiscal year. In the upcoming budget, the Police Department will utilize a state Youth Programs grant to expand current programs. The Department will continue its robust summer jobs program, and will reach out to at-risk youth and their communities by piloting new mentoring programs such as Hip Hop Chess clubs and Flag Football clubs, designed to pair officer coaches with participant youth. The Department will also utilize the grant to support a new Islamic Awareness Unity Group, reaching out to Muslim communities to build and strengthen police and community relations.



POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	2,891.26	3,036.38	2,994.48	(41.90)	2,987.95	(6.53)
Non-operating Positions (cap/other)	(20.47)	(23.00)	(23.00)	0.00	(30.00)	(7.00)
Net Operating Positions	2,870.79	3,013.38	2,971.48	(41.90)	2,957.95	(13.53)
SOURCES						
Licenses & Fines	2,289,239	2,568,857	2,633,303	64,446	2,613,677	(19,626)
Use of Money or Property	41,048	0	0	0	0	0
Intergovernmental Revenue - Federal	3,485,850	2,780,802	744,318	(2,036,484)	744,319	1
Intergovernmental Revenue - State	49,837,887	51,826,701	51,954,636	127,935	52,683,769	729,133
Intergovernmental Revenue - Other	19,500	15,000	10,000	(5,000)	10,000	0
Charges for Services	5,255,923	5,440,084	5,440,084	0	5,440,084	0
Other Revenues	506,299	500,000	500,000	0	0	(500,000)
Transfers In	167,257	0	0	0	0	0
Expenditure Recovery	11,295,175	8,223,573	8,220,566	(3,007)	8,436,444	215,878
Transfer Adjustments-Sources	0	56,635,610	0	(56,635,610)	0	0
Use of / (Deposit to) Fund Balance	46,540,307	0	538,774	538,774	1,001,076	462,302
General Fund Support	427,010,658	449,754,876	461,715,828	11,960,952	469,702,008	7,986,180
Sources Total	546,449,143	577,745,503	531,757,509	(45,987,994)	540,631,377	8,873,868
USES - OPERATING EXPENDITURES						
Salaries & Wages	365,420,315	384,654,857	387,775,295	3,120,438	387,082,624	(692,671)
Fringe Benefits	107,163,995	116,222,581	121,594,847	5,372,266	127,314,664	5,719,817
Overhead	84	585	584	(1)	585	1
Professional & Contractual Services	15,218,748	21,409,993	20,086,340	(1,323,653)	24,700,565	4,614,225
Materials & Supplies	6,187,549	5,757,596	5,534,002	(223,594)	5,470,788	(63,214)
Equipment	4,530,245	3,491,681	4,379,600	887,919	4,379,600	0
Services of Other Departments	46,616,286	45,174,883	47,333,646	2,158,763	49,176,310	1,842,664
Uses - Operating Expenditures Total	545,137,222	576,712,176	586,704,314	9,992,138	598,125,136	11,420,822
USES - PROJECT EXPENDITURES						
Facilities Maintenance	105,000	143,327	150,494	7,167	158,019	7,525
Capital Renewal	0	835,000	2,337,500	1,502,500	890,000	(1,447,500)
Capital Projects	1,206,921	55,000	830,000	775,000	970,000	140,000
Uses - Project Expenditures Total	1,311,921	1,033,327	3,317,994	2,284,667	2,018,019	(1,299,975)
USES BY PROGRAM RECAP						
911/Communications	5,315	0	0	0	0	0
Airport Police	48,925,303	56,635,610	58,264,799	1,629,189	59,511,778	1,246,979
Capital Asset Planning	0	0	530,000	530,000	970,000	440,000
Investigations	76,379,076	82,979,272	82,922,008	(57,264)	83,738,938	816,930
Office Of Citizen Complaints	5,070,007	6,870,659	0	(6,870,659)	0	0
Operations And Administration	91,176,576	93,544,703	101,755,686	8,210,983	105,665,783	3,910,097
Patrol	316,093,552	332,824,586	341,703,749	8,879,163	345,279,079	3,575,330
Work Order Services	8,799,314	4,890,673	4,846,066	(44,607)	4,977,577	131,511
Uses by Program Recap Total	546,449,143	577,745,503	590,022,308	12,276,805	600,143,155	10,120,847



PORT

MISSION

The Port of San Francisco (PRT) manages the waterfront as a gateway to a world-class city and advances environmentally and financially sustainable maritime, recreational and economic opportunities to serve the city, Bay Area region, and California.

SERVICES

The Port provides services through the following divisions:

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

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

MAINTENANCE repairs piles, piers, roofs, plumbing and electrical systems, and street cleaning along the Port's 7½ miles of waterfront property.

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

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

ADMINISTRATION directs Port resources to meet strategic goals, guides capital planning, and manages the Port's support services including Human Resources, Accounting, Finance and Procurement, Business Services, and Information Systems.

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

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	77,982,115	141,159,032	133,202,027	(7,957,005)	106,602,999	(26,599,028)
Total FTE	241	241	243	1	242	-



LOOKING BACK

ALCATRAZ FERRY LAUNCH

In December 2016, the Port entered a new 30-year lease agreement with the National Park Service (NPS) that will lead to the transformation of the Alcatraz Island embarkation site at Piers 31-33. More than 1.5 million visitors set out from Pier 31 to tour Alcatraz Island annually. NPS manages the island but getting there requires a ferry embarkation point along San Francisco's waterfront. In a unique partnership between the Port and the NPS, the existing embarkation point will be developed and expanded to create a "sense of arrival" with exhibits, a park store, a café, and an open-air plaza between the piers. The exhibits will enhance the experience for visitors before they even leave the mainland and offer an Alcatraz discovery for those who may not have the opportunity to go to the island itself due to visitation limits. The project is significant to the Port because it meets several aspects of its mission and current Strategic Plan including retaining maritime commerce, facilitating the public's enjoyment of the waterfront, engaging in historic preservation, and creating a substantial new revenues stream for future infrastructure investments. To avoid disrupting the ferry service to Alcatraz Island, Piers 31-33 will be transformed in phases from 2018-2021.

PASHA AUTOMOTIVE SERVICES

In October 2016 the Port entered into a 15-year operator agreement with Pasha Automotive Services for an import, export, and automobile detailing facility at Pier 80. Pasha is working to eventually attract as many as 96 ships a year and handle as many as 150,000 automobiles annually by receiving vehicles that might have been

delivered to ports in southern California, such as San Diego and Port Hueneme, and trucked up to northern California. In addition to activating Pier 80 as a maritime facility, Pasha is working to create local jobs by employing 50 longshoremen to load and unload ships calling at the terminal as well as another 150 workers who will process, upgrade, and accessorize automobiles. Pasha has entered into an agreement with CityBuild, an employment program under the Office of Economic and Workforce Development, to train residents for processing work at Pier 80.

WATERFRONT LAND USE PLAN

The Port has a major public process underway to update the Waterfront Land Use Plan (Waterfront Plan), which has guided the transformation of Port lands to reunite San Francisco with the waterfront. Sea level rise, aging historic piers and infrastructure, and the need to seismically strengthen the Seawall are among new issues that are the focus of this public planning process. The Port created a Waterfront Plan Working Group and seven Advisory Teams to discuss needs and opportunities and to develop recommendations to update the Waterfront Plan.

These public meeting discussions enable the exchange of diverse views, expertise, and knowledge. Everyone is invited to participate in the Waterfront Plan Working Group meetings, which address land use, resilience, transportation, financial, and design issues. The public process will lead to recommendations to the Port Commission about policies and information that should be added or updated in the Waterfront Plan. Details on all the issues, reports, and meetings are available at www.sport.com/wlup.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
MARITIME OPERATIONS & MARKETING					
Economic Impact - Increase cruise volume					
• Total number of cruise ship calls	80	80	77	80	80
• Total number of cruise ship passengers	293,325	295,000	272,000	295,000	295,000
Economic Impact - Increase the volume of cargo shipping					
• Total cargo tonnage - Bulk	1,509,471	1,550,000	1,500,000	1,600,000	1,600,000
Economic Impact - Track ferry passenger volume					
• Total number of ferry passengers transiting though Port managed facilities.	2,722,237	2,803,904	2,890,000	2,976,700	3,066,001
REAL ESTATE & MANAGEMENT					
Economic Impact - Achieve maximum revenue from leasing activities					
• Overall Port Vacancy Rate	8.6%	6.0%	2.0%	2.0%	2.0%

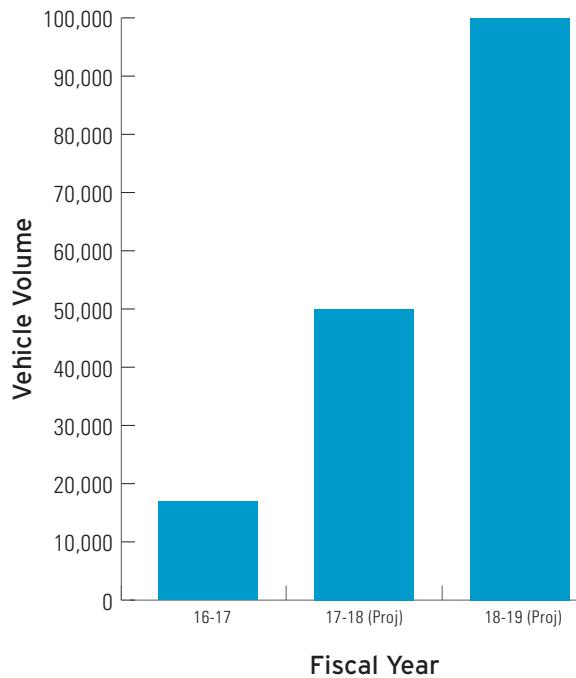


BUDGET ISSUES AND DETAILS

The Port's Fiscal Year (FY) 2017-18 proposed budget of \$133.2 million is \$8.0 million, or 5.6 percent, lower than the FY 2016-17 budget of \$141.2 million. This decrease is principally due to the use of one-time capital funding in FY 2016-17. The Port is working within its two-year fixed budget for FY 2016-17 and FY 2017-18 and therefore is not updating its FY 2018-19 budget in this budget cycle.

BUDGET OVERVIEW

The proposed budget assumes that growth in the Port's revenues will continue to outpace expenditures. This projection is partly due to a consistent upward trajectory in rents from Port tenants, parking revenues, and cruise passenger volume, as well as from Port staff's conscious efforts to hold down operating expenses. By offsetting new positions and other funding requests with savings in other areas, the budget maximizes net revenues, which are then reserved to fund capital investments in future budgets. In addition to preventing operating expenditure growth that could force budget cuts and trade-off decisions in the next economic downturn, this approach results in historically high capital budgets that address many critical needs and support strategic investments. The budget includes funding for two high priority capital projects, the Mission Bay Ferry Landing and the Seawall Resiliency Project, which address citywide transportation and infrastructure needs.



VEHICLE VOLUME. The Port signed a new terminal operating agreement with Pasha Automotive Services in July 1, 2017. The main focus of the terminal operator is automobiles imports and exports. This target reflects full year impact of the terminal being operated plus growth and more customers committed since inception.

SOUTHERN BAYFRONT DEVELOPMENT PROJECTS

Three public-private partnership development projects that will help redefine the Port's central and southern waterfront are currently underway: Mission Rock at Seawall 337 and Pier 48; Pier 70 Historic Core; and Pier 70 Waterfront Site. These areas are currently limited to parking uses or are a mix of vacant land and deteriorating buildings. These projects will reconnect City residents to a new area along the Bay by:

- Creating 2,000-4,000 residential units, of which 33 percent will be affordable to low- and middle-income households;
- Building an estimated 17 acres of parks, open spaces, and recreational facilities;
- Rehabilitating and renovating Pier 48 and Pier 70 structures to historic standards; and
- Creating space for restaurants, retail, commercial, production, small-scale manufacturing, and cultural activities;
- Preserving the artist community currently located on Pier 70; and
- Creating parking and transportation infrastructure improvements.

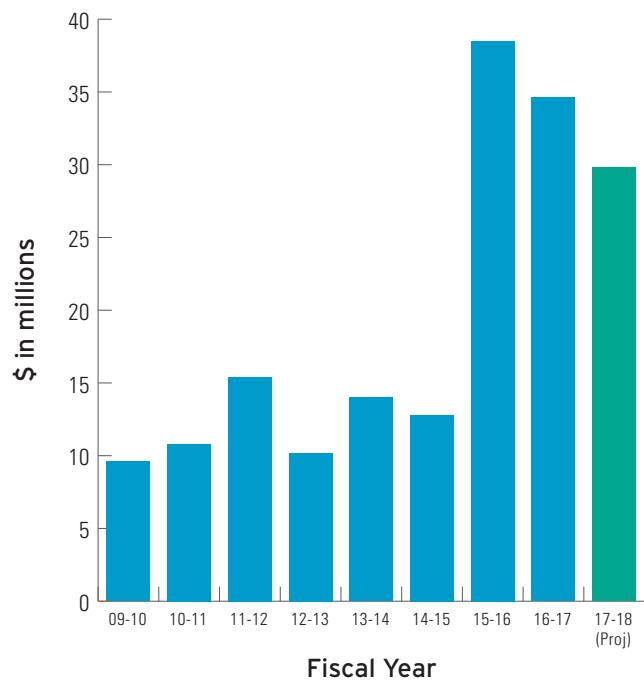
MISSION BAY FERRY LANDING

The Port is currently in the design phase of a \$42.7 million project to build a new Mission Bay Ferry Landing. The facility will berth two ferry boats simultaneously and likely include a nearby water taxi landing to provide regional access for UCSF Mission Bay, the Golden State Warriors arena, and the surrounding neighborhoods to and from the East and North Bays. With significant growth in the Southern Bayfront, including from Port development projects, this essential transportation infrastructure will alleviate land transportation overcrowding and provide transportation resiliency in the event of an earthquake, BART or Bay Bridge failure, or other unplanned events. The project has \$7.0 million in funding proposed to-date, including \$3.5 million in Port Capital and \$3.5 million in General Fund support for planning and design. The Port, Office of Economic and Workforce Development, and the Water Emergency Transportation Authority (WETA) are actively partnering to secure additional funding to complete the project by 2022.

SEAWALL RESILIENCY PROJECT

The Seawall is the foundation of over three miles of San Francisco waterfront stretching from Fisherman's Wharf to Mission Creek. The Seawall

CAPITAL FUNDING. The Port
has been able to significantly
increase its capital funding
through one-time funding
sources and efforts to divert
growing net revenues into
infrastructure investments.



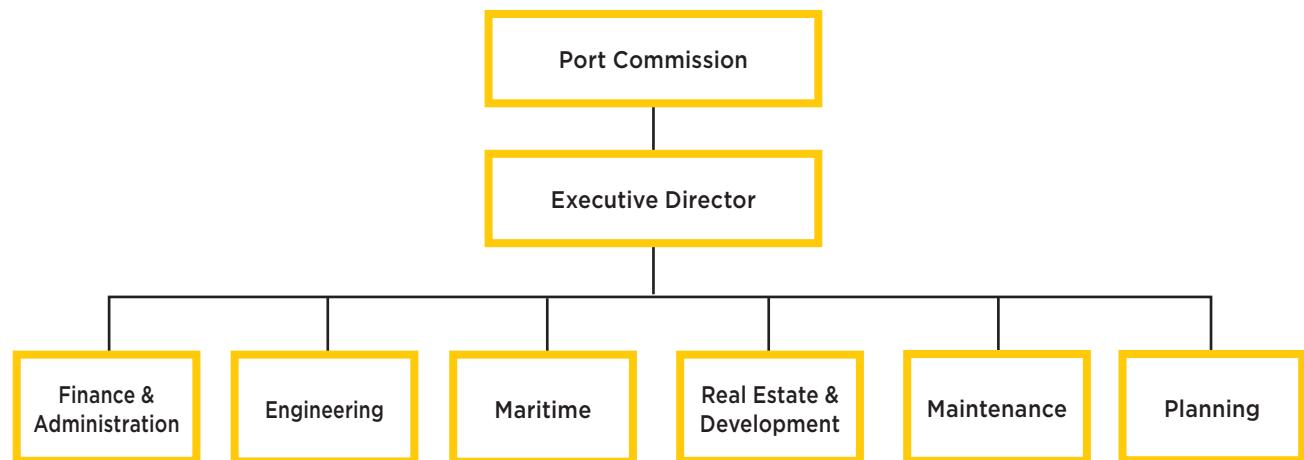
underpins the world renowned Embarcadero Promenade, iconic landmarks such as the Ferry Building, and diverse local businesses along the waterfront. It supports critical regional transportation, utility, and emergency response and recovery infrastructure. Additionally, the Seawall provides flood protection for downtown San Francisco neighborhoods that welcome millions of people each year. The Seawall was built over 100 years ago.

The proposed budget includes \$4.0 million in additional funding for the planning phase of the Seawall Resiliency Project, for a total of \$9.6 million funded to-date. Immediate life safety upgrades may exceed \$500 million and full infrastructure improvements are estimated to

cost up to \$5 billion to stabilize the entire Seawall, backlands, and infrastructure to adapt to sea level rise.

The City is collaborating closely on this project, including through an Executive Steering Committee that will advise the Port project team on major issues related to the project. Additionally, a Finance Working Group was established to evaluate over 40 funding options and make final recommendations to the Executive Steering Committee. One major proposal recently included in the City's Ten Year Capital Plan is a \$350 million general obligation bond for the 2018 November election in San Francisco. This bond would enable the Port to move directly into design and construction of the project by 2019.

PORT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	268.79	290.93	298.14	7.21	297.83	(0.31)
Non-operating Positions (cap/other)	(27.50)	(49.74)	(55.50)	(5.76)	(55.50)	0.00
Net Operating Positions	241.29	241.19	242.64	1.45	242.33	(0.31)
SOURCES						
Licenses & Fines	3,077,013	3,705,000	3,797,000	92,000	3,797,000	0
Use of Money or Property	78,692,115	79,792,977	81,897,525	2,104,548	81,897,525	0
Intergovernmental Revenue - Federal	0	2,143,355	0	(2,143,355)	0	0
Intergovernmental Revenue - Other	1,701,108	0	0	0	0	0
Charges for Services	12,104,313	20,237,000	22,341,000	2,104,000	22,341,000	0
Other Revenues	3,501,993	3,428,000	3,457,000	29,000	1,907,000	(1,550,000)
Transfers In	40,010,711	39,005,126	25,415,572	(13,589,554)	5,171,572	(20,244,000)
Expenditure Recovery	842,930	1,148,000	4,400,000	3,252,000	400,000	(4,000,000)
Transfer Adjustments-Sources	(37,665,839)	(42,417,127)	(25,415,572)	17,001,555	(5,171,572)	20,244,000
Use of / (Deposit to) Fund Balance	(24,282,229)	34,116,701	20,960,494	(13,156,207)	0	(20,960,494)
Sources Total	77,982,115	141,159,032	136,853,019	(4,306,013)	110,342,525	(26,510,494)
USES - OPERATING EXPENDITURES						
Salaries & Wages	23,864,942	26,725,401	27,565,637	840,236	28,350,617	784,980
Fringe Benefits	10,870,832	12,282,177	13,054,257	772,080	13,784,209	729,952
Overhead	949,065	747,334	209,476	(537,858)	209,476	0
Professional & Contractual Services	10,582,307	14,169,263	14,850,735	681,472	14,808,596	(42,139)
Aid Assistance / Grants	30,000	0	0	0	0	0
Materials & Supplies	1,788,043	1,580,984	1,581,784	800	1,581,784	0
Equipment	34,366	1,498,700	631,600	(867,100)	0	(631,600)
Debt Service	7,148,925	7,775,726	7,718,362	(57,364)	7,718,362	0
Services of Other Departments	14,117,242	16,792,161	15,701,710	(1,090,451)	15,851,067	149,357
Transfers Out	39,126,461	40,086,839	26,497,285	(13,589,554)	6,253,285	(20,244,000)
Budgetary Reserves	0	13,425,092	16,209,181	2,784,089	17,413,603	1,204,422
Transfer Adjustments-Uses	(37,665,839)	(39,005,126)	(25,415,572)	13,589,554	(5,171,572)	20,244,000
Uses - Operating Expenditures Total	70,846,344	96,078,551	98,604,455	2,525,904	100,799,427	2,194,972
USES - PROJECT EXPENDITURES						
Facilities Maintenance	653,819	0	0	0	0	0
Capital Projects	6,481,952	45,080,481	34,597,572	(10,482,909)	5,803,572	(28,794,000)
Uses - Project Expenditures Total	7,135,771	45,080,481	34,597,572	(10,482,909)	5,803,572	(28,794,000)
USES BY PROGRAM RECAP						
Administration	28,120,814	39,415,089	38,774,643	(640,446)	39,085,357	310,714
Capital Asset Planning	0	1,000,000	3,000,000	2,000,000	0	(3,000,000)
Engineering & Environmental	4,780,621	5,524,044	5,639,683	115,639	5,826,113	186,430
Maintenance	25,049,898	74,976,445	65,079,371	(9,897,074)	40,658,839	(24,420,532)
Maritime Operations & Marketing	5,684,515	10,214,465	10,920,478	706,013	11,014,394	93,916
Planning & Development	3,365,648	4,065,094	3,651,018	(414,076)	3,749,287	98,269
Real Estate & Management	10,980,619	5,963,895	6,136,834	172,939	6,269,009	132,175
Uses by Program Recap Total	77,982,115	141,159,032	133,202,027	(7,957,005)	106,602,999	(26,599,028)



PUBLIC DEFENDER

MISSION

The Public Defender's Office (PDR) delivers competent, effective, and ethical legal representation to over 20,000 indigent persons accused of crimes or involved in conservatorship matters in San Francisco.

SERVICES

The Public Defender provides services through the following divisions:

FELONY UNIT provides legal representation to individuals charged with felony offenses, including those charged with serious and violent offenses like murder, manslaughter, sex, gang, Three Strikes, fraud, robbery, burglary, criminal threats, assault, weapon possession, and narcotic offenses.

MISDEMEANOR UNIT provides legal representation to individuals charged with misdemeanor offenses, including persons charged with assault and battery, driving under the influence, theft, weapon possession, vandalism, and domestic violence.

JUVENILE UNIT provides legal representation to youth on delinquency matters and is responsible for meeting the educational, social, and behavioral health needs of youth in order to ensure their long-term success at home, school, and in the community.

MENTAL HEALTH UNIT provides representation to clients at all stages of the involuntary treatment commitment process, including petitions to extend maximum terms of commitment, and ensures that clients receive effective mental health treatment.

SPECIALTY COURTS, CLEAN SLATE AND REENTRY UNITS are designed to reduce recidivism. The Specialty Courts—Drug Court, Behavioral Health Court and the Community Justice Center—employ evidence-based practices to obtain positive social outcomes. The Clean Slate/Reentry units eliminate barriers to employment and link clients to essential services.

MAGIC PROGRAM convenes, facilitates, and coordinates a network of 100 community-based organizations that support and build the collective capacity of service providers, schools, City agencies, and community members in Bayview Hunters Point and the Western Addition.

BUDGET DATA SUMMARY

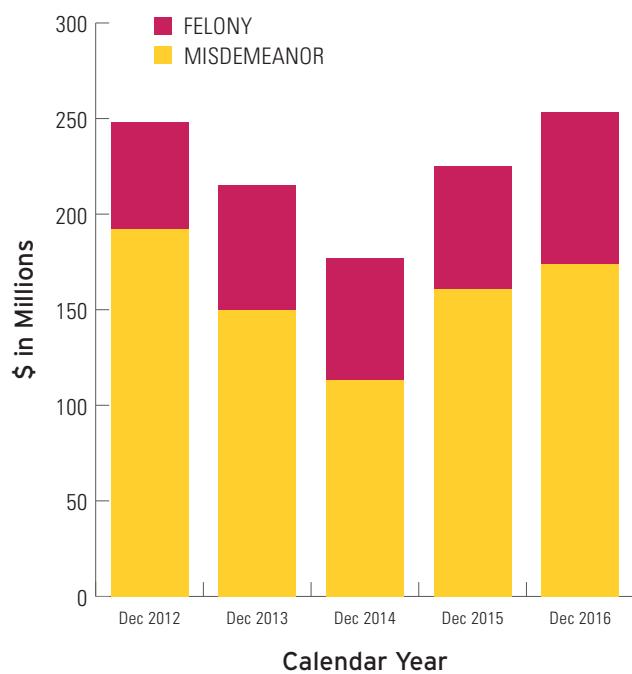
	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	31,572,886	34,015,988	36,778,793	2,762,805	37,629,634	850,841
Total FTE	162	171	179	8	177	(2)



LOOKING BACK

PRETRIAL RELEASE UNIT

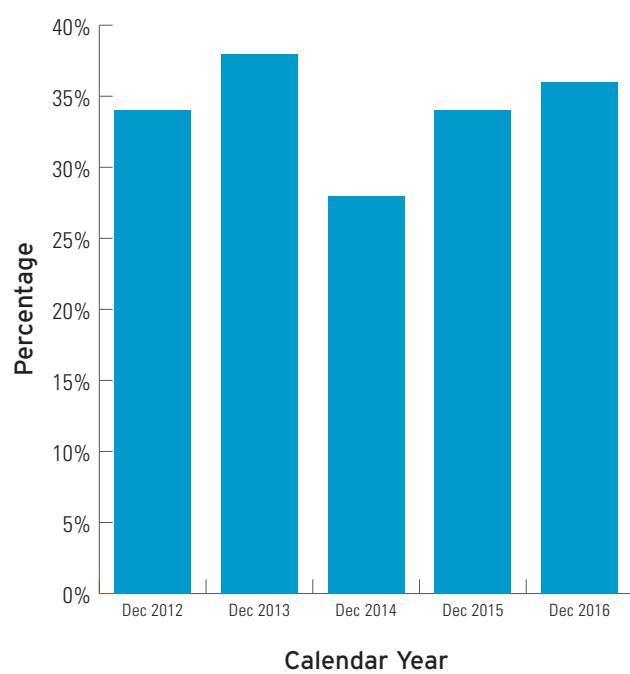
The Public Defender established a Pretrial Release Unit/Bail Unit, consisting of three Legal Assistants, one Legal Process Clerk and one Attorney. The Unit is responsible for preparing motions and obtaining supporting documentation for OR ("own recognizance") release, supervised pretrial release, bail reduction, and release on Electronic Monitoring for all misdemeanor and felony cases. In 2016, the Bail Unit litigated 693 motions.



▲ **JURY TRIALS (CY2012- CY2016). NUMBER OF JURY TRIALS COMPLETED.** *The number of jury trials completed in CY 2016 increased by 12 percent over the prior year.*

MOBILIZATION FOR ADOLESCENT GROWTH IN OUR COMMUNITIES

The nonprofit Mobilization for Adolescent Growth in our Communities (MAGIC) was established by the Public Defender to steer youth in the Western Addition and Bayview away from the juvenile justice system. MAGIC creates and maintains a unified road-map to social change that advances the educational, health, economic, and juvenile justice of disadvantaged youth and their families in these areas. The MAGIC programs have been recognized and honored for their work by various government and community agencies.



▲ **SERIOUS FELONY TRIALS (CY2012- CY2016).** Serious felony cases consist of heavier charges such as homicide, sexual assault, three strikes, life, or gang-related, and therefore require a higher level of staff time and resources.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CRIMINAL AND SPECIAL DEFENSE					
Provide alternatives to incarceration					
• Number of carryover participants in Drug Court	78	120	100	110	110
• Number of new participants in Drug Court	181	150	140	140	140
Provide expungement services					
• Number of applicants/individuals receiving legal consultation and referrals via drop in services and telephone conferences	6,394	6,000	6,100	6,200	6,300
• Number of motions filed on behalf of the clients under Clean Slate	1,407	1,000	1,200	1,100	1,100
Provide Re-entry Services to Clients					
• Number of clients evaluated for referral to services	303	300	350	300	300
• Number of clients referred to services	222	200	200	200	200
Represent defendants effectively					
• Number of felony matters handled	8,862	8,696	9,944	9,944	9,944
• Number of juvenile matters handled	3,680	3,966	3,538	3,618	3,483
• Number of mental health clients represented	3,120	3,000	2,968	3,000	3,000
• Number of misdemeanor matters handled	5,024	4,999	5,050	5,676	5,050



BUDGET ISSUES AND DETAILS

The Fiscal Year 2017-18 proposed budget of \$36.8 million for the Public Defender is \$2.8 million, or 8.1 percent, higher than the FY 2016-17 budget of \$34.0 million. The increase is primarily due to the addition of five new staff for the Department's Immigration Unit, and an investment in a pretrial pilot program.

The Fiscal Year 2018-19 proposed budget of \$37.6 million is a \$0.9 million, or 2.3 percent, higher than the FY 2017-18 budget of \$36.8 million. This increase is due to the annualization of positions from the previous fiscal year.

LEGAL REPRESENTATION AND ASSISTANCE FOR DETAINED IMMIGRANTS

San Francisco is home to approximately 100,000 non-citizens and more than 44,000 undocumented immigrants, including 5,000 DACA-eligible recipients. In collaboration with the Mayor and the

Board of Supervisors, the Public Defender's Office established the Immigration Unit to handle cases of individuals who are detained, which are some of the most difficult and complex cases. Approximately 60 percent of detained individuals do not have criminal records, but face deportation proceedings without assistance of lawyers. The office will also handle a certain number of impact litigation cases which could result in positive outcomes for many clients who faced removal or deportation. The FY 2017-18 proposed budget includes \$0.8 million to support three attorneys and two support staff for this unit.

PRETRIAL DIVERSION PROJECT PILOT PARTNERSHIP

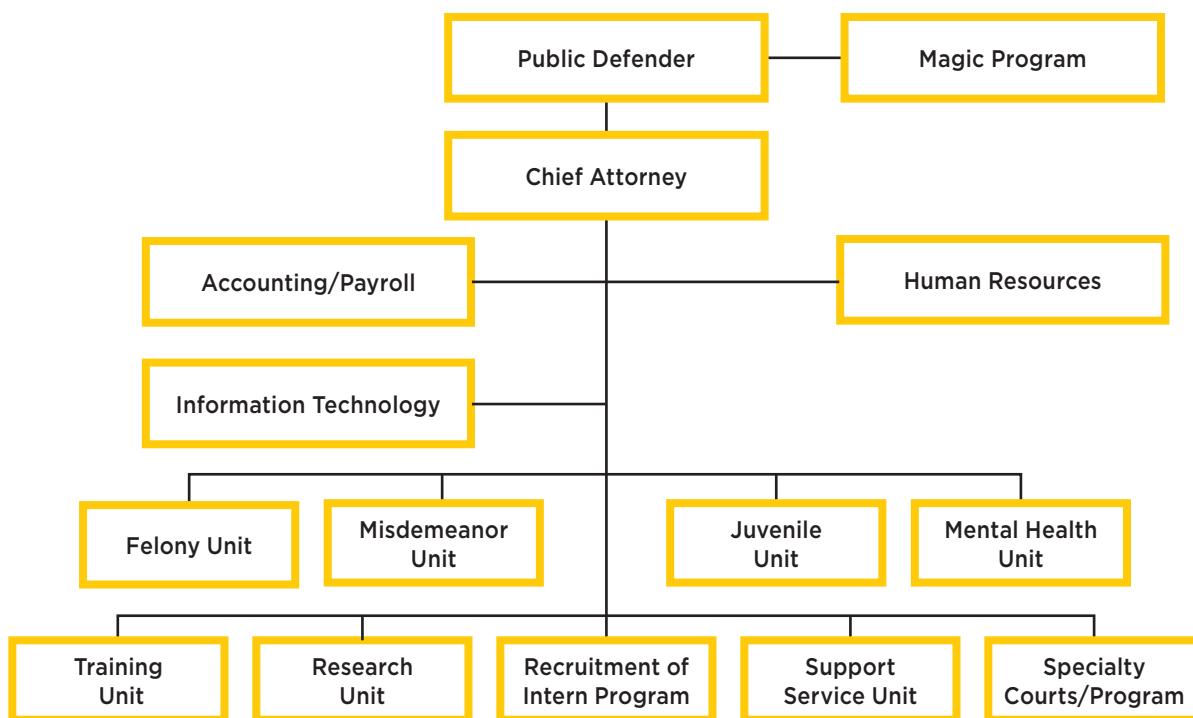
In an effort to reduce the jail population in San Francisco, the proposed budget includes funds to support a one-year pilot partnership between the Public Defender's Office and the San Francisco Pretrial Diversion Project (SFPDP). The SFPDP connects low-risk defendants with

rehabilitation, education, and community service work as an alternative to incarceration. Along with similar investments elsewhere in the budget, this investment will support two attorneys who will work as liaisons between the Court, the Public Defender's Office, and SFPDP. The attorneys in this pilot will advocate on behalf of Public Defender clients, and share information with the court regarding services that individual offenders will be connected to in lieu of jail time. This investment will also support one investigator who will be responsible for ensuring that individuals who are a part of SFPDP continue to receive services once they are released or sentenced.

TECHNOLOGY INVESTMENTS

The proposed budget includes funds for the Public Defender's Office to make key technology investments. Currently, paper-based processes result in inefficient collaboration between the defense team, delayed insights into the Department's performance, and incomplete and inconsistent data entry. In the upcoming fiscal year, the Department will develop a desktop and mobile application for attorneys that will maximize efficiency, increase the quality of legal representation, and deliver uniform criminal justice data through workflow automation, electronic-scanned document integration, and work product data repository.

PUBLIC DEFENDER ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	165.96	174.90	184.84	9.94	182.87	(1.97)
Non-operating Positions (cap/other)	(3.77)	(4.00)	(5.54)	(1.54)	(6.00)	(0.46)
Net Operating Positions	162.19	170.90	179.30	8.40	176.87	(2.43)
SOURCES						
Intergovernmental Revenue - Federal	409,083	178,674	195,359	16,685	195,359	0
Intergovernmental Revenue - State	247,204	222,000	516,470	294,470	570,865	54,395
Expenditure Recovery	259,435	320,996	220,996	(100,000)	220,996	0
General Fund Support	30,657,164	33,294,318	35,845,968	2,551,650	36,642,414	796,446
Sources Total	31,572,886	34,015,988	36,778,793	2,762,805	37,629,634	850,841
USES - OPERATING EXPENDITURES						
Salaries & Wages	21,149,567	22,949,077	24,434,996	1,485,919	24,932,728	497,732
Fringe Benefits	7,512,829	8,025,653	9,009,769	984,116	9,432,682	422,913
Professional & Contractual Services	1,340,441	1,314,895	1,455,642	140,747	1,365,037	(90,605)
Materials & Supplies	139,385	136,809	136,809	0	136,809	0
Equipment	100,561	58,018	64,118	6,100	0	(64,118)
Services of Other Departments	1,330,103	1,531,536	1,677,459	145,923	1,762,378	84,919
Uses - Operating Expenditures Total	31,572,886	34,015,988	36,778,793	2,762,805	37,629,634	850,841
USES BY PROGRAM RECAP						
Criminal And Special Defense	31,163,803	33,837,314	36,346,964	2,509,650	37,163,410	816,446
Grant Services	409,083	178,674	431,829	253,155	466,224	34,395
Uses by Program Recap Total	31,572,886	34,015,988	36,778,793	2,762,805	37,629,634	850,841



PUBLIC HEALTH

MISSION

The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

SERVICES

The Department of Public Health provides services through the following divisions:

SAN FRANCISCO HEALTH NETWORK (SFHN) is the City's only complete care system. The network includes primary care for all ages, dentistry, emergency and trauma treatment, medical and surgical specialties, diagnostic testing, skilled nursing and rehabilitation, and behavioral health. University of California, San Francisco (UCSF) physicians provide research and teaching expertise. SFHN includes:

- **ZUCKERBERG SAN FRANCISCO GENERAL (ZSFG)** is a licensed general acute care hospital owned and operated by the City and County of San Francisco. ZSFG provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health, and rehabilitation services for adults and children. Additionally, ZSFG is the designated trauma center for the 1.5 million residents of San Francisco and northern San Mateo County.
- **LAGUNA HONDA HOSPITAL (LHH)** provides a full range of skilled nursing services to adult residents of San Francisco who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, HIV/AIDS, and dementia.
- **AMBULATORY CARE** includes primary care, HIV/AIDS health services, mental health and substance abuse treatment, maternal and child healthcare, and jail health services.
- **TRANSITIONS** oversees client flow throughout the system of care, from acute hospitalization to outpatient settings and housing. Transitions ensures that individuals who are in need of additional support are placed at the appropriate levels of care and are provided the necessary care to ensure their recovery.

POPULATION HEALTH DIVISION (PHD) is responsible for protecting and improving health, and promoting health equity for all San Francisco residents. This division addresses public health concerns, including consumer safety, health promotion and disease prevention, and the monitoring of threats to the public's health. Through PHD, the Department assesses and monitors the health status of San Francisco and implements traditional and innovative public health interventions.

The division consists of eleven integrated branches: Environmental Health Protection and Sustainability; Community Health Equity and Promotion; Disease Prevention and Control; Emergency Medical Services; Public Health Preparedness and Response; Public Health Accreditation and Quality Improvement; Applied Research, Community Health Epidemiology, and Surveillance; Center for Innovation and Learning; Center for Public Health Research; Bridge HIV (HIV research); and the Operations, Finance, and Grants Management Branch.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105
Total FTE	6,602	6,806	6,867	61	6,867	-



LOOKING BACK

OPENING OF ZUCKERBERG SAN FRANCISCO GENERAL

After almost eight years of planning, the new Zuckerberg San Francisco General Hospital (ZSFG) has been open and serving patients for just over one year. This new main hospital and trauma center increased capacity, growing to include 284 beds compared to 252 in the existing facility. Similarly, the Emergency Department has increased capacity, more than doubling beds from 27 in the existing space to 58 beds in the new main hospital. The construction costs were primarily financed through an \$887.4 million voter approved bond measure in 2008.

IMPROVING BEHAVIORAL HEALTH SERVICES IN THE JAILS

The FY 2016-17 and FY 2017-18 budget included the implementation of the final phase of Jail Health Services integration of behavioral health services under the Department. The goal of the service integration is to fully incorporate behavioral health services into DPH's Jail Health Services division in order to ensure a consistent approach to program management. This integration is leading to improved service coordination for patients and improve support and care for one of the City's most vulnerable populations.

PILOTING A ORGANIZED DELIVERY SYSTEM FOR DRUG MEDI-CAL

After two years of negotiation and development with the state, DPH is beginning a pilot program, authorized under an 1115 Waiver, to demonstrate that an organized delivery system for substance abuse services will increase successful outcomes and reduce costs for Drug Medi-Cal beneficiaries. Successful implementation will improve the quality of the Department's current services and ensure San Francisco maximizes the amount of Medi-Cal funding it receives for its services. These improvements and investments in service delivery will result in better coordinated care leading to improved patient outcomes.

GETTING TO ZERO

DPH continues to support its "Getting to Zero" initiative, which focuses on achieving, zero new HIV infections, zero AIDS deaths, and zero stigma. The initiative which was launched in FY 2015-16, and has been further supported by the Department, has three key components: achieve early diagnosis and treatment for those who test positive, ensure access to pre-exposure prophylaxis (PrEP) for San Franciscans at risk for HIV, and retain patients in HIV care.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
SFGH - ACUTE CARE - HOSPITAL					
Decrease rate of ambulance diversions					
• Percentage of time that San Francisco General Hospital's Emergency Department is unable to accept lower-priority emergency cases	35%	15%	57%	15%	15%
Provide clinical services to target populations					
• Homeless outpatient visits as a percentage of total visits	7%	6%	8%	6%	6%
• Number of hospital medical/surgical inpatient days at SFGH	74,451	75,000	75,000	75,000	75,000
• Uninsured medical/surgical inpatient days as a percentage of total medical/surgical inpatient days	8%	10%	2%	10%	10%
• Zuckerberg San Francisco General Occupancy Rate	97.2%	85.0%	100.2%	85.0%	85.0%
SFGH - ACUTE CARE - PSYCHIATRY					
Provide appropriate psychiatric hospital care					
• Number of hospital acute psychiatric days	17,633	16,000	16,000	16,000	16,000
LAGUNA HONDA - LONG TERM CARE					
Improve health outcomes among San Francisco residents					
• Average Daily Population at Laguna Honda Hospital	756	755	755	755	755
• Number of long-term patient days at LHH	275,255	275,575	276,681	275,575	275,575
• Percentage of new admissions to LHH who are homeless	6%	5%	5%	5%	500%
• Percentage of new admissions to LHH who are Medi-Cal clients	95%	75%	75%	75%	7,500%
LAGUNA HONDA HOSP - ACUTE CARE					
Provide acute care services					
• Average length of stay (in days) for skilled nursing facility (SNF) rehab patients at Laguna Honda Hospital	71	60	60	60	60
• Number of patient days at Laguna Honda acute care and rehabilitation facilities	914	1,042	966	1,042	1,042
PRIMARY CARE - AMBU CARE - HEALTH CNTRS					
Provide clinical services to target populations					
• Number of Healthy San Francisco participants	13,264	10,500	13,821	13,755	13,647
• Percentage of outpatient visits by homeless patients		12%	12%	12%	12%
• Percentage of patients connected to Urgent Care within same or next day	0	75%	95%	95%	95%
• Percentage of patients who are homeless	15%	13%	9%	13%	13%
• Percentage of patients who are uninsured	10%	13%		13%	13%
• Percentage of primary care providers that receive an overall rating of 9 or 10 on the San Francisco Health Network patient satisfaction survey	71%	75%		75%	75%
• Total enrollees in the San Francisco Health Network	91,854	95,000	95,000	95,500	95,500
FORENSICS - AMBULATORY CARE					
Provide continuity of care for recipients of DPH services					
• Number of jail health screenings	14,397	15,000	14,000	15,000	15,000



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
MENTAL HEALTH - COMMUNITY CARE					
Provide clinical services to target populations					
• Number of unique mental health clients in treatment	11,976	28,000		26,000	26,000
• Percentage of new mental health clients who are homeless	12%	20%		20%	20%
• Total units of mental health services provided	1,364,166	1,700,000		1,400,000	1,400,000
SUBSTANCE ABUSE - COMMUNITY CARE					
Provide substance abuse treatment services					
• Number of unique substance abuse clients in treatment	3,899	8,500		8,500	8,500
• Percentage of homeless clients among substance abuse treatment admissions	36%	37%		37%	37%
• Total units of substance abuse treatment services provided	1,489,522	1,400,000		1,400,000	1,400,000
COMM HLTH - PREVENTION - BEHM					
Protect and respond to the environmental health of San Francisco residents					
• Number of complaint investigations performed by the Healthy Housing and Vector Control Program		7,000	3,500	7,200	6,500
COMM HLTH - PREVENTION - AIDS					
Strengthen primary and secondary prevention activities					
• Number of contacts made by HIV prevention providers	154,946	135,000	150,000	140,000	140,000
• Percentage of clients testing HIV+ who are successfully linked to medical care	89%	85%	90%	85%	85%
COMM HLTH - PREVENTION - HLTH EDUCATION					
Decrease injury and disease among San Francisco residents					
• Number of children who receive dental screening, fluoride varnish, education or sealant	7,290	6,000	3,600	6,000	6,000
COMM HLTH - PREV - MATERNAL & CHILD HLTH					
Increase the number of breastfed infants in the Women, Infants and Children (WIC) program					
• Percentage of breastfed infants participating in the WIC program per month	63%	65%	65%	66%	66%
COMM HLTH - COMM SUPPORT - HOUSING					
Improve support staff ratio for active patient panel					
• Number of bed slots in housing programs	2,836	2,836		2,836	2,836
• Number of unduplicated clients served in supportive housing	2,105	1,359		1,359	1,359
Increase attention to social and economic factors that affect health status					
• Number of unduplicated clients served by housing and housing-related programs	4,072	3,935		3,935	3,935
MENTAL HEALTH - CHILDREN'S PROGRAM					
Increase the number of high-risk children served in mental health treatment settings					
• San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	4,671	5,000		5,000	5,000
Citywide					
Support citywide efforts to increase the percentage of SF Residents with Health Insurance					
• Percentage of San Francisco Residents with Health Insurance	97.4%	95.5%	96.0%	96.0%	



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$2.20 billion for the Department of Public Health is \$141.9 million, or 6.9 percent, higher than the FY 2016-17 budget of \$2.06 billion. A significant portion of this change is due to increases in citywide salary and fringe benefit costs, investments in ZSFG operations, the procurement of residential treatment beds for Misdemeanor Incompetent to Stand Trial (MIST)/Murphy Conservatorship clients, the new Hummingbird behavioral health navigation center, and the transfer of the oversight of Emergency Management Services (EMS) from the Department of Emergency Management (DEM) to DPH.

The FY 2018-19 proposed budget of \$2.22 billion for the Department of Public Health is \$23.3 million, or 1.1 percent, higher than the proposed FY 2017-18 budget of \$2.20 billion. A significant portion of this increase is due to the annualization of new initiatives and additional costs tied to the implementation of an enterprise-wide electronic health record system added in FY 2018-19.

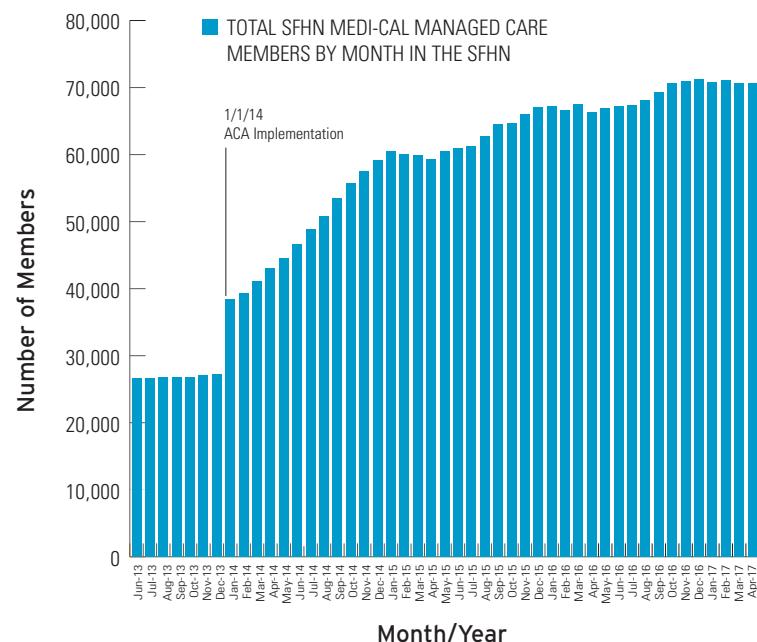
The proposed DPH budget continues the department's focus on strengthening core services, supporting city-wide initiatives on homelessness, and implementing and developing a unified electronic health record system.

INCREASING CONSERVATORSHIP BEDS FOR BEHAVIORAL HEALTH NEEDS

The Mayor's Proposed Budget includes \$5 million annually to add up to 40 beds to its long term care capacity to assist individuals that are identified as Misdemeanor Incompetent to Stand Trial (MIST) and assessed for Murphy Conservatorship. These beds will allow DPH clients with behavioral health issues to avoid unnecessary incarceration and receive the care they need. Once conserved, these patients typically require placement in a locked facility due to their low level of functioning and history of inability to care for themselves in a non-secure setting.

The additional conservatorship beds align with the goals of the Re-envisioning the Jail

SAN FRANCISCO HEALTH NETWORK (SFHN) INCREASES MEDI-CAL MANAGED CARE MEMBERS UNDER HEALTHCARE REFORM. Since the implementation of the Affordable Care Act in January 2014, the number of Medi-Cal Managed Care Members in the San Francisco Health Network has grown significantly.



Replacement Work Group, formed in 2016. The group sought ways to reduce the jail population in order safely close County Jails #3 and #4, and developed recommendations to provide effective and humane investments in behavioral health for justice-involved individuals. Public Health Director Barbara Garcia co-chaired the group with Sheriff Vicki Hennessy and Roma Guy, who represents community stakeholders. In addition to the conservatorship beds included in the DPH proposed budget, the Department's proposed budget includes state funding to implement the Law-Enforcement Assisted Diversion (LEAD) program. This two-year grant is an innovative cross-departmental collaboration that will offer services rather than arrest for low-level drug offenders.

ESTABLISHING A BEHAVIORAL HEALTH NAVIGATION CENTER

Following the successful model of navigation centers for the homeless, DPH will convert Hummingbird Place, currently a day-time drop-in program, into a behavioral health navigation center. This center will be designed to complement other navigation centers, with low thresholds for entry and services provided on site. In addition, it will have a behavioral health focus in its programming to help stabilize clients and prepare them for long-term placements. The proposed budget adds \$2.9 million, ongoing in each year of the budget, to support this initiative.

PREPARING FOR CHANGES TO FEDERAL HEALTH CARE LAWS AND REGULATIONS

With the new federal administration and Congressional majorities following the November, 2016 election, there has been active discussion around policy and budgetary changes to the Affordable Care Act (ACA) and other federally-funded health care programs. In San Francisco, more than 133,000 previously uninsured individuals have gained coverage under the ACA's expansion of Medicaid and creation of subsidized state health insurance exchanges. Much of this progress could be reversed under legislative proposals currently under discussion in Congress. DPH is actively working with elected officials, professional associations, and patient

groups to advocate for San Franciscans who could be impacted by these changes.

In response to and in preparation for these funding risks, the proposed budget includes a \$50 million reserve to mitigate the impact of federal legislative actions over the next two years.

INVESTING IN INFORMATION TECHNOLOGY INFRASTRUCTURE AND PREPARING FOR AN ELECTRONIC HEALTH RECORD (EHR)

Over the last several budgets, the Department has proposed a combination of one-time and ongoing solutions to fund the estimated ten year cost of \$377 million for an enterprise electronic health record (EHR) system. Currently, an RFP is being issued for the implementation of a Phase 1 EHR that is expected to go live in the summer of 2019. To continue the multi-year strategy to fund this major project, the proposed budget funds an additional \$15 million in annual project costs starting in FY 2018-19. While a modern EHR requires a large financial investment, it is critical to ensure patients have access to services and information, providers can access records to improve patient care and safety, and the Department can maximize its reimbursement from the state and federal governments and commercial insurers.

IMPROVING PATIENT CARE IN THE NEW ZUCKERBERG SAN FRANCISCO GENERAL HOSPITAL

Zuckerberg San Francisco General Hospital (ZSFG) opened its new acute care hospital building in May 2016. After close to a year of operations and data on staffing needs, patient census, utilization, and access to care, the hospital has identified several areas where actual operating expenses differ from budget estimates made prior to the opening of the new hospital. In order to better align its budget to current operations, the Department is making strategic investments to maintain existing service levels in several units, including the Emergency Department, Imaging, Psychiatric Emergency Services and Rehabilitation. The proposed changes will increase ZSFG's budget

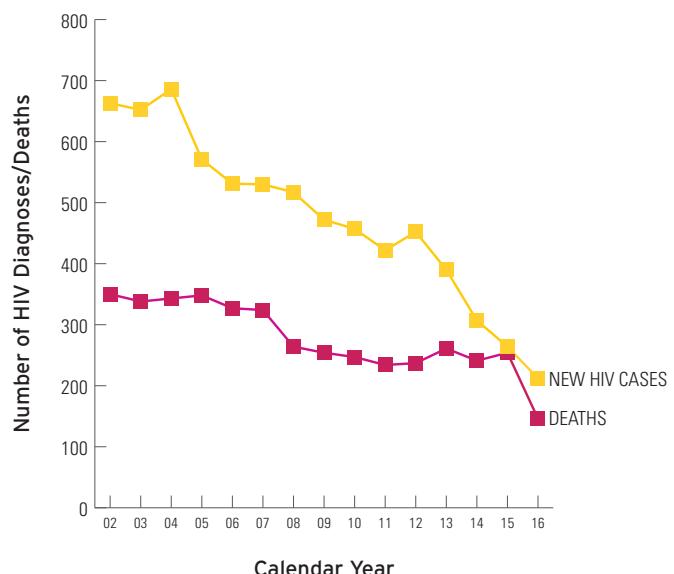
by approximately \$10 million annually and allows this critical facility to continue to deliver quality care in its new facility and to meet the needs of its patients.

INTRODUCING A DEPARTMENT WIDE LEAN MANAGEMENT STRATEGY

Like many other health care organizations, DPH is in the process of adopting a management practice called “Lean,” which is designed to improve the quality of service and eliminate waste. Building upon the successful deployment of Lean in various programs across the department, DPH plans to develop a central Kaizen Promotion Office (KPO) to coordinate and facilitate improvement efforts across the department. This office will be created through the repurposing of eight positions within DPH and will support key quality initiatives including revenue maximization as part of a new enterprise electronic health record, as well as other efforts to improve service quality and revenue capture.

MANAGING THE EMERGENCY MEDICAL SERVICES AGENCY

The Emergency Medical Services Agency (EMSA), currently housed at the Department of Emergency Management (DEM), will transfer to DPH effective July 1, 2017. Five positions are transferring from DEM to DPH and will integrate within DPH along with seven positions that DPH is allocating to ensure adequate infrastructure for this agency. The movement of EMSA to DPH will unify the reporting structure of emergency services to ensure coordination regarding emergency medical services and improved policy development and management.



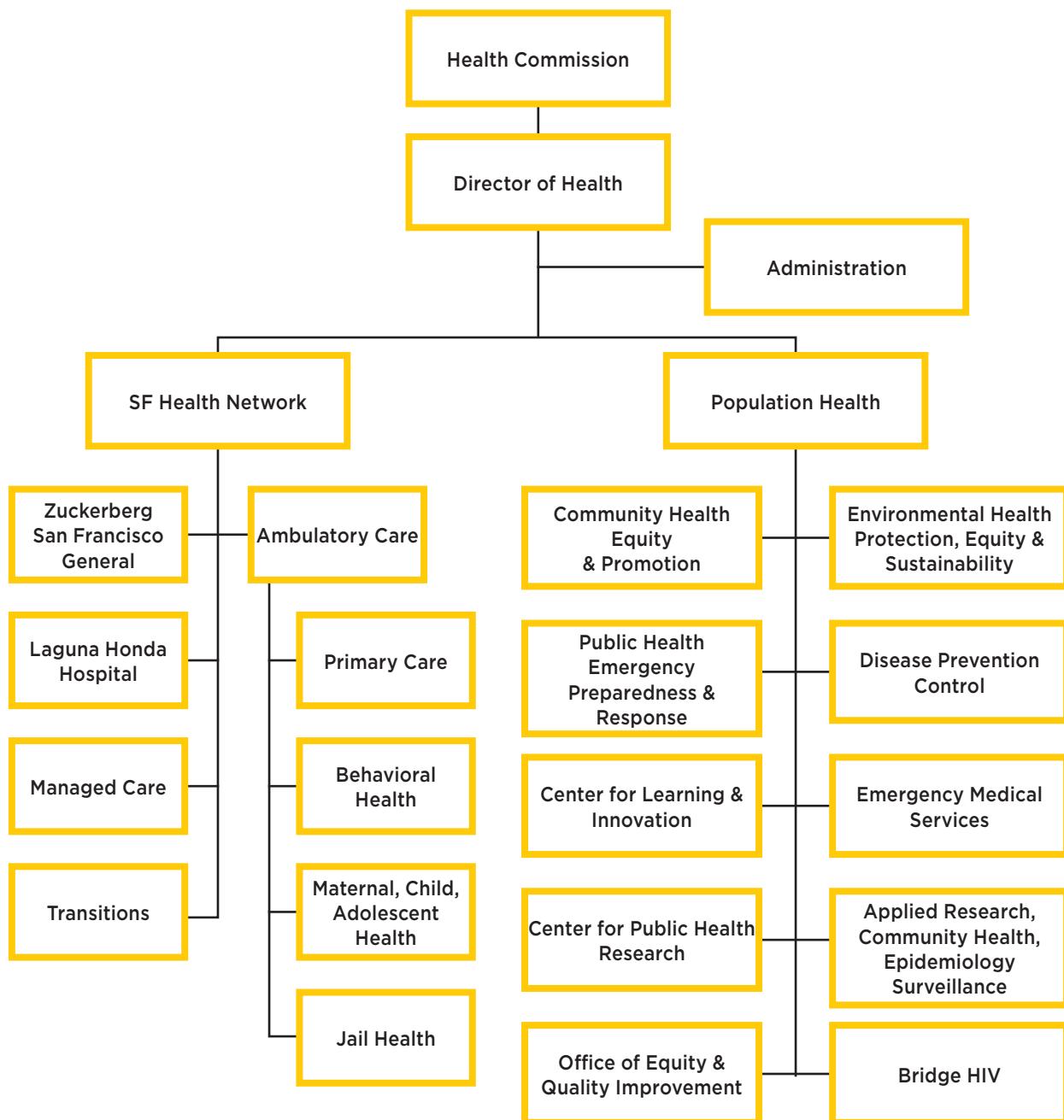
▲ **DIAGNOSES OF HIV INFECTION AND HIV DEATHS, 2002-2016.** Both diagnoses of HIV infection and HIV deaths in San Francisco fell by more than half between 2002 and 2016.

SUPPORTING THE IMPLEMENTATION OF ADULT USE CANNABIS

DPH will allocate six positions to its Environmental Health branch to ensure adequate oversight of health related aspects of state-wide adult use cannabis, approved by voters in November 2016. These positions will support programs for food inspection, agricultural cultivation, weights and measures, and hazardous materials used in manufacturing. This team of inspectors will work closely with the new Office of Cannabis, which will be established by the City Administrator to coordinate oversight activities with the Department of Public Health, the Planning Department, the Department of Building Inspection, the Fire Department, the Police Department, and other regulatory agencies.



PUBLIC HEALTH ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	6,672.00	6,904.14	6,932.66	28.52	6,934.96	2.30
Non-operating Positions (cap/other)	(70.01)	(97.84)	(65.64)	32.20	(67.94)	(2.30)
Net Operating Positions	6,601.99	6,806.30	6,867.02	60.72	6,867.02	0.00
SOURCES						
Licenses & Fines	10,818,762	12,156,602	12,333,458	176,856	12,333,458	0
Use of Money or Property	1,214,815	2,210,818	868,030	(1,342,788)	868,030	0
Intergovernmental Revenue - Federal	58,645,983	68,564,070	68,123,819	(440,251)	67,292,765	(831,054)
Intergovernmental Revenue - State	309,617,633	337,402,245	316,891,359	(20,510,886)	312,804,172	(4,087,187)
Uncategorized	0	0	27,529,750	27,529,750	16,372,951	(11,156,799)
Intergovernmental Revenue - Other	212,869	99,821	99,821	0	99,821	0
Charges for Services	847,124,318	908,427,919	979,163,824	70,735,905	967,605,089	(11,558,735)
Other Revenues	42,366,391	28,580,823	30,363,881	1,783,058	29,352,807	(1,011,074)
Transfers In	183,128,097	159,577,823	146,323,941	(13,253,882)	146,824,542	500,601
Expenditure Recovery	28,821,998	38,563,334	39,527,710	964,376	38,890,349	(637,361)
Transfer Adjustments-Sources	(181,435,161)	(157,095,656)	(143,828,171)	13,267,485	(144,328,272)	(500,101)
Use of / (Deposit to) Fund Balance	142,818,174	52,799,307	4,319,509	(48,479,798)	3,607,118	(712,391)
General Fund Support	325,018,447	607,589,333	719,030,630	111,441,297	772,294,836	53,264,206
Uncategorized	129,518,942	0	0	0	0	0
Sources Total	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105
USES - OPERATING EXPENDITURES						
Salaries & Wages	685,692,145	758,683,169	796,763,764	38,080,595	816,019,024	19,255,260
Fringe Benefits	269,300,376	301,617,700	325,137,306	23,519,606	343,855,493	18,718,187
Overhead	2	986,426	1,837,179	850,753	1,841,392	4,213
Professional & Contractual Services	674,734,773	717,813,500	807,350,125	89,536,625	776,970,042	(30,380,083)
Aid Assistance / Grants	1,667,419	25,000	25,000	0	25,000	0
Materials & Supplies	110,336,315	118,196,948	120,094,166	1,897,218	125,513,022	5,418,856
Equipment	4,087,645	6,020,422	8,163,306	2,142,884	4,793,769	(3,369,537)
Debt Service	2,537,816	15,888,791	19,732,108	3,843,317	22,442,996	2,710,888
Services of Other Departments	99,226,436	98,996,273	102,907,785	3,911,512	107,206,820	4,299,035
Transfers Out	181,635,161	157,095,656	148,881,857	(8,213,799)	152,083,024	3,201,167
Budgetary Reserves	0	3,748,953	0	(3,748,953)	0	0
Transfer Adjustments-Uses	(181,435,161)	(157,095,656)	(143,828,171)	13,267,485	(144,328,272)	(500,101)
Uses - Operating Expenditures Total	1,847,782,927	2,021,977,182	2,187,064,425	165,087,243	2,206,422,310	19,357,885
USES - PROJECT EXPENDITURES						
Facilities Maintenance	1,440,961	3,057,013	3,209,862	152,849	3,370,356	160,494
Capital Renewal	0	0	6,300,000	6,300,000	13,350,000	7,050,000
Capital Projects	48,647,380	33,842,244	4,173,274	(29,668,970)	875,000	(3,298,274)
Uses - Project Expenditures Total	50,088,341	36,899,257	13,683,136	(23,216,121)	17,595,356	3,912,220
USES BY PROGRAM RECAP						
Capital Asset Planning	0	0	100,000	100,000	0	(100,000)
Central Administration	65,401,149	161,385,248	209,042,173	47,656,925	203,007,619	(6,034,554)
Children's Baseline	37,803,635	53,714,004	56,589,174	2,875,170	57,069,244	480,070
Comm Hlth - Comm Support - Housing	33,771,337	3,463,790	0	(3,463,790)	0	0
Comm Hlth - Prev - Maternal & Child Hlth	26,477,495	34,436,929	36,345,204	1,908,275	37,290,957	945,753
Comm Hlth - Prevention - Aids	24,290,924	28,099,424	28,749,405	649,981	29,058,993	309,588
Comm Hlth - Prevention - Disease Control	20,017,279	23,577,108	24,608,365	1,031,257	25,083,853	475,488
Comm Hlth - Prevention - Hlth Education	7,865,056	10,096,154	9,533,500	(562,654)	9,567,768	34,268
Emergency Services Agency	1,003,343	1,950,000	3,294,960	1,344,960	3,356,736	61,776
Environmental Health Services	23,069,277	24,140,136	26,219,076	2,078,940	27,425,927	1,206,851
Forensics - Ambulatory Care	31,564,126	33,666,051	34,871,915	1,205,864	36,091,311	1,219,396
Health At Home	7,764,690	7,767,692	7,991,975	224,283	8,275,631	283,656
Hiv Health Services	30,614,314	38,314,280	41,943,462	3,629,182	42,219,357	275,895
Laguna Honda - Long Term Care	225,419,563	269,372,413	256,664,945	(12,707,468)	266,889,868	10,224,923
Laguna Honda - Non Lhh Program Expenses	533,202	1,705,355	1,886,691	181,336	2,169,445	282,754
Laguna Honda Hosp - Acute Care	4,084,438	3,750,952	3,877,448	126,496	4,011,481	134,033

TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Mental Health - Acute Care	2,534,175	3,462,797	3,462,797	0	3,462,797	0
Mental Health - Children's Program	49,507,564	51,505,567	52,899,745	1,394,178	54,045,623	1,145,878
Mental Health - Community Care	160,554,486	184,874,106	169,375,129	(15,498,977)	167,558,949	(1,816,180)
Mental Health - Long Term Care	34,356,790	32,306,756	38,438,620	6,131,864	38,764,771	326,151
Primary Care - Ambu Care - Health Cntrs	78,108,136	82,426,617	83,785,613	1,358,996	85,781,108	1,995,495
SFGH - Acute Care - Forensics	2,415,119	3,326,728	3,479,914	153,186	3,600,003	120,089
SFGH - Acute Care - Hospital	688,011,813	669,671,572	716,048,303	46,376,731	741,059,370	25,011,067
SFGH - Acute Care - Psychiatry	31,792,666	25,780,393	26,977,263	1,196,870	27,548,254	570,991
SFGH - Ambu Care - Adult Med Hlth Cntr	47,619,262	46,552,972	47,073,935	520,963	48,125,077	1,051,142
SFGH - Ambu Care - Methadone Clinic	3,151,650	3,138,199	3,174,428	36,229	3,282,423	107,995
SFGH - Ambu Care - Occupational Health	3,727,959	4,714,821	4,589,215	(125,606)	4,733,671	144,456
SFGH - Emergency - Emergency	45,955,837	46,953,711	50,490,444	3,536,733	51,959,438	1,468,994
SFGH - Emergency - Psychiatric Services	8,939,918	8,203,258	9,456,040	1,252,782	9,693,880	237,840
SFGH - Long Term Care - Rf Psychiatry	11,541,013	13,566,408	17,336,586	3,770,178	17,897,549	560,963
Sfhn-Managed Care	121,706,766	112,512,092	152,706,792	40,194,700	135,515,798	(17,190,994)
Substance Abuse - Community Care	66,976,489	67,311,043	72,036,693	4,725,650	71,724,520	(312,173)
Transitional-Aged Youth Baseline	0	5,394,110	5,528,963	134,853	5,528,963	0
Transitions	1,291,797	1,735,753	2,168,788	433,035	2,217,282	48,494
Uses by Program Recap Total	1,897,871,268	2,058,876,439	2,200,747,561	141,871,122	2,224,017,666	23,270,105



PUBLIC LIBRARY

MISSION

The Public Library (LIB or “the Library”) is dedicated to free and equal access to information, knowledge, independent learning, and reading for our community. The Library consists of the Main Library at Civic Center, 27 branch libraries geographically distributed throughout San Francisco, 4 Bookmobiles that travel around the City, and the digital library presence via sfpl.org. In addition to the Library’s collection of 3.6 million items in various formats and more than 50 languages, the Library offers high speed Internet through free wireless and public access computers as well as educational, cultural, and literary programming.

SERVICES

The Public Library provides services through the following strategic areas:

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

DIGITAL STRATEGIES ensure equitable access to public technology and resources.

PARTNERSHIPS FOR EXCELLENCE with city agencies and community-based organizations to leverage the Library’s resources to strengthen the services and programs offered and to help reach a larger audience.

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

PREMIER URBAN LIBRARY promotes the Library as a preferred destination for excellent services, where all San Franciscans feel welcome.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	113,359,427	126,008,847	138,046,943	12,038,096	140,984,469	2,937,526
Total FTE	662	683	699	16	699	-



LOOKING BACK

In Fiscal Year (FY) 2015-16 the Main Library marked its 20th anniversary and celebrated with programming throughout the spring and a special exhibition titled *Queerest.Library.Ever.* to recognize the Main Library's James. C. Hormel LGBTQIA Center as the first library center of its kind in the nation.

FY 2015-16 also witnessed the launch of Career Online High School (COHS) for adults 19 and older to earn an accredited high school diploma as well as a career certificate in one of eight high-demand career fields. COHS students are paired with a coach and work at their own pace and can access the program 24 hours a day, seven days a week. In an effort to address digital inclusion, COHS students are able to check out laptops and mobile Wi-Fi devices to complete their work at home. The Library celebrated its first COHS graduates in February 2017. Currently there are 58 COHS participants.

INCREASED LIBRARY USAGE

Over the course of FY 2015-16, the Library welcomed approximately 6.4 million visitors system wide, and 505,591 participants attended 18,422 library events and classes, an increase of 11 percent over FY 2014-15. Over the summer, the Library provided more than 600 free programs for children and teens aimed at engaging youth in the library and bolstering their academic skills for the next school year, as well as offering lunch and snack programs in select neighborhoods to ensure the City's youngest residents do not have to go without meals during school breaks. Free programs enable the Library to make positive connections with more

city residents and provide library patrons of all ages with a fully accessible community space to learn, have fun, and engage with their neighbors.

EXPANDED HOURS

In FY 2016-17 the Library's continued focus on excellent city services and livable communities included expanding hours in branch libraries and at The Mix at SFPL, the teen digital media lab in the Main Library. More specifically, by the end of FY 2016-17 the Library will have added 85 weekly operating hours at 15 neighborhood branch libraries, with nine of those branches adding a day of service, such that all 27 branch libraries will be open seven days a week. In spring 2017, The Mix will add two days of service and increase operating hours 31 percent, from 32 to 42 hours per week.

CAPITAL IMPROVEMENTS

Long term infrastructure visioning and space planning led the Library to enter into a lease agreement in early FY 2016-17 that would not only allow the Library to address library collections and archival storage needs but also consolidate its Mobile Outreach Services unit into one location and improve public access to its Community Redistribution Program, which provides repurposed library collections to qualified organizations. Other infrastructure investments in FY 2016-17 included phasing the replacement of the Main Library's roof and seven elevators, and conducting feasibility studies for the renovation of Chinatown, Mission, and Ocean View branch libraries, which were not part of the Branch Library Improvement Program (BLIP).



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
MAIN PROGRAM					
Ensure customer satisfaction with services at the Main Library					
• Number of persons entering the Main Library	1,670,743	1,700,000	1,558,890	1,700,000	1,700,000
BRANCH PROGRAM					
Ensure customer satisfaction with services at the branch libraries					
• Number of persons entering branch libraries including Bookmobiles, Log Cabin Ranch and Juvenile Justice Center	4,691,830	5,000,000	5,000,000	5,000,000	5,000,000
COMMUNICATIONS PROGRAMS & PARTNERSHIPS (CPP)					
Ensure access to materials and services for patrons who speak/read a language other than English					
• Number of caregiver/parent participants in ECRR trainings and workshops	310	650	400	650	650
• Number of people attending adult programs	68,583	55,000	55,000	55,000	58,000
Provide for and inform the public on high quality educational and cultural programs and services offered by the library					
• Number of children and youth attending programs	300,409	300,500	300,500	302,000	305,000
COLLECTIONS & TECHNICAL SERVICES (CTS)					
Meet citizens' needs in quantity and availability of library collections					
• Circulation of eBooks and eMedia	1,869,803	2,000,000	2,150,000	2,300,000	5,000,000
• Circulation of physical books and materials	8,908,625	8,200,000	8,200,000	7,800,000	7,400,000
• Number of physical items in languages other than English added to the library's collection	61,554	58,000	58,000	58,000	58,000
INFORMATION TECHNOLOGY					
Meet patron needs for access to technology					
• Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	652,985	675,000	625,000	675,000	650,000
FACILITIES					
Ensure that all library facilities are safe, accessible and sustainable public spaces					
• How patrons rate the cleanliness and maintenance of library facilities on a scale of 1 to 10	8.1	8.2	7.5	8.2	8.2
SYSTEMWIDE					
• Collection Expenditures per Number of Borrowers	\$28.10	\$31.12	\$32.35	\$32.85	\$36.71
• Expenditures per Number of Visits	\$16.67	\$18.95	\$20.00	\$19.75	\$22.09



BUDGET ISSUES AND DETAILS

The FY 2017-18 proposed budget of \$138 million for the Library is \$12.0 million, or 9.6 percent, higher than the FY 2016-17 budget of \$126.0 million. These increases are due to investments in staffing, capital improvement, information technology (IT), and equipment.

The FY 2018-19 proposed budget of \$141.0 million is \$2.9 million, or 2.1 percent, higher than the proposed FY 2017-18 budget of \$138.0 million. This increase is due to salary and benefits costs.

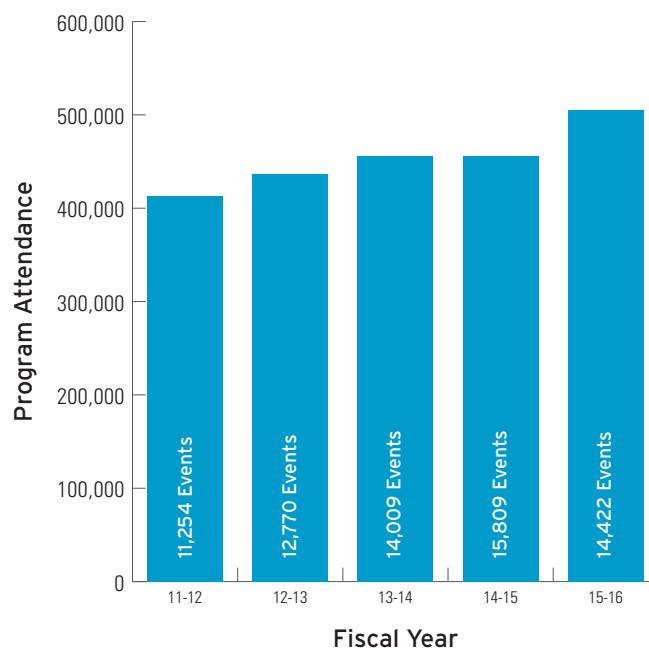
SERVICE EXCELLENCE AND PARTNERSHIP INVESTMENTS

The Library's proposed budget once again continues its commitment to providing welcoming facilities and meeting our community's service needs by making staffing investments in IT security, audio visual services, custodial services, security services, administrative capacity, and stationary engineering services for the Library's 29 facility campus. In addition to investing in its own staff for the public benefit, the Library also collaborates with many city agencies to leverage our resources and reach a larger audience. The Library's newest collaboration is the Civic Center Commons, a project to improve the public space linking Market Street to City Hall. Activating the Civic Center Commons addresses both the safety and livability of this public space.

The Library's digital strategy priority focuses on ensuring public access to technology and the Internet. The Library provides the public with more than 800 computers with daily access of up to two hours to allow patrons time complete tasks such as working on resumes or job searching. The proposed budget continues updating the Department's IT infrastructure to support the growing technology demands and completes its effort to connect all library facilities to City Fiber by FY 2018-19.

STRONG LIBRARY COLLECTIONS

Each fiscal year, the Library enhances its library collections budget, targeting approximately 11-12 percent of the operating budget. The Library's strong collection is available in multiple languages and formats. Print books remain the primary material format; however, since the Library is experiencing a dramatic growth in eBook borrowing of over 20 percent of its circulation, the department is expanding its investments in eResources by 10 percent in FY 2017-18 and 15 percent in FY 2018-19. Other ongoing collections investments include a digital asset management system that manages and integrates the Library's growing digital collection into a single system to improve public access to special collections.



PROGRAM ATTENDANCE Attendance at Public Library events has risen in recent years, reflecting growing demand.

INVESTING IN THE FUTURE

In FY 2016-17 the Library began its planning process to renovate the Chinatown, Mission, and Oceanview branch libraries. Like the Branch Library Improvement Program, these capital projects will engage the public in the design service needs for each community, incorporating user-experience analysis into the projects. The proposed budget will allocate additional planning monies for these renovations to advance project scope and design. Future budgets will fully fund the estimated construction and related costs.

Funding in FY 2017-18 for compact shelving and an air handling system at the Library's new leased facility south of Market Street will accommodate the collections and archives shifting to this location from Brooks Hall as well as future moderated growth of those materials.

Over the next two fiscal years the Library has allocated maintenance funding for its aging infrastructure to keep it in a state of good repair, including the renovation of the Main Library's seven elevators and other building systems and repair of the Library's Support Services Facility roof. In addition, the Department will continue to employ the user-experience approach in considering both future capital and maintenance work and service provision.

EQUITY AND SHARED PROSPERITY

The Library provides services to the public in multiple languages and connects the public to or provides information on immigrant services

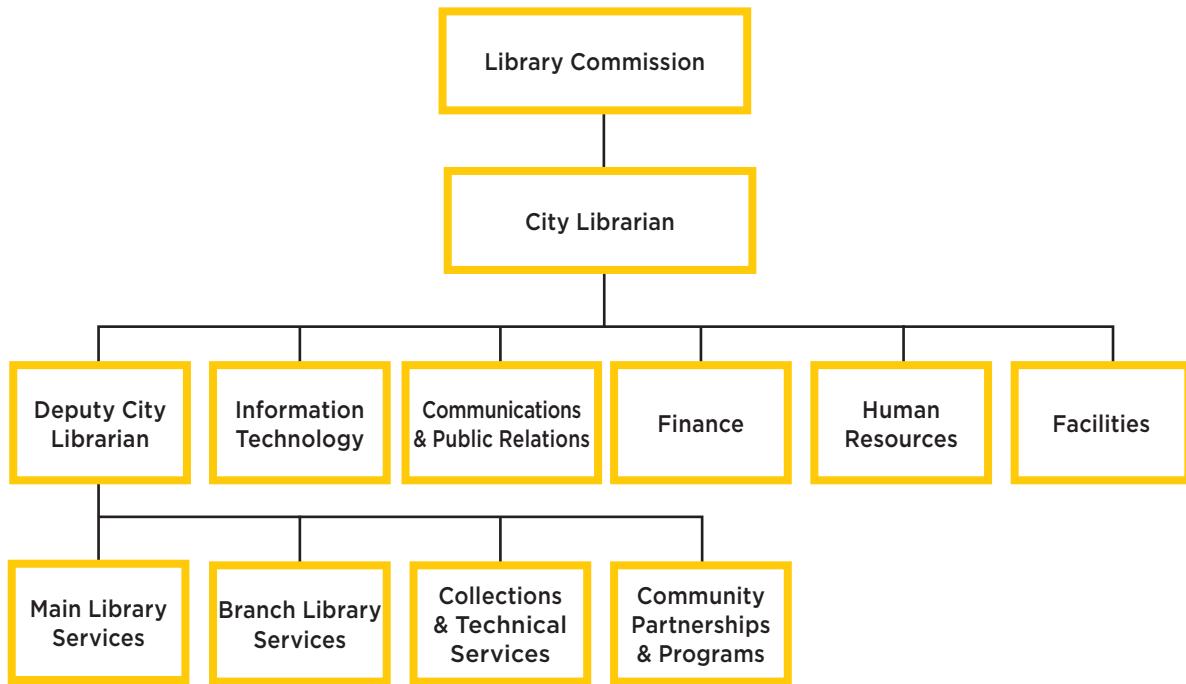
and citizenship. We remain committed to the idea that all are welcome at the Library and are preparing additional workshops, services, and resources in support of immigrants, consistent with the City's role as a Sanctuary City. In addition to those services, the Library provides free educational and recreational programming to residents of all ages. Every month, the Library hosts more than 300 story times and events for children and their caregivers; specialized programming and events for teens; and more than 300 literary, workforce development, and recreational classes and programs for adults. The Library also offers the Discover & Go pass, enabling families to visit local museums and cultural institutions for free or at discounted rates.

The FY 2017-18 budget refreshes the Main Library's seven assistive technology stations, building on the assistive technology enhancements made in the branches in FY 2016-17. Additionally, FY 2018-19 fund upgrades to the departmental audio visual (AV) equipment and supplies will address the growing demand for AV services in public programming, expanding access to members of the public who cannot attend programming in person.

The City's continued investment in a strong library system ensures that San Franciscans not only have equal access to information, but also free educational and recreational opportunities that make San Francisco a more affordable place to live.



PUBLIC LIBRARY ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	662.28	682.99	699.29	16.30	699.48	0.19
Net Operating Positions	662.28	682.99	699.29	16.30	699.48	0.19
SOURCES						
Local Taxes	49,854,379	51,838,000	57,581,000	5,743,000	60,089,000	2,508,000
Use of Money or Property	286,518	363,515	363,515	0	363,515	0
Intergovernmental Revenue - State	240,357	220,000	220,000	0	220,000	0
Charges for Services	708,882	730,800	590,800	(140,000)	590,800	0
Other Revenues	48,310	20,000	20,000	0	20,000	0
Transfers In	10,415,390	4,793,559	11,472,249	6,678,690	9,874,323	(1,597,926)
Expenditure Recovery	46,420	64,032	66,169	2,137	68,654	2,485
Transfer Adjustments-Sources	(10,415,390)	(4,773,559)	(11,452,249)	(6,678,690)	(9,854,323)	1,597,926
Use of / (Deposit to) Fund Balance	(8,630,439)	262,500	1,205,459	942,959	262,500	(942,959)
General Fund Support	70,805,000	72,490,000	77,980,000	5,490,000	79,350,000	1,370,000
Sources Total	113,359,427	126,008,847	138,046,943	12,038,096	140,984,469	2,937,526
USES - OPERATING EXPENDITURES						
Salaries & Wages	48,721,844	53,947,340	57,095,478	3,148,138	58,789,406	1,693,928
Fringe Benefits	26,799,107	27,884,556	30,561,574	2,677,018	32,462,815	1,901,241
Overhead	461	461	465	4	465	0
Professional & Contractual Services	6,546,828	9,604,396	8,384,690	(1,219,706)	8,394,060	9,370
Materials & Supplies	15,317,188	16,921,988	18,038,923	1,116,935	18,946,638	907,715
Equipment	431,118	1,225,836	1,408,210	182,374	756,900	(651,310)
Services of Other Departments	9,429,321	10,933,700	11,105,354	171,654	11,380,927	275,573
Transfers Out	15,595,390	4,773,559	11,452,249	6,678,690	9,854,323	(1,597,926)
Budgetary Reserves	0	717,011	0	(717,011)	398,935	398,935
Transfer Adjustments-Uses	(10,415,390)	(4,773,559)	(11,452,249)	(6,678,690)	(9,854,323)	1,597,926
Uses - Operating Expenditures Total	112,425,867	121,235,288	126,594,694	5,359,406	131,130,146	4,535,452
USES - PROJECT EXPENDITURES						
Facilities Maintenance	3,686	0	0	0	0	0
Capital Renewal	0	2,710,000	2,830,000	120,000	3,000,000	170,000
Capital Projects	929,874	2,063,559	8,622,249	6,558,690	6,854,323	(1,767,926)
Uses - Project Expenditures Total	933,560	4,773,559	11,452,249	6,678,690	9,854,323	(1,597,926)
USES BY PROGRAM RECAP						
Adult Services	821,772	400,000	400,000	0	400,000	0
Branch Program	22,893,150	23,178,273	24,953,785	1,775,512	25,874,311	920,526
Children's Baseline	10,836,632	12,397,985	13,414,849	1,016,864	13,917,640	502,791
Children's Services	400	20,000	20,000	0	20,000	0
Collection Technical Services	16,899,696	18,104,317	19,234,871	1,130,554	20,365,292	1,130,421
Community Arts & Education	8,126	0	0	0	0	0
Community Partnerships And Programming	1,463,729	2,153,591	2,264,433	110,842	2,343,434	79,001
Facilities	14,491,470	23,040,039	29,707,078	6,667,039	28,795,592	(911,486)
Information Technology	8,167,654	11,520,717	12,453,379	932,662	11,988,028	(465,351)
Library Administration	19,225,159	15,936,566	15,743,930	(192,636)	16,661,464	917,534
Main Program	18,350,859	18,912,146	19,509,405	597,259	20,273,495	764,090
Transitional-Aged Youth Baseline	200,780	345,213	345,213	0	345,213	0
Uses by Program Recap Total	113,359,427	126,008,847	138,046,943	12,038,096	140,984,469	2,937,526



PUBLIC UTILITIES COMMISSION

MISSION

The Public Utilities Commission (PUC) provides customers with high quality, efficient, and reliable water, power, and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted in their care.

SERVICES

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

WATER ENTERPRISE is responsible for collecting, treating, and distributing 197 million gallons of water per day to 2.6 million people in the Bay Area. Two unique features of the system stand out: the drinking water provided is among the purest in the world and the system for delivering that water is almost entirely gravity-fed, requiring little to no fossil fuel consumption. Since 2010, the enterprise has also managed the City's Auxiliary Water Supply System for firefighting and disaster response.

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

HETCH HETCHY WATER AND POWER is comprised of the Power Enterprise and the upcountry operations of the Water Enterprise. This includes the collection and conveyance of approximately 85 percent of the

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	903,700,117	993,383,879	1,052,583,397	59,199,518	1,058,805,671	6,222,274
Total FTE	1,634	1,637	1,648	11	1,647	(1)

Services (continued)

City's water supply and the generation and transmission of electricity from that source. The Hetch Hetchy Power System is the clean energy backbone for the City and County of San Francisco, powering municipal facilities and the City's retail electricity customers. The City's diverse energy portfolio of hydroelectric, solar, and biogas generation has a zero greenhouse gas-emission (GHG) profile.

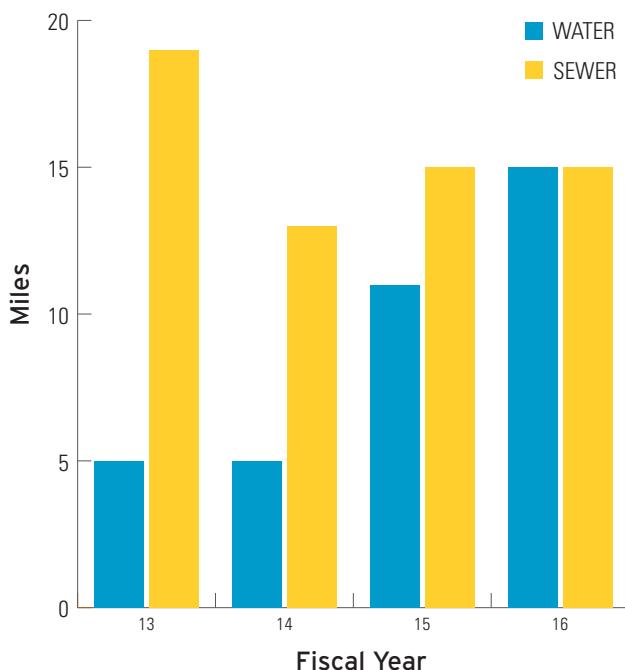
CLEANPOWERSF is San Francisco's Community Choice Aggregation (CCA) program, launched in May 2016 with a mission of providing a cleaner electricity alternative at affordable rates. CleanPowerSF offers two products: the "Green" product comprised of 40 percent renewable energy and priced competitively with PG&E's default electricity service, and the "SuperGreen" product comprised of 100 percent renewable energy, priced at a small premium over the CleanPowerSF "Green" product rate. CleanPowerSF now serves approximately 75,000 customers, or about 20 percent of the total eligible customers in San Francisco. SFPUC staffs are working on a plan to enroll all eligible customers within the next couple of years.

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

LOOKING BACK

The San Francisco Public Utilities Commission (PUC) continues to provide reliable and green services, investments in its critical infrastructure, and local jobs.

PUC continues the delivery of high-quality water every day to 2.6 million people, the treatment of sanitary waste and storm water runoff of 80 million gallons per day (MGD) and 575 MGD, respectively, and the delivery of 100 percent greenhouse gas-emission free, clean, renewable energy for San Francisco's municipal uses.



 **SEWER & WATER MAINS REPLACED.** Since FY 2013-13 the PUC has made significant progress toward replacing more miles of sewer and water mains. In FY 2015-16 the Department has replaced 15 miles of sewer mains and 15 miles of water mains.

STRATEGIC INFRASTRUCTURE INVESTMENTS

Utilities are capital-intensive businesses. Meeting high-quality service levels requires both the periodic replacement of existing capital assets as well as the addition of new capital assets. The PUC continues to make investments in the water, sewer, and power systems necessary to continue to effectively deliver service to current and future generations. In 2016 the PUC achieved major milestones in its efforts to replace water and sewer pipelines throughout the City, replacing 11.4 miles of water mains and 17.2 miles of sewer mains. Additionally, 97 miles of sewer mains were cleaned.

The \$4.8 billion Water System improvement Program (WSIP) moved toward completion. Major reliability projects were delivered and placed into service. Overall completion of the Regional Program increased from 88.7 percent to 91.4 percent during 2016. Planning activities were completed at 100 percent, and environmental, design and construction efforts are 97.4, 98.6 and 90.9 percent completed, respectively. The focus of the Program continues to be the construction of several ongoing large projects and the administrative closeout of projects recently completed.

Phase 1 of the \$6.9 billion Sewer System Improvement Program (SSIP) progressed in planning and design. In 2016, PUC completed 35 percent of the design on the Biosolid Digester Facilities and New Headworks Replacement projects at the South East Plant, 95 percent of the design of the Stormwater Management and Richmond/Baker Beach Green Streets projects, and completed the draft Flood Resilience Study and Executive Summary.

Progress also continued on the \$1.2 billion Hetchy Capital Improvement Programs, a multi-year group of capital projects to upgrade numerous upcountry water transmission, hydroelectric generation, and power transmission facilities essential to continue the reliable delivery of both water and power. One of the major projects is the Mountain Tunnel, a critical link in the Hetch Hetchy Regional Water System. PUC completed a thorough inspection of the 19-mile tunnel to update a previous 2008 condition assessment and repaired approximately 7,500 linear feet of concrete lining. Planning for long-term improvements began, and a decision on whether to build a bypass tunnel or make permanent lining repairs to the existing tunnel will be confirmed later this summer.

LOCAL JOBS

The PUC's infrastructure investments provide local jobs and training opportunities, enabling the Department to maintain a sustainable workforce and create the next generation of utility workers and environmental

stewards. A strong workforce is what keeps the PUC's operations reliable every hour of every day. The Department's investments support the local and regional economy by providing jobs that can lead to stable and fulfilling careers with family-sustaining wages and benefits. For the fifth consecutive year, PUC has exceeded the requirements of San Francisco's Local Hiring Ordinance. For the 112 SFPUC public works projects subject to the Ordinance, 40 percent of total hours and 70 percent of all apprentice hours have been worked by San Francisco residents. Over 12,500 workers performed more than 7.5 million craft hours on the WSIP Project Labor Agreements (PLA). Local and regional service territory residents worked nearly half of those hours. For SSIP, San Francisco residents worked 37 percent of the 180,000 construction craft hours under the Program. San Francisco residents worked 77 percent of all entry-level apprentice hours. SSIP also enabled more than 120 local businesses to secure contract work, totaling more than \$54 million.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Customer and Community					
Invest in Customers/Community					
• Average residential water and wastewater bill as a percent of median income in San Francisco	1.27%	1.38%	1.38%	1.48%	2.50%
• CY3.1b Percent apprentice labor hours worked by WSIP PLA Service Territory Residents Apprentices as a percent of all Apprentice hours worked.	71.00%	50.00%	50.00%	50.00%	50.00%
• Percentage of retail customers that rate SFPUC services as "good" or "excellent"	85%	90%	90%	85%	85%
Environment					
Steward the Environment					
• EN 12.2b Total electricity reduction achieved by customers (in MWh)	1,640.00	1,500.00	1,500.00	1,500.00	1,500.00
• EN 12.2c Total gas reduction achieved by customers (in therms)	41,609.00	37,500.00	37,500.00	37,500.00	37,500.00
• EN12.1b Average monthly electricity used per SFPUC street light (in kWh)	57.89	35.00	57.00	40.00	40.00
• EN17.1c Direct energy consumption broken down by source = Energy Intensity (EI metric): MWh energy used per million gallons wastewater treated	2.00	2.10	2.10	2.10	2.10
• EN6.1b Total amount of water sold to San Francisco residential customers in gallons per capita per day (gpcd)	40.53	50.00	50.00	50.00	50.00
• EN8.2 Percent of total water supplied by alternative sources to retail customers	3.24%	3.50%	2.70%	4.10%	5.60%
• EN9.4 Percent sewage sludge (the residual, semi-solid material left from the sewage treatment process) going to beneficial reuse	100.00%	100.00%	100.00%	100.00%	100.00%



PERFORMANCE MEASURES (CONTINUED)

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
Governance					
Improve Governance					
• GM1.2b Drinking water quality compliance rate (percent days in full compliance with drinking water standards)	100.00%	100.00%	100.00%	100.00%	100.00%
• IA5.1a Preventive maintenance ratio for Water (percent)	90.30%	95.00%	95.00%	92.00%	92.00%
• IA5.3a Distribution system renewal and replacement rate for water mains (percent)	1.00%	1.25%	1.17%	1.17%	1.17%
• IA5.3b System renewal and replacement rate for Wastewater (miles)	19.50	15.00	15.00	15.00	15.00
• SFPUC Cost per gallon of wastewater	0.01340	0.01470	0.01460	0.01660	0.01790
• SFPUC Cost per gallon of water	0.01040	0.01140	0.01140	0.01230	0.01360
• SFPUC Cost per Kilowatt hour of electricity	0.13990	0.14860	0.16000	0.15390	0.15920



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$1,052.6 million for the Public Utilities Commission is \$59.2 million, or 6.0 percent, higher than the FY 2016-17 budget of \$993.4 million. The net change mostly includes increases for new debt service on the Sewer Systems Improvement Program. Other changes include increases to personnel costs and capital investments.

PUC is a fixed-budget department and is closed this budget cycle with FY 2017-18 the final year currently budgeted. The FY 2018-19 budget will be determined in the next budget cycle.

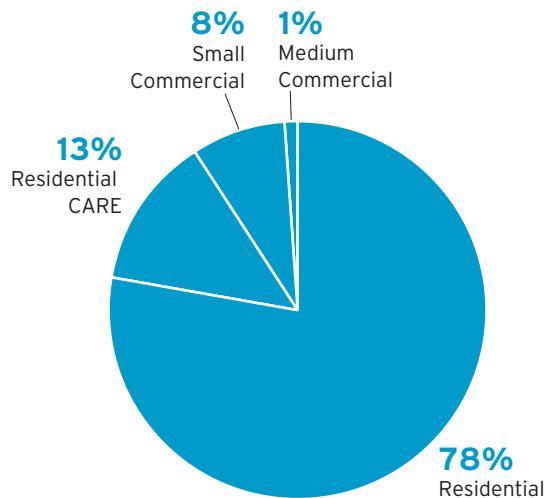
A GROWING CITY

The PUC's FY 2017-18 budget addresses the demands of historically high needs for redevelopment services and new service connections within the City. The Department's budget supports new commercial needs and the expansion of the retail power distribution network to serve new electric retail customers.

CLEANPOWERSF

The PUC is supporting the expansion of CleanPowerSF-San Francisco's community choice aggregation program, which provides

San Franciscans with a clean energy alternative. CleanPowerSF has successfully launched and completed Phase 1, enrolling approximately 75,000 customers. With Phase 1 completed, CleanPowerSF has turned its focus on planning for program growth to citywide services.



▲ CITYWIDE ELECTRICITY ACCOUNTS.

CleanPowerSF's growth plan will expand the program to the entire city, where about 91 percent of total eligible accounts are residential.

KEY CAPITAL INVESTMENTS

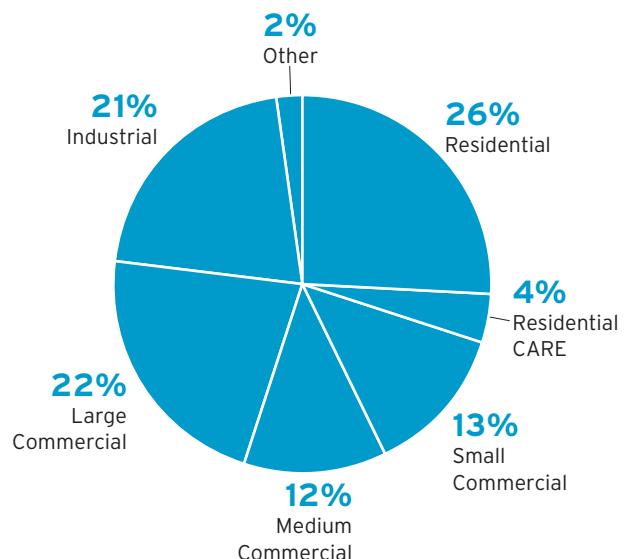
The PUC is engaged in large capital investment programs. The Department is focused on concluding the historic Water Systems Improvement Project (WSIP) capital program, which involves a significant re-deployment of staff as well as changes in operations as major new assets are placed in service. Phase 1 of the Wastewater SSIP involves adapting lessons learned in the WSIP and addressing the unique challenges of executing a program focused on replacing and improving the most critical treatment plant in the sewer system.

Another significant capital-related investment addressed in the budget is the ramping up of the replacement of water and sewer mains—a challenging endeavor in a highly urbanized environment.

A SUSTAINABLE WORKFORCE

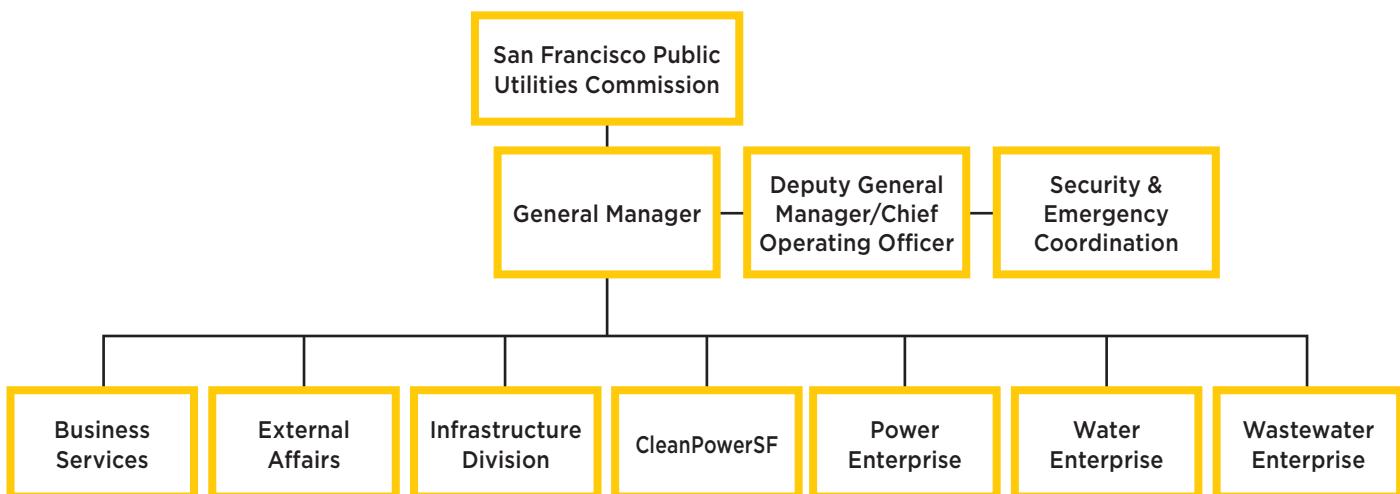
Like many public utilities, the PUC is addressing these challenges against a backdrop of dramatic change in the workforce. More than half of PUC employees are eligible to retire within the next five years. Ensuring the retention of institutional knowledge and hiring, training, and retaining a talented team is vital to maintaining the health

and safety of San Francisco communities, and thus is a high priority for the Department. PUC is refocusing its human resource efforts to refine its processes to meet this challenge.



▲ **CITYWIDE ELECTRICITY USAGE.** Of the citywide demand, which CleanPowerSF will eventually expand to cover, residential accounts represent only 30 percent of the total energy usage. In contrast, commercial and industrial customers represent nine percent of all accounts, but make up 68 percent of the total CleanPowerSF potential energy demand.

PUBLIC UTILITIES COMMISSION ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	2,275.11	2,283.70	2,309.18	25.48	2,311.48	2.30
Non-operating Positions (cap/other)	(641.58)	(646.74)	(661.05)	(14.31)	(664.50)	(3.45)
Net Operating Positions	1,633.53	1,636.96	1,648.13	11.17	1,646.98	(1.15)
SOURCES						
Licenses & Fines	846,645	0	0	0	0	0
Use of Money or Property	16,670,383	18,440,769	18,980,546	539,777	18,980,546	0
Intergovernmental Revenue - Other	88,395	0	0	0	0	0
Charges for Services	790,792,585	786,970,319	853,331,265	66,360,946	853,331,265	0
Other Revenues	35,333,741	41,529,387	41,616,086	86,699	41,616,086	0
Transfers In	140,378,333	169,521,672	186,180,616	16,658,944	186,250,617	70,001
Expenditure Recovery	130,803,622	289,739,340	132,120,171	(157,619,169)	139,459,048	7,338,877
Transfer Adjustments-Sources	(262,793,175)	(336,381,968)	(186,386,716)	149,995,252	(186,456,717)	(70,001)
Use of / (Deposit to) Fund Balance	51,234,111	23,564,360	6,741,429	(16,822,931)	5,624,826	(1,116,603)
General Fund Support	345,477	0	0	0	0	0
Sources Total	903,700,117	993,383,879	1,052,583,397	59,199,518	1,058,805,671	6,222,274
USES - OPERATING EXPENDITURES						
Salaries & Wages	186,101,497	226,940,576	234,909,063	7,968,487	241,502,472	6,593,409
Fringe Benefits	83,051,936	93,094,983	99,102,068	6,007,085	104,989,160	5,887,092
Overhead	1,406,963	2,478,808	(79,907,431)	(82,386,239)	(81,804,059)	(1,896,628)
Professional & Contractual Services	100,741,468	141,472,828	144,342,625	2,869,797	145,483,314	1,140,689
Aid Assistance / Grants	2,844,325	2,486,694	2,606,694	120,000	2,606,694	0
Materials & Supplies	27,446,360	28,256,763	28,883,782	627,019	28,883,782	0
Equipment	7,014,773	6,928,916	6,058,338	(870,578)	6,058,338	0
Debt Service	676,535	319,321,189	350,301,648	30,980,459	350,301,648	0
Services of Other Departments	171,332,776	178,528,814	91,164,653	(87,364,161)	92,035,005	870,352
Transfers Out	450,703,225	169,476,809	186,175,753	16,698,944	186,245,754	70,001
Budgetary Reserves	0	127,887,859	131,830,324	3,942,465	125,457,684	(6,372,640)
Transfer Adjustments-Uses	(262,793,175)	(336,381,968)	(186,386,716)	149,995,252	(186,456,717)	(70,001)
Uses - Operating Expenditures Total	768,526,683	960,492,271	1,009,080,801	48,588,530	1,015,303,075	6,222,274
USES - PROJECT EXPENDITURES						
Facilities Maintenance	3,327,164	35,866,000	36,531,000	665,000	36,531,000	0
Capital Renewal	0	3,922,500	4,971,596	1,049,096	4,971,596	0
Capital Projects	131,846,270	(6,896,892)	2,000,000	8,896,892	2,000,000	0
Uses - Project Expenditures Total	135,173,434	32,891,608	43,502,596	10,610,988	43,502,596	0
USES BY PROGRAM RECAP						
Administration	430,605,158	150,327,904	154,957,763	4,629,859	155,771,306	813,543
City Capital Projects	345,477	0	0	0	0	0
Clean Powersf	0	29,548,216	34,700,713	5,152,497	34,770,714	70,001
Customer Services	13,750,633	14,391,671	14,837,828	446,157	15,319,113	481,285
Debt Service	561,304	305,675,129	335,418,573	29,743,444	335,418,573	0
Engineering	(2,991,815)	0	0	0	0	0
Facilities Mgmt & Operations	361,496	0	0	0	0	0
Finance	13,251,865	14,292,856	15,675,907	1,383,051	15,540,045	(135,862)
General Management	(69,086,522)	(70,902,017)	(72,394,806)	(1,492,789)	(73,588,380)	(1,193,574)
Hetch Hetchy Capital Projects	41,588,789	38,810,000	35,000,000	(3,810,000)	35,000,000	0
Hetch Hetchy Power	6,483,377	535,000	555,000	20,000	555,000	0
Hetch Hetchy Project Operations	54,627	0	0	0	0	0
Hetchy Water Operations	22,788,971	64,031,784	65,627,971	1,596,187	66,334,840	706,869
Human Resources	10,400,389	11,862,025	11,249,570	(612,455)	11,312,149	62,579
Management Information	24,130,163	24,216,265	24,331,271	115,006	24,946,086	614,815
Operating Reserve	0	23,878,854	16,994,274	(6,884,580)	14,140,886	(2,853,388)
Power Infrastructure Development	39,223,201	70,590,681	71,884,824	1,294,143	73,183,457	1,298,633
Power Purchasing/ Scheduling	4,011,980	8,825,180	9,112,201	287,021	9,301,483	189,282
Power Utility Field Services	1,964,360	0	0	0	0	0
Power Utility Services	113,815	0	0	0	0	0

(CONTINUED)

TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
Strategic Planning/Compliance	9,489,494	15,145,459	15,487,834	342,375	15,853,429	365,595
Wastewater Capital Projects	45,397,273	36,775,608	45,000,000	8,224,392	45,000,000	0
Wastewater Collection	30,293,649	31,499,546	32,184,651	685,105	32,639,027	454,376
Wastewater Disposal	4,537,144	0	0	0	0	0
Wastewater Operations	5,422,765	4,757,902	4,361,351	(396,551)	4,391,740	30,389
Wastewater Treatment	69,616,749	76,718,941	79,998,459	3,279,518	82,107,336	2,108,877
Water Capital Projects	61,961,963	21,126,000	32,954,596	11,828,596	32,954,596	0
Water Pumping	1,977,655	0	0	0	0	0
Water Quality	(28,692)	0	0	0	0	0
Water Source Of Supply	16,216,511	19,753,535	20,394,622	641,087	20,917,279	522,657
Water Supply & Power Operations	(687,470)	0	0	0	0	0
Water Transmission/ Distribution	80,537,199	56,773,015	58,218,556	1,445,541	59,822,296	1,603,740
Water Treatment	41,408,609	44,750,325	46,032,239	1,281,914	47,114,696	1,082,457
Uses by Program Recap Total	903,700,117	993,383,879	1,052,583,397	59,199,518	1,058,805,671	6,222,274



RECREATION AND PARKS

MISSION

The Recreation and Park Department (RPD) strives to foster the well-being of San Francisco's diverse community by maintaining beautiful parks, preserving the environment, and providing enriching recreational activities. RPD maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, six municipal golf courses, and other recreational facilities and urban forestry areas.

SERVICES

The Recreation and Park Department provides services through the following divisions:

RECREATION provides a broad range of recreation programming in four key areas – community services, cultural arts, sports and athletics, and leisure services – in 25 full-service recreation facilities and nine swimming pools across San Francisco.

GOLDEN GATE PARK manages park maintenance, the Japanese Tea Garden, Kezar Stadium, the Botanical Garden, and the Conservatory of Flowers.

PARKS maintains the City's neighborhood and regional parks, natural areas and open spaces, and also manages turf maintenance and golf courses.

STRUCTURAL MAINTENANCE conducts preventative maintenance and completes small capital projects throughout the Recreation and Park system.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	158,343,448	208,806,728	220,434,470	11,627,742	195,080,953	(25,353,517)
Total FTE	916	935	943	8	940	(3)



LOOKING BACK

PASSAGE OF A GENERAL FUND BASELINE

On June 7, 2016, 60 percent of San Francisco voters approved Proposition B, a Charter Amendment creating a General Fund baseline for the Recreation and Park Department (RPD). The measure mandates that RPD receive no less than \$64.2 million annually in General Fund Support (GFS) and that GFS increase by \$3 million per year for the next ten years. The Department's GFS will then rise or fall at the same rate as the percentage increase or decrease in the City's discretionary revenues. The measure sunsets in Fiscal Year (FY) 2045-46. The new Charter language also updates and expands planning requirements for RPD, and it requires the Department to adopt a set of equity metrics to assess the delivery of recreation and park services in disadvantaged communities versus the City as a whole.

STRATEGIC PLANNING

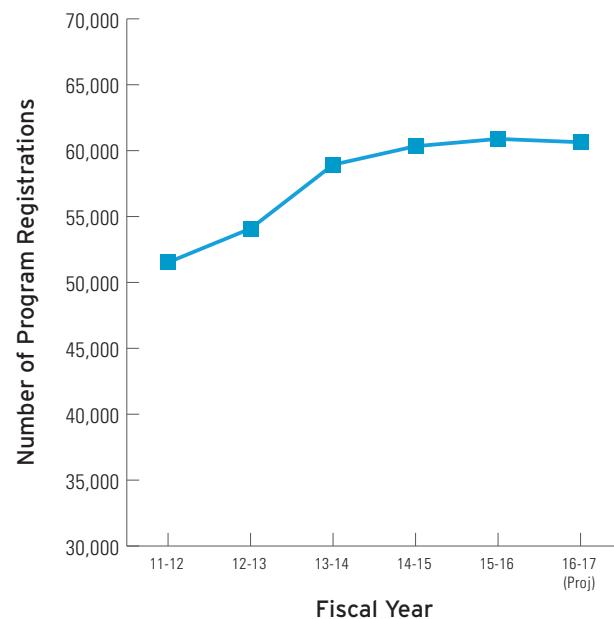
The Recreation and Park Commission approved the Department's five-year strategic plan update in November 2016. The plan outlines the Department's mission, vision, and values and identifies five strategies: "Inspire Public Space," "Inspire Play," "Inspire Investment," "Inspire Stewardship," and "Inspire our Team." Each strategy includes three or four objectives and multiple initiatives designed to implement the Department's strategic vision. The Commission also approved RPD's capital and operational plans in December 2016 and January 2017, respectively, creating the Department's roadmap for the FY 2017-18 and FY 2018-19 budget submission.

In October 2016, the Recreation and Park Commission reviewed and approved a set of equity metrics for use by RPD. The Department developed the metrics after undertaking extensive research and outreach. Staff conducted best practice research to define disadvantaged communities and mapped and analyzed San Francisco demographic data to create boundaries for the newly defined "equity zones." RPD then identified 15 metrics, ranging from acres of park per 1,000 people to park volunteer hours per acre, to help determine the distribution of park and recreation resources across the City. The Department gathered feedback on

its methodology and metrics in a series of public meetings and consulted with the Controller's Office and other city agencies to validate the new metrics. RPD will assess the equity metrics annually and expects the metrics to evolve as the Department improves and refines the proxies used to measure equity.

RECREATION PROGRAMMING

RPD offers a rich array of recreation programming to San Franciscans of all ages. The Department is particularly committed to providing excellent programs for children and youth with the goal of supporting families in San Francisco. In FY 2016-17 over 70 percent of the Department's programs are geared to children. In the summer of 2016 family-focused programs, including summer day camps and learn-to-swim classes, had a combined enrollment of 16,000 kids. During the 2016-17 school year, RPD's after-school programs served hundreds of children at 17 locations citywide. The Department also supports low income families through its scholarship program, providing over 8,500



RECREATION PROGRAM REGISTRATIONS

RPD's recreation program registrations reflect ongoing improvement in program quality.

scholarships in FY 2015-16, for a total of \$1 million in free or reduced-cost programs.

CARING FOR OUR PARKS

The Recreation and Park Department manages over 4,100 acres of open space ranging from golf courses to miniparks. For over a decade, the Department has collaborated with the Controller's Office on maintenance standards designed to evaluate the quality of the City's parks. In FY 2015-16, the citywide average park maintenance score was 85.6 percent, an increase of 0.4 percent from the prior fiscal year, while the number of parks scoring above 90 percent increased by ten parks. In FY 2016-17, the park maintenance evaluation program has embraced technology, replacing paper evaluation forms with a mobile application. The new technology eliminates thousands of hours of data entry and allows results to be compiled almost instantaneously, a boon to staff who use the evaluation results to manage their parks.

INVESTING IN PARKS AND FACILITIES

RPD continues to renovate and rehabilitate its aging infrastructure with the support of multiple funding sources including General Obligation bonds, lease revenue bonds, the General Fund and Open Space Fund, gifts, and grants. In the last year the Department completed projects in neighborhoods across the City, including a new park at Noe Valley Town Square, a renovation of South Park, the City's oldest park, the replacement of synthetic turf at Garfield Square, and the complete renovation of Hilltop Park in the Bayview. An additional new park at 17th and Folsom Streets is scheduled to open in May, and a renovation of the Glen Park Recreation Center will open in June, in time for summer day camps.

RPD has also broken ground on several capital projects in the current fiscal year, including two new playgrounds at Civic Center Plaza (funded through a generous gift from the family of Helen Diller), a community garden on Geneva Avenue, and additional trail improvements on Twin Peaks.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
NEIGHBORHOOD and CITYWIDE SERVICES					
Inspire Investment					
• Number of recreation and park volunteer hours	181,146	186,000	180,000	186,000	185,000
• Rates of social, digital, and in-person engagement across all communication platforms		175,000	175,000	176,750	178,518
Inspire Play					
• Number of recreation course registrations	61,197	60,000	60,000	60,000	60,000
• Percentage of recreation courses with 70% capacity of class size	80%	73%	70%	70%	70%
Inspire Public Space					
• Citywide percentage of park maintenance standards met for all parks inspected	86.3%	90.0%	85.6%	87.0%	88.0%
• Percentage of seismically updated recreation facilities	58%	65%	65%	74%	74%
Inspire Stewardship					
• Percentage of diverted waste material	56%	58%	57%	58%	59%
• Percentage reduction in potable water use, as measured by SFPUC		-30%	-30%	-30%	-30%
• Tree replacement ratio	1.17	2.00	1.60	2.00	2.00



BUDGET ISSUES AND DETAILS

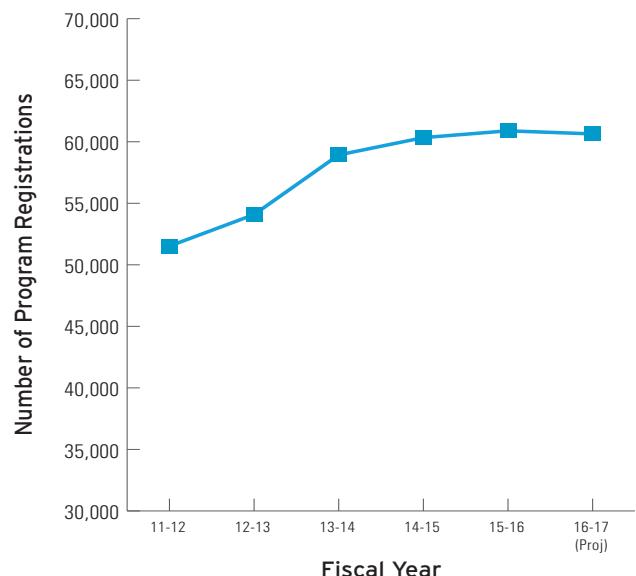
The Fiscal Year (FY) 2017-18 proposed budget of \$220.4 million for the Recreation and Park Department is \$11.6 million, or 5.6 percent, higher than the FY 2016-17 budget of \$208.8 million. This increase is largely due to salary and fringe benefit costs as well as capital expenditures.

The FY 2018-19 proposed budget of \$195.1 million is \$25.4 million, or 11.5 percent, lower than the FY 2017-18 proposed budget. This decrease is due to the decrease of one-time capital expenditures.

STRATEGIC PRIORITIES GUIDE THE BUDGET

The Recreation and Park Department's five-year strategic plan, capital plan, and operational plan each guided development of the FY 2017-18 and 2018-19 budget. Per the new Charter provisions, the strategic plan guides the Department's work over a five-year period, while the operational plan details the objectives and initiatives that the Department intends to undertake during the next budgetary period. The FY 2017-18 and FY 2018-19 operational plan outlines 58 initiatives that the Department will begin in the next two fiscal years, and the two-year budget allocates funding to support those initiatives.

In addition to using these plans to develop the budget,



RECREATION PROGRAM REGISTRATIONS.
RPD's recreation program registrations reflect higher demand for programming.

the Department used its equity metrics to direct resource allocation decisions. Many of the initiatives funded in the budget benefit parks and recreation programming in equity zones.

INSPIRE PUBLIC SPACE

The first priority of RPD's strategic plan is the maintenance and improvement of the Department's parks and buildings. With the passage of Proposition B, the Department has made a policy commitment to fund a deferred maintenance and capital budget of at least \$15 million annually. Each of the next two fiscal years includes a General Fund capital budget of \$15.0 million. Additionally, FY 2017-18 includes \$10.1 million and FY 2018-19 includes \$9.1 million in capital funding from the Open Space Fund. This funding will support pump and boiler replacement, court resurfacing, grass playfield rehabilitation, paving and tree planting, as well as other deferred maintenance projects. In the current fiscal year, the Department added two project managers to oversee and coordinate the delivery of deferred maintenance projects, significantly accelerating the expenditure of the deferred maintenance funds.

The Recreation and Park Department's Capital Division continues to deliver marvelous park and facility renovations. Since 2000, the capital program has allocated nearly \$600 million to projects located in every San Francisco neighborhood. In FY 2017-18 the Capital Division will focus on projects funded through the 2012 General Obligation Bond. Projects scheduled to open next fiscal year include a renovation of the Randall Museum, a new bike park in McLaren Park, and a new playground at Martin Luther King Pool.

RPD is also developing new parks to meet the needs of the growing population on the east side of San Francisco. This spring, the Department will request the Board of Supervisors' approval to acquire five parcels at 11th and Natoma Streets for future park development in the South of Market neighborhood. The Department also continues planning and design for a new park in India Basin.

INSPIRE PLAY

RPD seeks to promote active living, well-being, and community by encouraging San Franciscans to get out and play. The FY 2017-18 and 2018-19 budget focuses on youth sports programs, including funding for three recreation specialists to staff the Tennis Learning Center (TLC) program. TLC, an after-school program

targeted at low-income children, combines academic tutoring and tennis instruction to teach participants motivation, self-advocacy, responsibility, and teamwork. The Department offers TLC at three equity zone sites, Palega Recreation Center, Hamilton Recreation Center, and Betty Ann Ong Recreation Center. Other sports programs receiving new funding include Baseball for All, a national girls' baseball program. In summer 2017, RPD will send two teams, with 12 girls each, to the Baseball for All Girls Tournament in Chicago. The budget also funds a recreation specialist to coordinate citywide fitness and wellness programs, including free Zumba, which the Department offers 40 times a week at 30 different locations.

The proposed FY 2017-18 budget includes funds for a new pilot violence prevention program called Peace Parks. This initiative is a collaboration between RPD, the Police Department, and the Mayor's Office and will activate four clubhouses in underserved communities by increasing park access and programming. Peace Parks will improve community ties with the San Francisco Police Department by directly engaging officers with community members at the clubhouses. The program will work with underserved communities to increase programming to meet their needs, and may include exercise, Zumba, dance, nutrition education, and job readiness programming.

This budget continues to fund the Department's commitment to access and equity in recreation programs. RPD's scholarship program is thriving and the Department expects again to provide over \$1 million in free or reduced-cost programming in the current fiscal year. The FY 2016-17 budget included funding for a recreation specialist to connect equity zone communities to recreation programming and scholarships. The Department will fill this position by the end of the fiscal year and expects to increase scholarship participation in the next two fiscal years as a result.

INSPIRE INVESTMENT

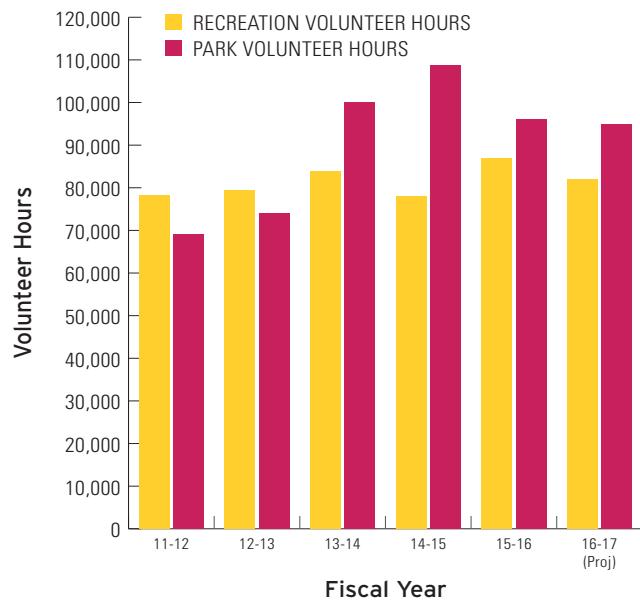
RPD encourages public and private investment across its system to make its programs and parks accessible to all San Francisco residents. The Department is currently finalizing a eight-year agreement with the San Francisco Parks Alliance to raise \$10.7 million to supplement 2012 General Obligation Bond funding for playground renovations. The Parks Alliance's philanthropy will ensure that RPD can replace all remaining city playgrounds constructed with Chromated Copper Arsenate-treated wood. Playgrounds slated for renovation through this collaboration include many in equity zones including

Merced Heights Playground, Sargent John Macaulay Playground, and Alice Chalmers Playground. In total, the Department hopes to renovate 13 playgrounds under this initiative.

In another initiative designed to encourage investment, the Department will continue its "Life Cycle Project" in the next two fiscal years. The project's major goals include procurement of new asset condition software, performance of a system-wide facility condition assessment, implementation of a preventative maintenance process for the Department's facilities, and development of criteria to help the Department prioritize its deferred maintenance funding. This spring RPD will release two Requests for Proposals: one for software and one for condition assessment services. It expects to complete the Life Cycle Project in time to use the results to help design the Department's 2019 General Obligation Bond.

INSPIRE STEWARDSHIP

The Recreation and Park Department strives to protect and enhance the natural resources under its stewardship. In FY 2017-18 and FY 2018-19, the Department will continue its investment in urban forestry with \$1 million in capital funds budgeted each year to support maintenance of the Department's 131,000 trees.



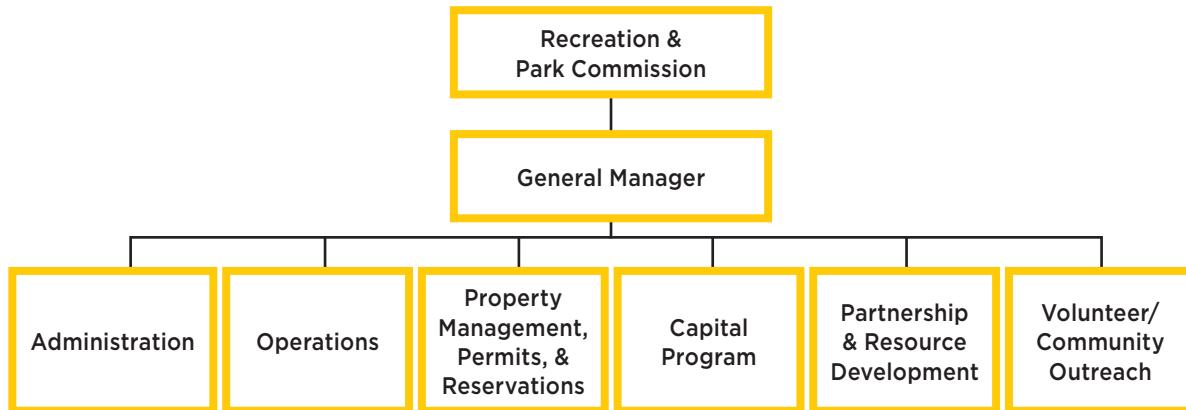
ANNUAL VOLUNTEER HOURS. Volunteers are projected to contribute 177,000 hours of service to the Recreation and Park Department in the current fiscal year.

The budget also increases funding for two RPD programs, Greenagers and the Youth Stewardship Program (YSP), designed to interest and encourage young San Franciscans in environmental stewardship. Greenagers is a year-long internship program open to ninth and tenth graders from equity zone neighborhoods. The program offers teens an opportunity to improve San Francisco green spaces and raise awareness about environmental issues while gaining skills in facilitating workshops, networking, public speaking, teamwork, environmental education, and community engagement. YSP engages public school children ages six to eighteen in environmental education and service-learning field trips to help them understand their role in building healthy social and natural communities. YSP exposes urban students to an outdoor learning environment with a curriculum that includes science, environmental education, local natural and cultural history, and social responsibility. The FY 2017-18 budget funds additional staffing to support both of these programs more robustly.

INSPIRE TEAM

An engaged and inspired workforce delivers higher quality service. To encourage these qualities in its staff, RPD has made several investments in the FY 2017-18 and 2018-19 budget, primarily focused on improving technology. The budget includes two new information technology (IT) positions to provide better “help desk” customer service to staff and to enhance the Department’s long-term planning and implementation of IT projects. The budget also funds installation of high-speed internet connectivity at five to ten recreation centers and swimming pools in each of the next two fiscal years. High-speed internet connections enhance basic business functions, such as improving access to e-mail and Microsoft Office 365, connecting staff to the Department’s network, facilitating IT troubleshooting, and enabling program registration for the public. Finally, the budget continues to fund enhanced staff recognition and training programs to strengthen skills and improve staff morale.

RECREATION AND PARKS ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	939.36	965.75	964.59	(1.16)	961.46	(3.13)
Non-operating Positions (cap/other)	(23.01)	(30.30)	(21.46)	8.84	(21.00)	0.46
Net Operating Positions	916.35	935.45	943.13	7.68	940.46	(2.67)
SOURCES						
Local Taxes	49,854,379	51,838,000	57,581,000	5,743,000	60,089,000	2,508,000
Use of Money or Property	20,505,348	19,104,936	17,650,311	(1,454,625)	18,554,917	904,606
Intergovernmental Revenue - State	166,328	170,000	170,000	0	170,000	0
Intergovernmental Revenue - Other	0	2,100,000	0	(2,100,000)	0	0
Charges for Services	30,254,531	34,966,738	30,079,827	(4,886,911)	29,685,035	(394,792)
Uncategorized	0	0	973,000	973,000	973,000	0
Other Revenues	9,798,239	16,524,854	27,114,395	10,589,541	3,673,883	(23,440,512)
Transfers In	14,757,827	15,576,497	18,072,537	2,496,040	22,753,429	4,680,892
Expenditure Recovery	5,860,849	3,614,288	4,245,634	631,346	4,302,856	57,222
Transfer Adjustments-Sources	(16,783,379)	(15,111,323)	(18,072,537)	(2,961,214)	(22,753,429)	(4,680,892)
Use of / (Deposit to) Fund Balance	(5,937,935)	11,139,223	9,534,051	(1,605,172)	2,980,750	(6,553,301)
General Fund Support	49,867,261	68,883,515	73,086,252	4,202,737	74,651,512	1,565,260
Sources Total	158,343,448	208,806,728	220,434,470	11,627,742	195,080,953	(25,353,517)
USES - OPERATING EXPENDITURES						
Salaries & Wages	65,072,523	70,481,673	75,131,508	4,649,835	76,973,287	1,841,779
Fringe Benefits	27,184,630	30,524,939	32,846,889	2,321,950	34,881,630	2,034,741
Overhead	3,234,836	(2,722,805)	(2,956,570)	(233,765)	(3,105,369)	(148,799)
Professional & Contractual Services	18,908,773	22,971,462	22,568,315	(403,147)	23,426,267	857,952
Aid Assistance / Grants	554,443	653,851	534,614	(119,237)	614,087	79,473
Materials & Supplies	4,399,046	5,706,354	5,958,815	252,461	5,954,862	(3,953)
Equipment	1,895,747	2,551,846	2,128,291	(423,555)	990,081	(1,138,210)
Debt Service	1,743,020	1,740,135	1,740,135	0	1,740,135	0
Services of Other Departments	19,661,349	22,890,165	23,767,710	877,545	25,032,853	1,265,143
Transfers Out	14,661,645	15,111,323	18,072,537	2,961,214	22,753,429	4,680,892
Budgetary Reserves	0	2,098,305	777,725	(1,320,580)	0	(777,725)
Transfer Adjustments-Uses	(16,783,379)	(15,111,323)	(18,072,537)	(2,961,214)	(22,753,429)	(4,680,892)
Uses - Operating Expenditures Total	140,532,633	156,895,925	162,497,432	5,601,507	166,507,833	4,010,401
USES - PROJECT EXPENDITURES						
Facilities Maintenance	1,958,834	1,360,500	1,350,500	(10,000)	1,350,500	0
Capital Renewal	0	8,556,842	6,295,092	(2,261,750)	5,787,500	(50,592)
Capital Projects	15,851,981	41,993,461	50,291,446	8,297,985	21,435,120	(28,856,326)
Uses - Project Expenditures Total	17,810,815	51,910,803	57,937,038	6,026,235	28,573,120	(29,363,918)
USES BY PROGRAM RECAP						
Capital Projects	18,154,404	52,165,722	57,575,650	5,409,928	29,040,489	(28,535,161)
Children's Baseline	13,294,709	12,115,417	13,203,152	1,087,735	13,153,326	(49,826)
Children's Svcs - Non - Children's Fund	1,242,914	1,309,485	1,309,485	0	1,309,485	0
Golden Gate Park	12,367,502	12,536,108	11,782,142	(753,966)	12,370,325	588,183
Marina Harbor	3,819,178	4,274,444	4,090,475	(183,969)	4,073,311	(17,164)
Neighborhood Services	55,000	0	0	0	0	0
Parks	73,169,894	85,569,749	88,218,234	2,648,485	89,273,015	1,054,781
Rec & Park Administration	285,055	326,350	126,350	(200,000)	126,350	0
Recreation	17,793,959	21,692,900	22,752,884	1,059,984	23,582,268	829,384
Structural Maintenance	18,160,833	18,816,553	21,376,098	2,559,545	22,152,384	776,286
Uses by Program Recap Total	158,343,448	208,806,728	220,434,470	11,627,742	195,080,953	(25,353,517)



RENT ARBITRATION BOARD

MISSION

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

SERVICES

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

PUBLIC INFORMATION AND COUNSELING provides information to the public regarding the Rent Ordinance and rules and regulations, as well as other municipal, state, and federal ordinances in the area of landlord/tenant law.

HEARINGS AND APPEALS consist of Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
Total FTE	31	34	36	2	35	(1)



LOOKING BACK

INCREASING CASELOAD

The Department's central functions are to regulate tenants' rents during tenancy and to prevent evictions without good cause in order to promote affordable housing. In Fiscal Year (FY) 2015-16, the Department answered over 29,000 counseling calls, served over 12,000 counter visitors, and received 6,078 filings, including 1,942 petitions and 484 wrongful eviction reports.

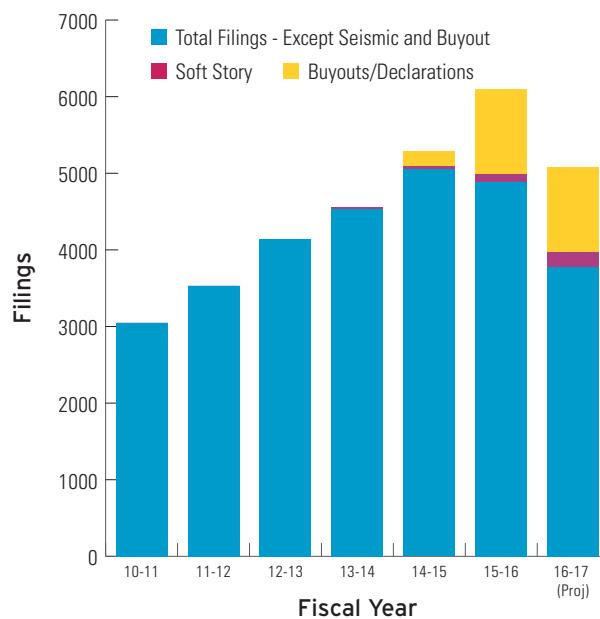
The Department's workload numbers reflect an increase of 15 percent in FY 2015-16 compared to the prior year. This followed several years of steadily increasing filings. Filings had increased 16 percent in FY 2014-15, following a 10 percent increase in overall filings in FY 2013-14, a 17 percent increase in FY 2012-13, and a 16 percent increase in FY 2011-12. However, during the first half of FY 2016-17 the Department's projected workload numbers reflected a reduction in filings from the prior fiscal year to about 5,100 per year. This is similar to FY 2014-15 levels.

SOFT STORY RETROFIT ORDINANCE

Looking forward, the Department projects increased filings due to structural changes in its workload. These changes stem in part from an expanded scope of work, which now includes tenant buyout agreements and the Mandatory Soft Story Retrofit Ordinance.

As part of the Department's strategy for dealing with this increased workload, RNT began implementing a number of efficiency measures to better process

filings. The Department has and will continue to focus on its key services to the public, including its information systems so it can further improve its responsiveness to the community. The Department has also increased its resources to provide more multilingual services, and to ensure it can provide up to date information in response to legislative changes.



FILINGS BY FISCAL YEAR. After doubling between FY 2010-11 and FY 2015-16, Rent Board filings have returned to FY 2014-15 levels in FY 2016-17.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
RENT BOARD					
Provide a timely resolution for all allegations of wrongful eviction filings					
• Average number of days needed to process allegations of wrongful evictions	2.3	2.0	2.0	2.0	2.0
Provide a timely resolution of all petitions					
• Average number of days for Administrative Law Judges to submit decisions for review	21.0	25.0	25.0	25.0	25.0
Provide translations of documents and make available through multiple sources					
• Number of discrete documents in languages other than English	431	528	462	528	528
• Number of locations where translated documents are available	856	959	878	959	959



BUDGET ISSUES AND DETAILS

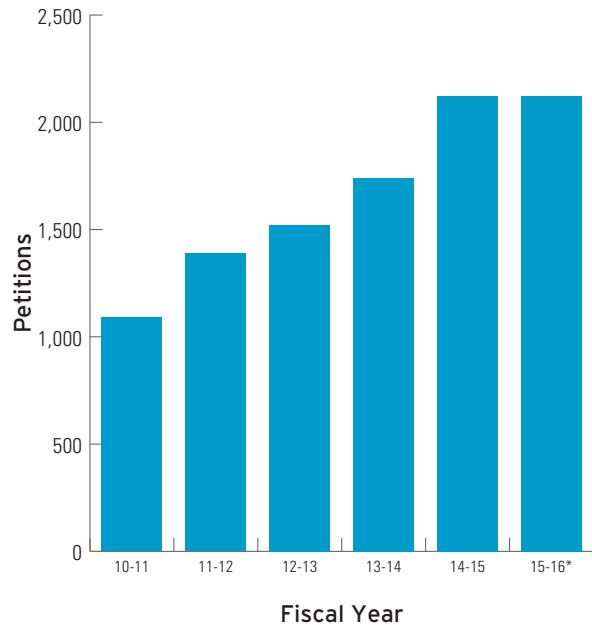
The Fiscal Year (FY) 2017-18 proposed budget of \$8.1 million for RNT is \$0.5 million, or 7.1 percent, higher than the FY 2016-17 budget of \$7.5 million. This increase is primarily due to four positions added in the FY 2016-17 budget, which are now reflected on a full year basis. The FY 2018-19 proposed budget of \$8.2 million is \$0.2 million, or 1.9 percent, higher than the FY 2017-18 proposed budget. This increase is primarily due to salary and benefit cost increases.

GROWING WORKLOAD AND WORKING SMARTER

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 with mutual data dependencies to increase data sharing, the Department is aiming to reduce its workload and increase its effectiveness.

LEGISLATIVE CHANGES

A number of legislative changes will result in a significant increase in 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. Changes also include increases in hardship applications filed by tenants who cannot afford the capital improvement passthroughs. New requirements for filing buyout agreements with the Department have also contributed to workload increases. The soft-story



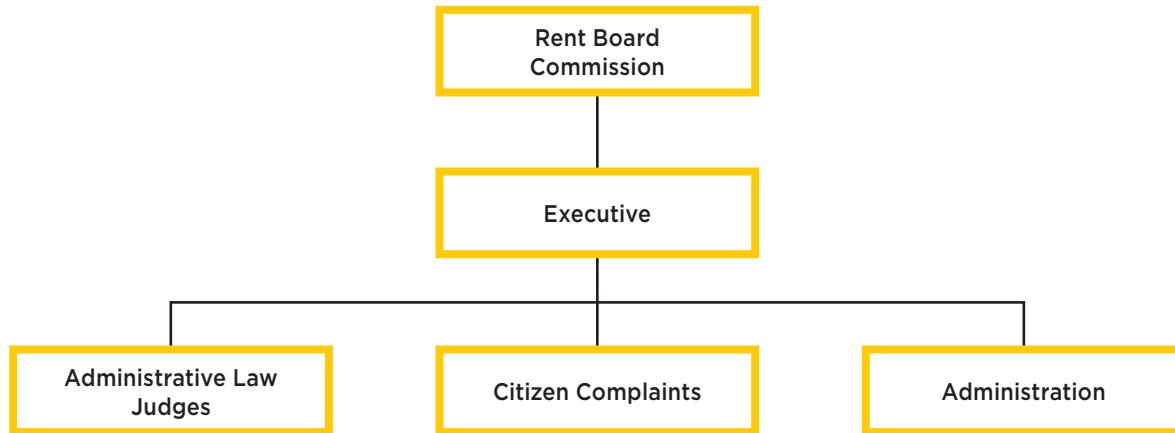
*Annualized, based on data for first eight months of FY 2015-16

▲ **TOTAL PETITIONS BY YEAR.** Since FY 2010-11 filings have doubled, with recent growth driven by the filing of Buyout Agreements and Declarations Regarding Buyout Disclosures, which begin in FY 2014-15.

seismic retrofit capital improvement petitions and related hardship applications will result in projected increases of about 400 petitions per year by FY 2018-19, and currently account for an increase of approximately 200 petitions per year.



RENT ARBITRATION BOARD ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	31.29	33.96	36.45	2.49	35.17	(1.28)
Net Operating Positions	31.29	33.96	36.45	2.49	35.17	(1.28)
SOURCES						
Charges for Services	6,449,186	6,788,989	8,074,900	1,285,911	8,227,649	152,749
Other Revenues	47	0	0	0	0	0
Use of / (Deposit to) Fund Balance	137,893	750,000	0	(750,000)	0	0
Sources Total	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
USES - OPERATING EXPENDITURES						
Salaries & Wages	3,795,565	4,400,541	4,831,825	431,284	4,891,687	59,862
Fringe Benefits	1,577,088	1,774,582	2,016,563	241,981	2,093,884	77,321
Overhead	75,823	42,183	0	(42,183)	0	0
Professional & Contractual Services	79,552	208,558	189,558	(19,000)	189,558	0
Aid Assistance / Grants	172,032	120,000	120,000	0	120,000	0
Materials & Supplies	42,493	102,499	37,749	(64,750)	37,749	0
Services of Other Departments	844,573	890,626	879,205	(11,421)	894,771	15,566
Uses - Operating Expenditures Total	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
USES BY PROGRAM RECAP						
Rent Board	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749
Uses by Program Recap Total	6,587,126	7,538,989	8,074,900	535,911	8,227,649	152,749



RETIREMENT SYSTEM

MISSION

The Retirement System (RET) works to secure, protect, and prudently invest the City's pension trust accounts, administer mandated benefit programs, and provide promised benefits.

SERVICES

The Retirement System provides services through the following divisions:

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

RETIREMENT SERVICES provides retirement counseling for more than 40,000 active and inactive members and more than 28,000 retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death, or termination of employment; disburses monthly retirement allowances to retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

INVESTMENT manages and invests the \$21 billion San Francisco Employee Retirement System (SFERS) Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

DEFERRED COMPENSATION oversees and administers the City's \$3 billion Deferred Compensation Plan (SFDCP). The City's Deferred Compensation Plan and Trust are established separately from, and are independent of, the Retirement System's defined benefit pension plan.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	24,052,790	28,408,930	97,642,827	69,233,897	113,768,184	16,125,357
Total FTE	105	107	108	1	108	-



LOOKING BACK

IMPROVING MEMBER SERVICES

The Retirement System introduced a significant initiative in Fiscal Year (FY) 2015-16 to improve member service and provide 24/7 access. The Department rolled out a secure member portal that provides SFERS members access to their personal retirement information. Since its launch, more than 18,000 members, both active and retired, have registered. In FY 2016-17, the Retirement System rolled out additional features which will allow members to initiate transactions on-line, including change of address, receipt of account balance and pension verification letters, election of termination options and purchases of service credit.

In FY 2016-17, the Retirement Board approved a loan program within the San Francisco Deferred Compensation Plan (SFDCP). The loan program

allows SFDPC participants to borrow against their deferred compensation accounts, up to a maximum of \$50,000, as provided by Internal Revenue Service guidelines. The loan program has been favorably received by SFDCP participants.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE VALUES

The Retirement Board adopted an Environmental, Social and Governance (ESG) Value Statement in FY 2016-17. The Value Statement confirms RET's commitment to incorporate consideration of relevant ESG issues in all of its investment analyses and decision-making processes. The Value Statement also confirms the Retirement System's belief in the importance of promoting and accepting implementation of ESG principles within the investment community.

PLAN NET POSITION AS OF JUNE 30, 2016 (\$ BILLIONS).

The fair market values of the Retirement System plan assets have exceeded costs in every year since FY 2010-11. In FY 2015-16, the cost of assets was \$18.3 billion and their fair market value was \$20.2 billion.





PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
EMPLOYEE DEFERRED COMP PLAN					
Provide effective administration of the Deferred Compensation Plan					
• Percentage of eligible City employees who participate in the Deferred Compensation Plan	55%	50%	58%	50%	50%
RETIREMENT SERVICES					
Provide accurate account and retirement benefit information to members in a timely manner					
• Average number of individualized communications per active Retirement Plan member	2.69	3.20	3.20	3.20	3.20
INVESTMENT					
Maximize investment returns at an acceptable risk level for Plan participants					
• Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	1	1	1	1	1



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$97.6 million for the Retirement System is \$69.2 million or 243.7 percent higher than the FY 2016-17 budget of \$28.4 million. The FY 2018-19 proposed budget of \$113.8 million is \$16.1 million, or 16.5 percent, higher than the FY 2017-18 proposed budget of \$97.6 million.

These large changes are because of the shift of the Retirement Health Care Trust Fund from the General City Responsibility budget to the Retirement System budget. This change is budget neutral on a city-wide basis. In addition, there are some minimal changes in salary and benefit costs in Retirement System's budget.

The entirety of the Department's budget is funded from the SFERS Trust or through reimbursement from the third-party administrator of San Francisco Deferred Compensation Plan (SFDGP).

RETIREE HEALTH CARE TRUST FUND

The most significant change in RET's budget this year is the absorption of the Retiree Health Care Trust Fund. This was previously budgeted in General City Responsibility, so on a Citywide basis it is a cost neutral change.

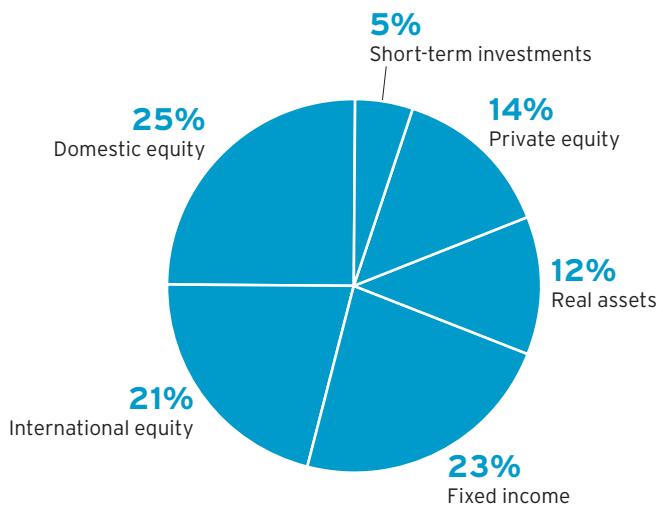
On May 8, 2017, the Retiree Health Care Trust Fund Board terminated the appointment of the City Controller as the Trust Administrator and appointed the SFERS Executive Director as Trust Administrator effective as of July 1, 2017. The Retirement System budget is now reflecting the incorporation of the Retiree Health Care Trust Fund.

The Board's selection of the Retirement System reflects its need for staff with the investment expertise to help the Board consider a transition from index funds to an investment strategy with potentially more complex investment types, which would require selection and oversight of investment managers. The change also brings the administrative structure of the Trust into alignment with that of other retiree health trusts in California. This increase in the Retirement System's budget is offset by a decrease of the same amount in the budget of General City Responsibility.

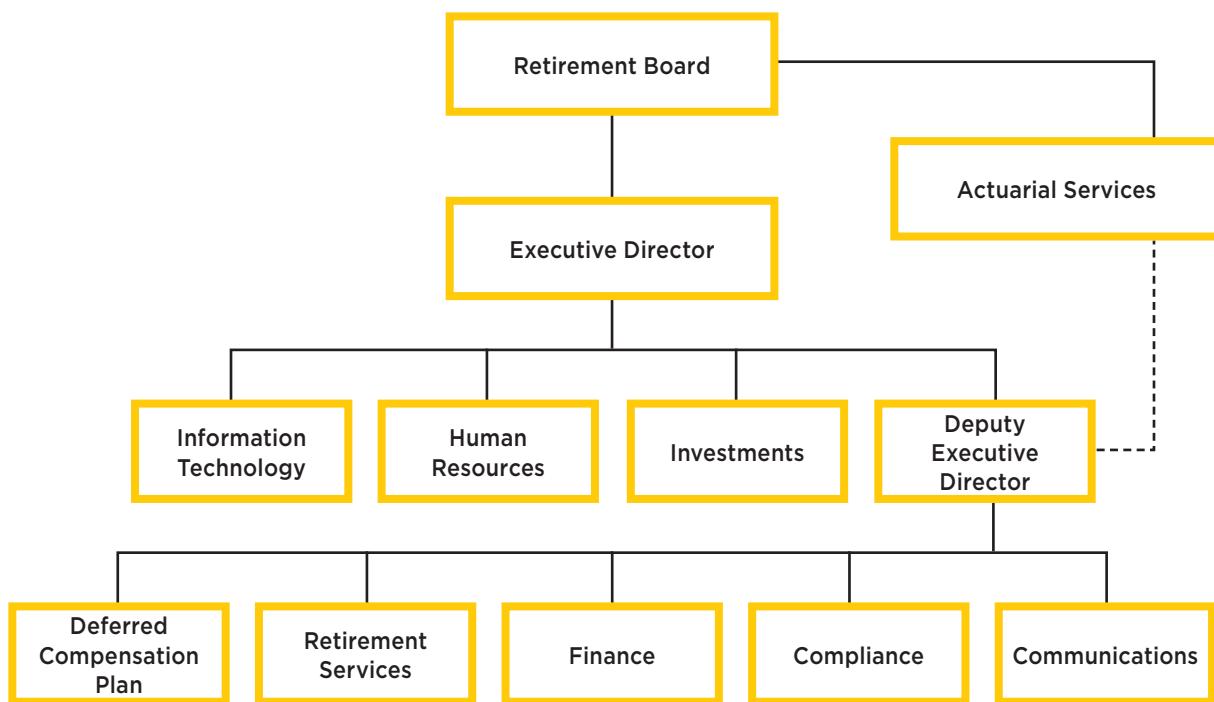
CONTINUING TO ENHANCE MEMBER SERVICES

The Retirement System's initiatives to improve service and to grow and protect the SFERS Trust assets are ongoing and reflected in its budget. The member service improvement initiatives in this budget include enhancement of the Retirement System's website to include active member 24/7 self-service modules for the purchase of service credit and refund processing. The enhancements also include retired member 24/7 self-service modules for pension verification letters and address changes, all through a secure member portal architecture. A portion of the departments customer population strongly prefers face-to-face contact when seeking retirement services. However, web site improvements will reduce the number of customer office visits over time, while enhancing the overall customer experience.

ASSET ALLOCATION AS OF  **JUNE 30, 2016.** The assets of the Retirement System are primarily in domestic equity, international equity, and fixed income categories.



RETIREMENT SYSTEM ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	105.43	106.51	107.93	1.42	107.85	(0.08)
Net Operating Positions	105.43	106.51	107.93	1.42	107.85	(0.08)
SOURCES						
Use of Money or Property	269,493	251,000	287,000	36,000	296,000	9,000
Charges for Services	0	1,167,582	1,234,277	66,695	1,323,354	89,077
Other Revenues	22,907,529	26,990,348	96,071,550	69,081,202	112,098,830	16,027,280
Expenditure Recovery	658	0	50,000	50,000	50,000	0
General Fund Support	875,110	0	0	0	0	0
Sources Total	24,052,790	28,408,930	97,642,827	69,233,897	113,768,184	16,125,357
USES - OPERATING EXPENDITURES						
Salaries & Wages	10,100,883	14,089,956	14,901,143	811,187	15,281,903	380,760
Fringe Benefits	4,409,221	5,202,944	5,670,131	467,187	6,038,998	368,867
Overhead	177,901	0	38,137	38,137	38,137	0
Professional & Contractual Services	2,579,749	3,446,153	4,294,563	848,410	4,344,563	50,000
Materials & Supplies	144,253	255,000	255,000	0	255,000	0
Equipment	265,659	182,348	76,202	(106,146)	0	(76,202)
Services of Other Departments	6,375,124	5,232,529	5,971,661	739,132	6,106,593	134,932
Budgetary Reserves	0	0	66,435,990	66,435,990	81,702,990	15,267,000
Uses - Operating Expenditures Total	24,052,790	28,408,930	97,642,827	69,233,897	113,768,184	16,125,357
USES BY PROGRAM RECAP						
Administration	1,425,681	2,280,014	2,478,975	198,961	2,543,341	64,366
Employee Deferred Comp Plan	875,110	1,168,582	1,235,277	66,695	1,324,354	89,077
Investment	6,587,516	7,180,569	7,652,662	472,093	7,842,541	189,879
Retirement Services	15,164,483	17,779,765	86,275,913	68,496,148	102,057,948	15,782,035
Uses by Program Recap Total	24,052,790	28,408,930	97,642,827	69,233,897	113,768,184	16,125,357



SHERIFF

MISSION

The Sheriff's Department (SHF) provides for the safe, secure, humane, and constitutional detention of persons arrested or under court order; operates county jail facilities, including in-custody educational, vocational and post-custody transitional programs; operates alternative sentencing for in-custody and out-of-custody community programs; provides law enforcement services for a number of city and county facilities and the surrounding area; provides bailiffs to maintain the security of all adult civil and criminal courts; and executes criminal and civil warrants and court orders.

SERVICES

The Sheriff's Department provides services through the following divisions and units:

CUSTODY OPERATIONS DIVISION operates all county jail facilities, the Zuckerberg San Francisco General Hospital Security Ward, the Inmate Classification Unit, the Central Records Unit, and Storekeeping. The Custody Unit is responsible for ensuring the constitutional rights of incarcerated individuals and establishing an environment that facilitates programming, treatment, and educational opportunities.

FIELD OPERATIONS DIVISION provides law enforcement security services to many city departments while also providing mutual aid to other law enforcement agencies. This division includes the Civil Section; Transportation Unit; Central Warrants Bureau; Municipal Transportation Agency (MTA) Building Security; Emergency Services Unit and Special Response Team; Canine Unit; Sheriff's Patrol Units at Zuckerberg San Francisco General Hospital, Laguna Honda Hospital and community clinics; Department of Emergency Management Patrol Unit; Public Utilities Commission Building Security; Warrant Services Unit; City Hall Security Unit; and the Court Security Unit that provides security staffing for the courtrooms at the Civic Center Courthouse, Hall of Justice Courts, Family Courts at the Juvenile Justice Center, and the Community Justice Court.

COMMUNITY PROGRAMS includes in-custody and post-release educational, vocational, substance abuse treatment and batterers' intervention classes, as well as a variety of specialized services to facilitate offenders' pro-social reentry into the community to reduce recidivism and prevent future crime. The division also offers pre-sentencing alternatives to incarceration such as own recognizance release, supervised pretrial release, and the homeless release project, as well as post-sentencing alternatives to incarceration, such as electronic monitoring and the Sheriff's Work Alternative Program. *Services (continued on next page)*

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	203,450,232	221,236,892	231,723,213	10,486,321	245,199,526	13,476,313
Total FTE	1,006	1,056	999	(57)	1,067	68

Services (*continued*)

PERSONNEL, TRAINING, AND BACKGROUND performs recruiting, hiring and background investigation activities for all employees. The Training Unit coordinates initial mandated law enforcement training and correctional officer training for all sworn employees. Continuing education and training is provided on a regular schedule as required by the California Commission on Peace Officer Standards and Training (POST), the California Board of State and Community Corrections (BSCC), and to address emerging needs. Targeted training in crisis intervention, implicit bias, gender awareness, and supervision is also provided for both sworn and non-sworn personnel.

FACILITIES MAINTENANCE AND CAPITAL PLANNING operates and maintains the Department's physical infrastructure, including multiple jail facilities in San Francisco and San Mateo Counties, administration and training facilities, and non-profit client-service program space. This division also plans and implements large scale improvement and construction projects as required.

ADMINISTRATIVE SUPPORT includes Office of the Sheriff, Financial Services, Human Resources, Criminal and Internal Investigations, Legal Counsel, Prisoner Legal Services, Fleet Management, Radio Communications, and Technical Services. Technical Services is responsible for radios, phones, computers, data collection, maintenance of all software including the jail management and booking programs, and production of performance data.

LOOKING BACK

INCREASED HIRING

This fiscal year, the Department worked hard to increase their rate of hiring, sending recruits to nine law enforcement academies. The Department averaged 776 sworn employees in FY 2016-17, compared to 757 in FY 2015-16. By retaining this increased rate of hiring throughout the next fiscal year, the Department hopes to reduce overtime hours and associated costs.

ACCOUNTABILITY & TRANSPARENCY

In FY 2016-17, the Sheriff's Department developed procedures for a Body Worn Camera (BWC) pilot program for in County Jail #4 and City Hall, and expect to have a 30-camera pilot program in place in early FY 2017-18. Assuming the pilot program is successful, the Department will conduct a competitive solicitation in preparation for an expanded program.

INCREASED EDUCATION & TRAINING

In support of San Francisco's vision to be a diverse and inclusive city and in an ongoing effort to improve interactions between SHF staff and the communities they serve, the Department continues to fund an expansive culturally competent training and education curriculum. With support of the San Francisco Mental Health Board, the Department has provided Crisis Intervention Training to over 240 deputies with training continuing for the entire department in

FY 2016-17. As part of the commitment to provide safe housing and programming for transgender, gender-variant and intersex inmates, over 390 deputies have so far participated in Gender Awareness training. Working with the City's Department of Human Resources, the Department has also developed a POST-certified program to roll out Managing Implicit Bias Training to all Sheriff personnel.

In addition, the Sheriff's Department Field Training Program (FTP) provides department staff with specialized skills necessary to operate in venues that serve high-risk clients such as the mentally ill. As Sheriff's Department staff complete this professional training, they will provide the City and County of San Francisco with better-prepared sworn officers to aid in law enforcement efforts within the City and County.

As part of the citywide commitment to transform how criminal justice agencies coordinate with each other and interact with the populations they are sworn to protect, the Department continues to implement Crisis Intervention, Gender Awareness, and Implicit Bias training. Education and training are important pillars of creating a department that can adopt the reforms expected by the public and work with its partners in criminal and social justice to ensure a balance and coordination of roles. Extended training and education in behavioral health is anticipated in the coming year.

INNOVATIVE PROGRAMS

In support of San Francisco's vision to be a city where all residents and families thrive, the San Francisco Sheriff's Department manages a number of innovative programs focused on education and health designed to provide offenders with tools to assist them in becoming part of a healthy community. There are many programs, including the following:

Since 2003, the San Francisco Sheriff's Department's Five Keys Charter School has been operating in the San Francisco jails to provide a high school education and diploma to inmates both during and after incarceration. Five Keys has awarded over a thousand high school diplomas to inmates in custody and to people who completed their coursework at a network of community sites scattered around San Francisco, and recently, Los Angeles. The Five Keys School was awarded the Harvard Kennedy School Award for Innovation in Government in FY 2015-16. In FY 2016-17, the Department strengthened its commitment to education by introducing college courses into the jails, partnering with City College of San Francisco, San Francisco State University, and Coastline College.

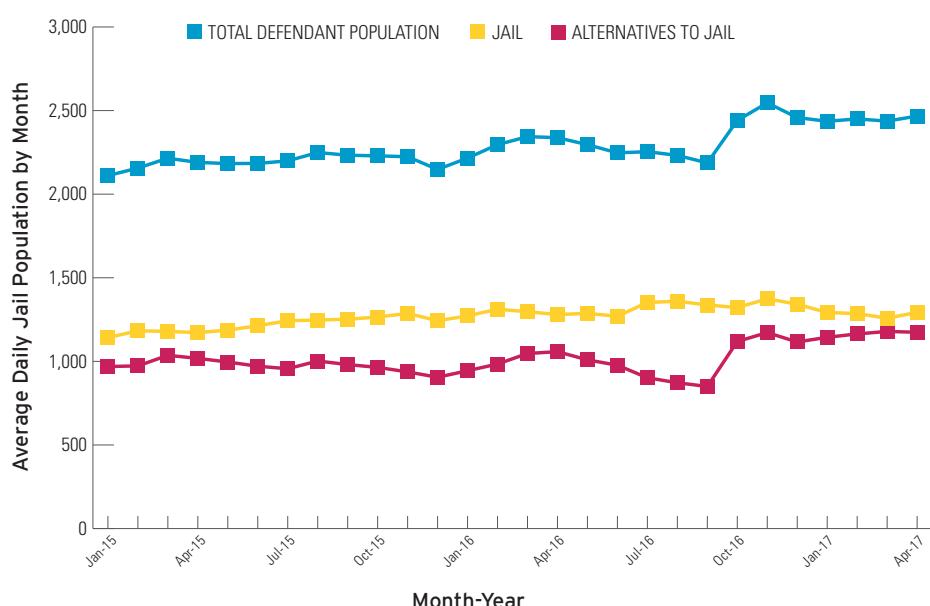
The San Francisco Sheriff's Department also offers programming for incarcerated mothers and fathers focused on family health. The One Family Program offers one-on-one therapy, in-depth parenting classes, and family visits unencumbered by glass partitions. Whereas many jails outside of San Francisco are moving to video-only visitation, the

Department's One Family program promotes real contact between parents and children which reduces mental health issues among children and recidivism among parents. In a recent expansion of parenting programs, and in partnership with the San Francisco Unified School District, the Department is developing parent-child-teacher conferences for students with incarcerated parents. Finally, the Department has been reducing the cost of inmate phone calls such that San Francisco's call rates are the lowest in the state. Directly following the most recent cost reduction in FY 2016-17, the number of calls between inmates and their families increased by 30 percent.

To further support inmate health, and in partnership with the Department of Public Health, the Sheriff's Department provides trauma therapy and ongoing case management to younger inmates. For incarcerated older adults, the Department is continuing a pilot program that ensures linkage to community health services to address primary care needs.

The Department's Survivor Restoration Program, serving victims of domestic violence and human trafficking, has experienced an increase in service requests related to immigration status. As immigration concerns weigh increasingly on the client population, the Department is providing more intensive case management to encourage clients to become advocates for themselves.

SAN FRANCISCO
COUNTY JAIL &
ALTERNATIVES-TO-
JAIL DEFENDANT
POPULATIONS. The
Sheriff's department is
committed to providing
as many alternatives
to incarceration as
possible.





PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
CUSTODY					
Provide for the secure and safe detention of persons arrested or under court order					
• ADP as a percentage of rated capacity of jails	81%	81%	85%	82%	83%
• Average daily population (ADP)	1,271	1,280	1,340	1,288	1,300
• Average daily population cost per day	\$221.00	\$230.00	\$245.00	\$244.00	\$241.00
• Number of inmate Safety Cell placements	2,359	2,300	2,480	2,473	2,437
SHERIFF PROGRAMS					
Provide alternative sentencing options and crime prevention programs.					
• Hours of work performed in the community	35,328	33,000	29,558	32,743	26,973
• Number of clients enrolled in community antiviolence programs	279	330	213	247	233
• Re-arrest rate for antiviolence program clients	10%	9%	8%	10%	9%
Provide education, skill development, and counseling programs in jail					
• Average daily attendance of participants enrolled in charter school	316	330	320	314	314
• Average daily number of prisoners in substance abuse treatment and violence prevention programs.	207	225	218	219	211
SHERIFF FIELD SERVICES					
Safely transport prisoners					
• Number of prisoners transported	38,887	35,500	38,195	37,155	38,079
SHERIFF ADMINISTRATION					
Execute criminal and civil warrants and court orders					
• Number of eviction day crisis interventions	48	75	47	54	50
• Number of pre-eviction home visits	308	650	357	416	360



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$231.7 million for the Sheriff's Department is \$10.5 million, or 4.7 percent higher than the FY 2016-17 budget of \$221.2 million. This increase is largely driven by increased investments in the department's Electronic Monitoring and Pretrial Release programs.

The FY 2018-19 proposed budget of \$245.2 million is \$13.5 million, or 5.8 percent, higher than the proposed FY 2017-18 budget of \$231.7 million. This increase is due to the annualization of positions granted in the previous fiscal year, as well as increasing salary and benefits costs.

EXPANDING PRETRIAL DIVERSION AND ELECTRONIC MONITORING

In 2016, the Board of Supervisors passed a resolution establishing a work group to investigate plans for the permanent closure of County Jails #3 and #4 (located in the seismically unsound Hall of Justice), while also developing recommendations to provide effective and humane investments in behavioral health for justice-involved individuals. The Re-envisioning the Jail Replacement Project Work Group, is chaired by the Sheriff, the Director of Public Health, and Roma Guy, who represents

community stakeholders. The Sheriff's Department FY 2017-18 and 2018-19 budget contains a number of investments that align with the recommendations of the Work Group.

The Department's budget includes an addition \$0.7 million in funding for the Pretrial Diversion Project (PDP), a nonprofit that contracts with the Department. This funding will go towards staff and office space for the PDP. These investments are ultimately aimed at expediting the process that allows eligible individuals to be released on their own recognizance to Supervised Pretrial Release.

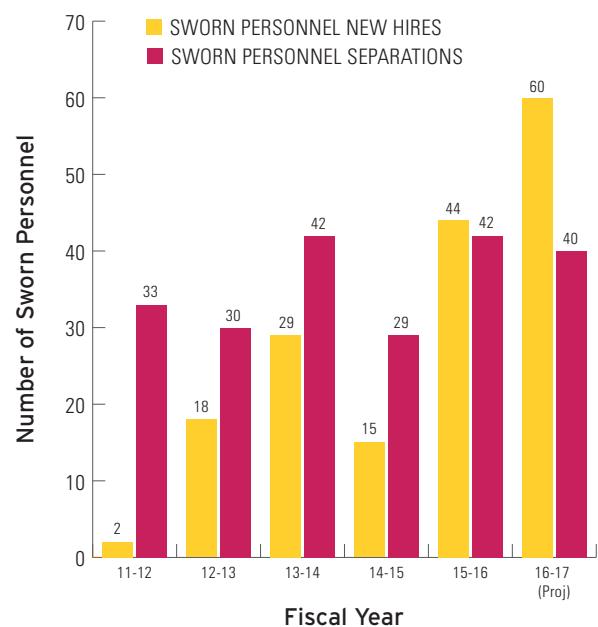
PDP will also be staffed with two new attorneys, who will act as liaisons between the Superior Court, the Public Defender's Office, and PDP. Attorneys will advocate on behalf of PDP participants and communicate with the court those services individual offenders are connected to in lieu of jail time. Finally, PDP will be staffed with one new investigator, who will be responsible for ensuring that individuals PDP participants continue receiving services once they are released or sentenced.

Furthermore, the Department will add the option for pretrial release to Electronic Monitoring (EM) supervision as an option for Superior Court judges reviewing arrested individuals for Own Recognition release. This change will encourage judges to use EM more often. In order to support the resulting expansion of participants in the EM program, the FY 2017-18 and 2018-19 budget includes funding for additional Sheriff's Deputies.

The Department contracts with Leaders in Community Alternatives (LCA) for its EM program. LCA monitors EM-client devices 24 hours a day, 7 days a week. If an alert occurs (due to malfunction, entering an exclusionary zone, or substance abuse), LCA contractors get in touch with the on-duty SHF deputy assigned to Community Programs. The Sheriff's department has 24/7 coverage for all EM clients.

BALANCING OVERTIME AND STAFFING

Over the past several years, staff separations from the Department have outpaced the rate of hiring and training of sufficient replacement staff. Coupled with added staffing requirements at Zuckerberg San Francisco General Hospital, staffing shortfalls have resulted in high levels of overtime, averaging 16 percent of total work hours. To reduce overtime usage and get the Department back up to an appropriate level of staffing, the budget funds academy classes sufficient to fill the hiring gap. It is anticipated that the hiring plan and investments in the FY 2017-18 and 2018-19 budget will allow overtime levels to drop as a percentage of total hours.

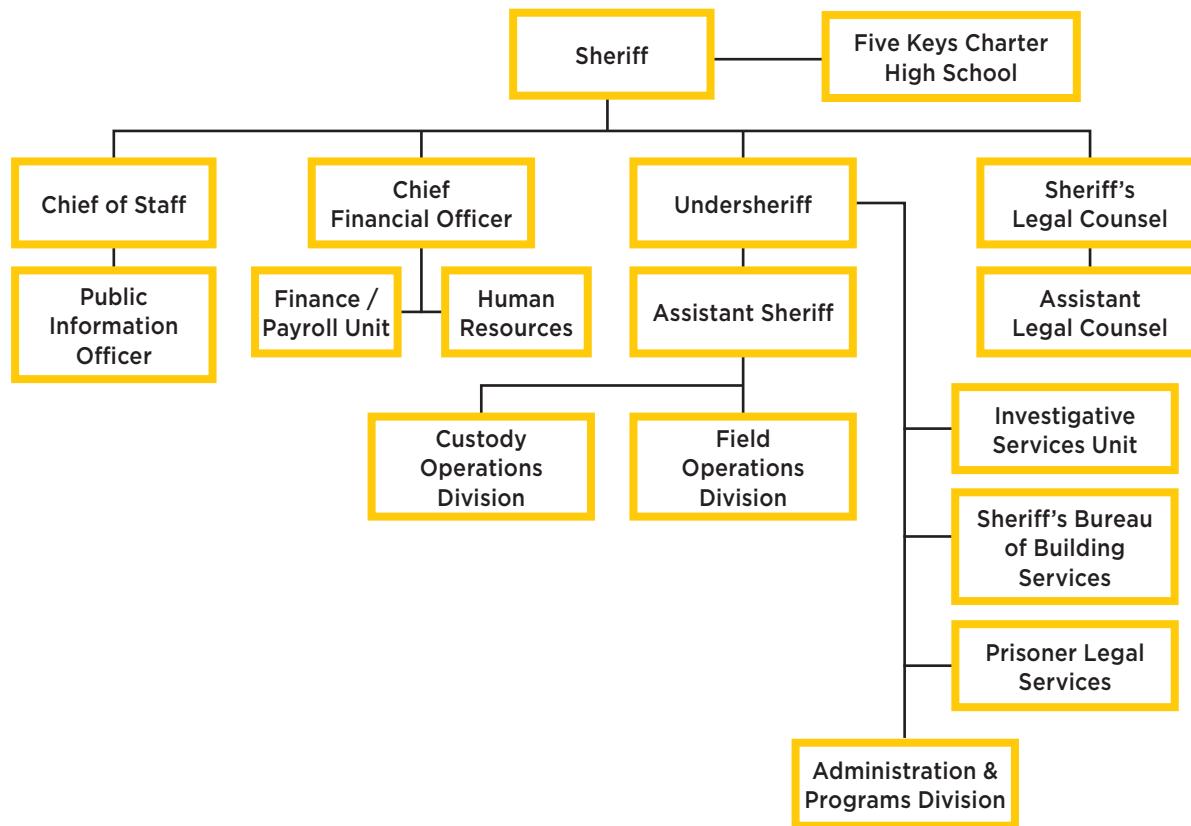


▲ STAFFING PROGRESS.

In FY 2016-17, the Department projects to hire more sworn personnel than will retire.



SHERIFF ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	1,005.76	1,056.16	998.77	(57.39)	1,066.76	67.99
Net Operating Positions	1,005.76	1,056.16	998.77	(57.39)	1,066.76	67.99
SOURCES						
Licenses & Fines	205,057	193,610	193,610	0	193,610	0
Use of Money or Property	13,350	3,000	3,000	0	3,000	0
Intergovernmental Revenue - Federal	86,855	100,601	106,139	5,538	106,139	0
Intergovernmental Revenue - State	26,699,727	27,687,609	28,328,368	640,759	28,156,500	(171,868)
Charges for Services	3,817,276	3,850,322	4,147,591	297,269	4,169,515	21,924
Other Revenues	1,959	0	0	0	0	0
Expenditure Recovery	19,136,818	20,694,539	21,637,683	943,144	22,630,839	993,156
Use of / (Deposit to) Fund Balance	(344,112)	780,838	477,653	(303,185)	503,912	26,259
General Fund Support	153,833,302	167,926,373	176,829,169	8,902,796	189,436,011	12,606,842
Sources Total	203,450,232	221,236,892	231,723,213	10,486,321	245,199,526	13,476,313
USES - OPERATING EXPENDITURES						
Salaries & Wages	122,706,202	130,684,499	137,162,382	6,477,883	139,103,609	1,941,227
Fringe Benefits	41,022,966	48,067,905	48,679,336	611,431	58,573,408	9,894,072
Professional & Contractual Services	3,268,949	12,711,175	13,752,766	1,041,591	13,423,408	(329,358)
Aid Assistance / Grants	5,479,490	6,209,907	6,758,301	548,394	6,283,301	(475,000)
Materials & Supplies	5,292,638	5,579,926	5,993,262	413,336	5,810,962	(182,300)
Equipment	368,029	410,625	1,233,985	823,360	0	(1,233,985)
Services of Other Departments	14,226,571	15,065,255	16,508,701	1,443,446	17,212,134	703,433
Transfers Out	8,753,775	0	0	0	0	0
Uses - Operating Expenditures Total	201,118,620	218,729,292	230,088,733	11,359,441	240,406,822	10,318,089
USES - PROJECT EXPENDITURES						
Facilities Maintenance	452,916	537,600	564,480	26,880	592,704	28,224
Capital Renewal	0	1,850,000	330,000	(1,520,000)	3,590,000	3,260,000
Capital Projects	1,878,696	120,000	740,000	620,000	610,000	(130,000)
Uses - Project Expenditures Total	2,331,612	2,507,600	1,634,480	(873,120)	4,792,704	3,158,224
USES BY PROGRAM RECAP						
Court Security And Process	15,476,886	16,005,099	16,511,601	506,502	17,497,942	986,341
Custody	92,990,563	111,273,932	112,929,402	1,655,470	118,619,713	5,690,311
Facilities & Equipment	22,294,154	14,666,197	15,179,880	513,683	17,876,647	2,696,767
Security Services	23,662,980	25,004,359	26,095,315	1,090,956	27,376,153	1,280,838
Sheriff Administration	16,679,345	17,607,705	19,416,293	1,808,588	19,713,201	296,908
Sheriff Field Services	10,541,411	12,277,716	12,876,258	598,542	13,580,738	704,480
Sheriff Programs	15,095,164	17,264,201	19,994,752	2,730,551	20,882,044	887,292
Sheriff Recruitment & Training	6,709,729	7,137,683	8,719,712	1,582,029	9,653,088	933,376
Uses by Program Recap Total	203,450,232	221,236,892	231,723,213	10,486,321	245,199,526	13,476,313



STATUS OF WOMEN

MISSION

The Department on the Status of Women (WOM) advances the equitable treatment and socioeconomic, political, and educational advancement of women and girls in San Francisco through policies, legislation, and programs that focus primarily on women in need.

SERVICES

The Department on the Status of Women provides services through the following program areas:

VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION (VAW) GRANTS PROGRAM makes up over 80 percent of the Department's budget. The VAW grants support community programs that address violence against women across six core service areas: crisis lines, intervention and advocacy, legal services, prevention and education, emergency shelters, and transitional housing.

In addition, the Department collaborates with other organizations working to end violence against women. These collaborative efforts include domestic violence policy reform through the Family Violence Council which coordinates services, analyzes trends, and advises officials on family violence issues. The Department also staffs the San Francisco Mayor's Task Force on Anti-Human Trafficking which works to increase awareness, collect data, and develop coordinated policies and protocols to address human trafficking.

WOMEN'S HUMAN RIGHTS INITIATIVES identify and address gender discrimination and advance the rights of and opportunities for women and girls. The Department promotes gender-responsive governance by working with city departments to analyze their budgets, operations and service impact using a data-driven, human rights-based gender lens. The Department developed the Gender Equality Principles Initiative to cultivate gender-equitable workplaces by facilitating the sharing of best practices in the private sector.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	6,926,033	7,052,012	7,678,712	626,700	7,712,895	34,183
Total FTE	6	6	6	-	6	-



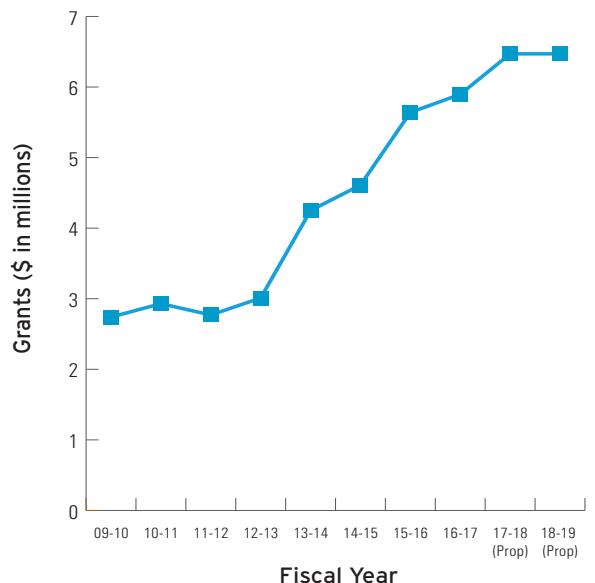
LOOKING BACK

VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION GRANTS PROGRAM

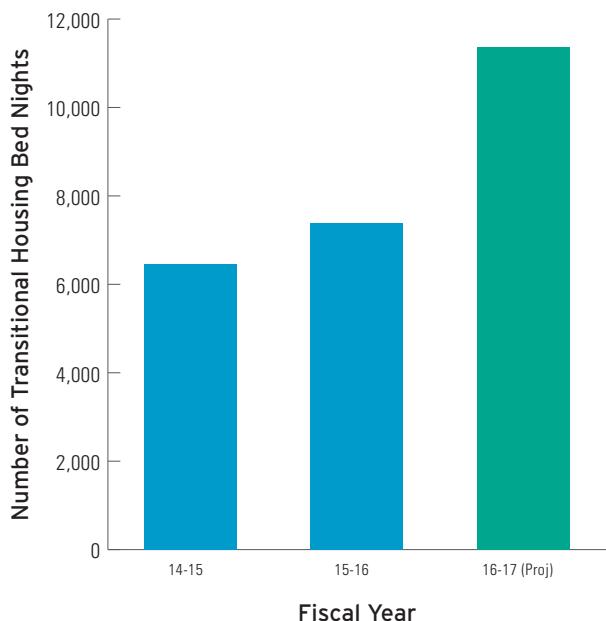
The Department's single largest program, the Violence Against Women (VAW) Grants Program, funds 28 Partner Agencies which administer 39 unique programs and provide over 21,000 individuals with over 21,000 hours of supportive services. The Department collaborated with the Department of Human Services to fund a new, 24-hour response to commercially, sexually exploited youth, whereby girls are referred to social workers and connected to services rather than arrested.

VIOLENCE AGAINST WOMEN POLICY, ADVOCACY, AND OUTREACH

In October 2015, the Department launched a domestic violence outreach campaign aimed at bystanders, which included ads on buses, Facebook, and dating apps. The campaign received a 2016 Award of Excellence in the Crisis Communications/Public Safety Category from the California Association of Public Information Officials.



▲ **VIOLENCE AGAINST WOMEN GRANTS.** Funds for VAW grants have more than doubled since Mayor Lee took office.



▲ **NUMBER OF TRANSITIONAL HOUSING BED NIGHTS.** The number of transitional housing bed nights is projected to increase by 35 percent from FY 2015-16.

In November 2016, the Department began staffing the newly launched Safer Schools Sexual Assault Task Force, which is meeting to make recommendations on addressing sexual assault on college campuses in San Francisco. The Department continues to staff the Family Violence Council, and issued its sixth annual report in 2016.

ADVANCING WOMEN'S RIGHTS

Launched in March 2014 with the help of Mayor Edwin M. Lee and First Lady Anita Lee, the Cities for CEDAW Campaign was based on a challenge to other cities to adopt local ordinances reflecting the principles of the UN Convention on the Elimination of All Forms of Discrimination Against Women (or, CEDAW). Since then, Los Angeles, Louisville, Kansas City, and dozens of other cities have accepted the Mayor's challenge. In the fall, the Department was invited to testify before the U.N. High Commissioner on Human Rights CEDAW Committee, which is composed of gender experts from around the world, to report on the campaign and local CEDAW implementation. San Francisco is internationally recognized for this work.

The Department partnered with city leadership to develop the first fully-paid family leave policy in

the nation, which was signed by the Mayor in April 2016. The Department has also partnered with regional entities such as the Bay Area Council, the U.S. Equal Employment Opportunities Commission, the U.S. Department of Labor Women's Bureau, and the California Commission on the Status of Women and Girls for a half-day conference

on equal pay with over one hundred Bay Area employers. Lastly, in June 2016, Mayor Lee and Oakland Mayor Libby Schaaf hosted the Bay Area Women's Summit, a day-long conference, for which the Department provided planning support. The event attracted over 1,500 women leaders and male allies.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
COMMISSION ON THE STATUS OF WOMEN					
Advance the human rights of women and girls in the workforce, services, and budget of city government					
• Number of City programs and agencies reviewed under the Women's Human Rights Ordinance (CEDAW).	3	4	4	4	4
Prevent violence against women and girls					
• Number of domestic violence incident reports from the San Francisco Police Department	3,174	3,000	3,000	3,000	3,000
Promote gender equality and human rights of women in the workplace					
• Number of educational forums conducted on gender equality in the workplace.	9	3	5	3	3
• Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative	102	53	35	53	50
VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM					
Monitor direct services in violence against women prevention and intervention					
• Number of calls to crisis lines annually	15,610	14,547	9,000	14,547	9,000
• Number of shelter bed-nights annually	4,815	3,534	4,000	3,534	4,000
• Number of transitional housing bed nights annually	7,393	11,355	11,355	11,355	12,000
• Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	21,171	24,576	8,000	24,576	8,000
• Percent of people accessing services for which English is not a primary language.	21	32	50	32	40



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$7.7 million for the Department on the Status of Women is \$0.6 million, or 8.9 percent, higher than the FY 2016-17 budget of \$7.1 million. This increase reflects increases in salary and benefits, and the annualized cost of doing business increase from FY 2016-17.

The FY 2018-19 proposed budget of \$7.7 million is level funded with the FY 2017-18 budget.

VIOLENCE AGAINST WOMEN

The FY 2017-18 and 2018-19 proposed budget includes \$6.5 million in each year for the Department's VAW grant allocation. This represents the highest allocation to-date, an increase of \$3.5 million since FY 2012-13. This allocation will allow the Department to continue to fund legal services, employment services, and innovative violence prevention strategies that seek to reach underserved and vulnerable populations, including survivors of sex trafficking and sex workers.

COMBATTING HUMAN TRAFFICKING

The Department collaborates with city agencies and community partners to develop an effective citywide response to human trafficking in San Francisco under the auspices of the Mayor's Task Force on Anti-Human Trafficking. Over the next two fiscal years, the Department will continue to focus on advancing the City's training, anti-trafficking policies, and coordination of support for trafficking. The proposed budget continues to fund emergency response services and case management to support

commercially, sexually exploited youth and children.

Additionally, the Task Force will partner with the San Francisco Department of the Environment to focus on labor trafficking and include information on labor rights in the presentations given to staff of nail salons participating in the Healthy Nail Salon program.

ADVANCING WOMEN IN THE WORKPLACE

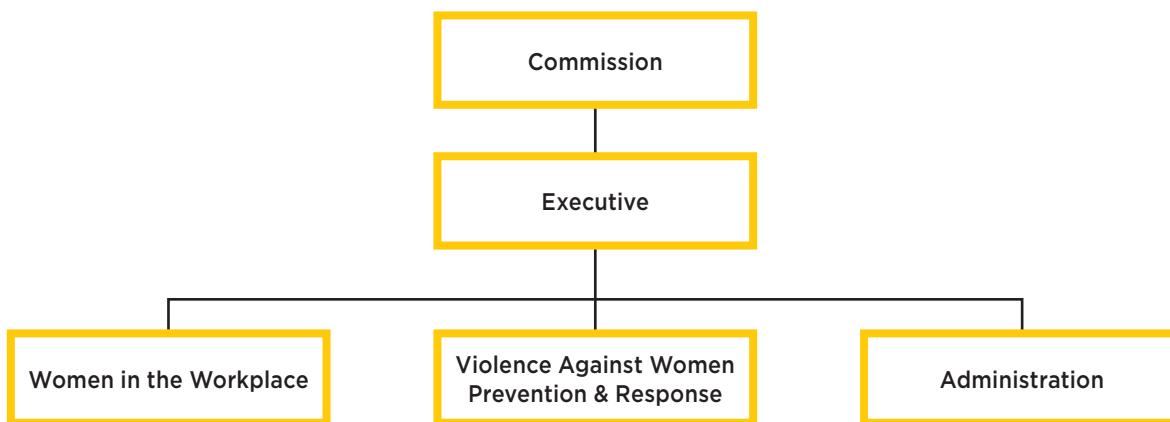
In the upcoming fiscal years, the Department will continue to support family friendly policies and the advancement of women in the workplace. The Department will reconvene the Gender Equality Principles Challenge Conference, a day-long event for employers to exchange model practices to advance gender equity in the workplace. The Department will also support outreach and implementation of the fully paid family leave policy by co-sponsoring a conference for employers in 2017.

GRANT COORDINATION

The Department was awarded a 3-year \$750,000 grant from the U.S. Department of Justice Office of Violence Against Women to pilot a High Risk Domestic Violence Lethality Response Team in the Bayview neighborhood, in partnership with the Bayview YMCA, Glide, La Casa de las Madres, the Police Department, and the District Attorney's office. A portion of the grant will fund a part-time grant coordinator in the Department to oversee this critical grant.



STATUS OF WOMEN ORGANIZATIONAL STRUCTURE



TOTAL BUDGET – HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	6.01	6.62	6.61	(0.01)	6.35	(0.26)
Non-operating Positions (cap/other)	0.00	(0.14)	(0.14)	0.00	(0.07)	0.07
Net Operating Positions	6.01	6.48	6.47	(0.01)	6.28	(0.19)
SOURCES						
Licenses & Fines	319,826	240,000	240,000	0	240,000	0
Intergovernmental Revenue - Federal	51,843	0	0	0	0	0
Charges for Services	78	0	0	0	0	0
Other Revenues	20,189	22,000	22,000	0	22,000	0
Use of / (Deposit to) Fund Balance	(34,378)	58,498	122,903	64,405	122,963	60
General Fund Support	6,568,475	6,731,514	7,293,809	562,295	7,327,932	34,123
Sources Total	6,926,033	7,052,012	7,678,712	626,700	7,712,895	34,183
USES - OPERATING EXPENDITURES						
Salaries & Wages	610,815	653,914	670,401	16,487	679,516	9,115
Fringe Benefits	244,137	262,272	278,813	16,541	288,607	9,794
Professional & Contractual Services	136,758	83,858	84,761	903	94,630	9,869
Aid Assistance / Grants	5,533,435	5,896,493	6,474,017	577,524	6,474,016	(1)
Materials & Supplies	16,044	17,235	22,235	5,000	22,235	0
Services of Other Departments	384,844	138,240	148,485	10,245	153,891	5,406
Uses - Operating Expenditures Total	6,926,033	7,052,012	7,678,712	626,700	7,712,895	34,183
USES BY PROGRAM RECAP						
Children's Baseline	221,643	223,144	223,144	0	223,144	0
Commission On Status Of Women	6,163,639	6,344,021	6,906,316	562,295	6,940,440	34,124
Domestic Violence	354,402	298,498	362,903	64,405	362,963	60
Transitional-Aged Youth Baseline	186,349	186,349	186,349	0	186,348	(1)
Uses by Program Recap Total	6,926,033	7,052,012	7,678,712	626,700	7,712,895	34,183



SUPERIOR COURT

MISSION

The Superior Court (CRT) assures equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law in the City and County of San Francisco.

SERVICES

The Superior Court of California, County of San Francisco is a State entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the Judicial Branch, which includes the Superior Court, as a separate and equal branch of government governed by the Judicial Council of California. Two legislative acts have relieved the City and County from future funding responsibility for court operations and facilities:

THE LOCKYER-ISENBERG TRIAL COURT FUNDING ACT OF 1997 designated the Judicial Council, rather than counties, as the entity responsible for allocation of funding for all Superior Court operations throughout the State. In exchange for relief from funding court operations, counties must make a fixed perpetual annual maintenance of effort (MOE) payment to the State that is equal to what counties allocated for court operations in Fiscal Year (FY) 1994-95. All future costs of court operations will be funded by the State and allocated by the Judicial Council.

THE TRIAL COURT FACILITIES ACT OF 2002 mandated that ownership and responsibility for all court facilities be transferred from counties to the Judicial Council. In exchange for relief from court facilities responsibilities, counties must make a fixed county facilities payment (CFP) to the State that is based on an average of what was expended on court facilities maintenance during FY 1995-96 through FY 1999-00. All future costs of maintaining court facilities will be funded by the State and allocated by the Judicial Council.

Since 1998, the City and County of San Francisco has made maintenance of effort payments to the State for relief from court operations responsibility, and since 2009, the City has made a County Facilities payment for relief from court facilities responsibility.

State legislative requirements and Constitutional separation preclude local government from reviewing Judicial Branch budgets. However, the exceptions to this are judicial supplemental benefits and the following county-funded program that is managed by the Superior Court:

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	33,951,537	33,685,324	34,890,001	1,204,677	34,889,809	(192)

INDIGENT DEFENSE PROGRAM provides funding for outside legal counsel in cases that represent a conflict of interest for the Public Defender and is constitutionally mandated. The Superior Court works in partnership with the Bar Association of San Francisco to provide highly qualified counsel for adults and minors charged with criminal offenses whenever the Public Defender has a conflict of interest or is otherwise unavailable.



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$34.9 million for Superior Court of San Francisco (CRT) is \$1.2 million, or 3.6 percent higher than the FY 2016-17 budget of \$33.7 million. This increase is due to a \$1.2 million augmentation to the indigent defense program, to provide foster care legal representation services.

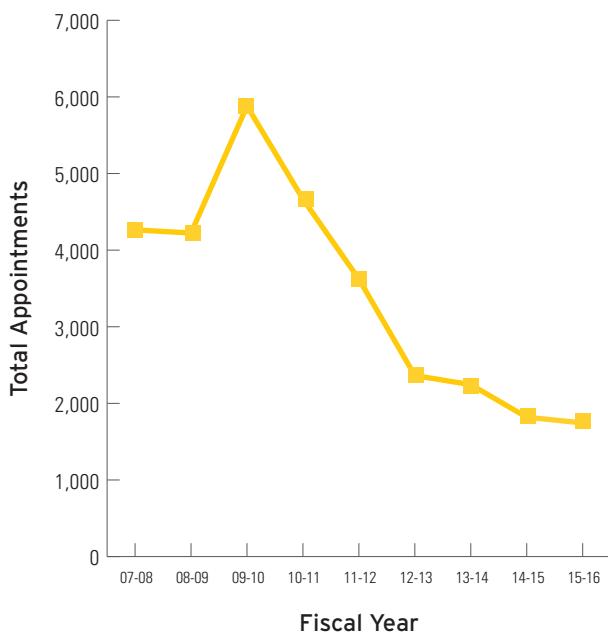
The FY 2018-19 proposed budget of \$34.9 million represents no change to the FY 2017-18 budget.

LEGAL REPRESENTATION FOR YOUTH IN FOSTER CARE

The Superior Court received an ongoing \$1.2 million augmentation to the indigent defense program to provide foster care legal representation services. Juvenile dependency legal services funding is the obligation of the State, but due to a new funding model, the program has a large structural deficit in FY 2017-18. The City is filling this deficit so that services will not be interrupted or diminished.

Juvenile dependency legal services are initiated when social workers remove a child from the parent(s) due to safety reasons. Similar to indigent criminal defense, the Court appoints legal counsel for low-income families. Each party in the case, including for each child, receives independent counsel. Per state law, the "primary responsibility of counsel appointed to represent a child or non-minor dependent pursuant to this section shall be to advocate for the protection, safety, and physical and emotional well-being of the child or non-minor dependent" until the minor is re-unified or is permanently placed with another guardian.

Beneficiaries of the dependency program are foster care youth between zero and 21 years old for

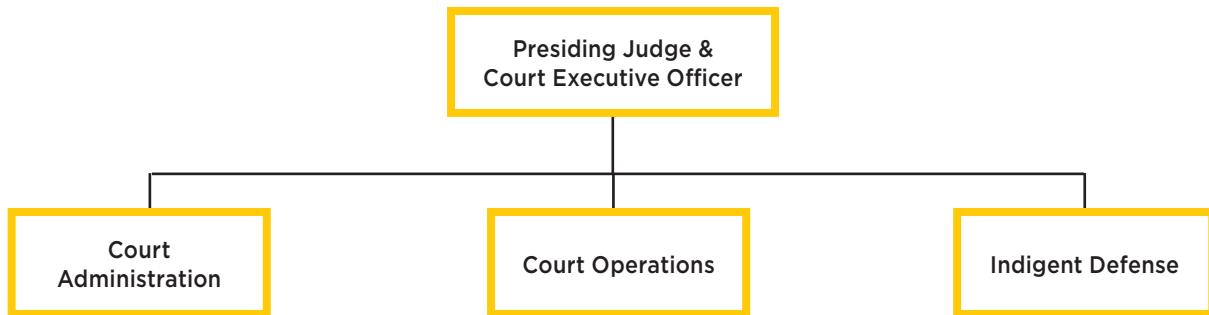


INDIGENT DEFENSE APPOINTMENTS. In FY 2015-16, a total of 1,745 Defense program appointments occurred, representing a 70 percent decrease from the FY 2009-10 peak level of 5,881.

whom attorneys advocate in the legal proceedings. Attorneys also conduct well-being checks, including home visits, to youth in foster care placements in order to ensure that the placement is appropriate, and that established education and/or medical plans are truly being implemented. Currently, 65 percent of foster care placements are outside of San Francisco due to the high cost of living. Part of the monitoring provided includes advocating for additional services or referrals, such as counseling, to stabilize the situation, especially if it is a long-term out-of-home placement.



SUPERIOR COURT ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
SOURCES						
Licenses & Fines	93,849	10,000	4,000	(6,000)	4,000	0
Use of Money or Property	5,245	0	0	0	0	0
Charges for Services	2,635,679	2,590,642	2,423,823	(166,819)	2,382,100	(41,723)
Transfers In	212,000	470,925	648,421	177,496	689,952	41,531
Use of / (Deposit to) Fund Balance	(28,704)	0	0	0	0	0
General Fund Support	31,033,468	30,613,757	31,813,757	1,200,000	31,813,757	0
Sources Total	33,951,537	33,685,324	34,890,001	1,204,677	34,889,809	(192)
USES - OPERATING EXPENDITURES						
Salaries & Wages	156,266	0	0	0	0	0
Fringe Benefits	350,158	665,000	665,000	0	665,000	0
Professional & Contractual Services	30,527,044	32,697,371	33,889,354	1,191,983	33,887,854	(1,500)
Aid Assistance / Grants	200,000	280,000	280,000	0	280,000	0
Services of Other Departments	0	42,953	55,647	12,694	56,955	1,308
Transfers Out	2,344,750	0	0	0	0	0
Uses - Operating Expenditures Total	33,578,218	33,685,324	34,890,001	1,204,677	34,889,809	(192)
USES - PROJECT EXPENDITURES						
Capital Projects	373,319	0	0	0	0	0
Uses - Project Expenditures Total	373,319	0	0	0	0	0
USES BY PROGRAM RECAP						
Court House Construction	2,718,069	2,791,567	2,796,244	4,677	2,796,052	(192)
Dispute Resolution Program	200,000	280,000	280,000	0	280,000	0
Indigent Defense/Grand Jury	8,078,338	7,456,460	8,656,460	1,200,000	8,656,460	0
Trial Court Services	22,955,130	23,157,297	23,157,297	0	23,157,297	0
Uses by Program Recap Total	33,951,537	33,685,324	34,890,001	1,204,677	34,889,809	(192)



TREASURER-TAX COLLECTOR

MISSION

The Office of the Treasurer-Tax Collector (TTX) serves as the banker, collection agent, and investment officer for the City and County of San Francisco.

SERVICES

The Office of the Treasurer-Tax Collector provides services through the following divisions:

BUSINESS TAX implements and enforces the business tax ordinances for the City. These taxes include payroll expense, business registration, and gross receipts taxes; parking tax, transient occupancy tax and Tourism Improvement District and Moscone Expansion District fees; utility users' tax, access line tax, and stadium taxes. In addition, this division collects the cigarette litter abatement fee and emergency response (alarm) fees as well as license fees for the Public Health, Police, and Fire departments.

PROPERTY TAX bills, collects, records, and reports payments of secured and unsecured property taxes, and special assessments. The division works directly with taxpayers on issues related to condominium conversions, new developments, special assessments and taxation due to improvements. The Property Tax division also processes refunds due to property owners.

DELINQUENT REVENUE is the official collection arm of the City. It is authorized to collect all of the City's accounts receivable that exceed \$300 and are at least 90 days overdue. The division collects debt for Public Health, Fire, Planning, Ethics, Building Inspection, Port, and the Public Utilities Commission, as well as delinquent business and unsecured property taxes.

INVESTMENT & BANKING administers and controls the investment of all monies in the Treasurer's custody. This division's goal is to maximize interest income while preserving the liquidity and safety of the principal. The division also manages all of the City's banking relationships and accounts.

CASHIER processes all payments to the City for fees and taxes collected by the Department as well as other revenues from other departments, including all water payments for the Public Utilities Commission.

Services (continued on next page)

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	33,644,764	42,206,966	41,167,832	(1,039,134)	41,953,252	785,420
Total FTE	219	219	208	(10)	209	-

Services (continued)

TAXPAYER ASSISTANCE provides tax information to the public. The division is the primary contact for all in-person inquiries. The City's 311 call center serves as the primary phone and online contact for the Department.

FINANCIAL EMPOWERMENT connects low-income San Franciscans to the financial mainstream through financial education and coaching; access to low-cost checking and savings accounts; automatic and universal college savings account for public school students; and more.

ACCOUNTING & RECONCILIATION prepares financial reports for each section, posts payments, adjusts and balances accounts, and performs related accounting duties in the City's financial accounting system for all revenues collected. The unit also generates various collection reports for the Office of the Controller.

PROJECT MANAGEMENT AND INFORMATION TECHNOLOGY supports over 30 applications ranging from Mainframe and server based, to COTS, to cloud, in order to develop a robust tax and collections ecosystem. The project management division works across the Department to facilitate business process improvements in all areas of our work and with other Departments.



LOOKING BACK

EFFECTIVE TAX COLLECTION & CUSTOMER-CENTRIC SERVICE DELIVERY

Over the past three fiscal years, revenues collected by the Office have grown by nearly 20 percent. Paired with a corresponding increase in the complexity of collected taxes, the Office has seen an unprecedented volume in all areas of work.

In FY 2015-16 the Office had over 180,000 online business tax filings, 1,738,000 payment transactions, 54,000 payment exceptions, 100,000 calls into 311, 220,000 property tax parcels with varied payment dates, 18,000 department licenses, and over 20,000 refunds.

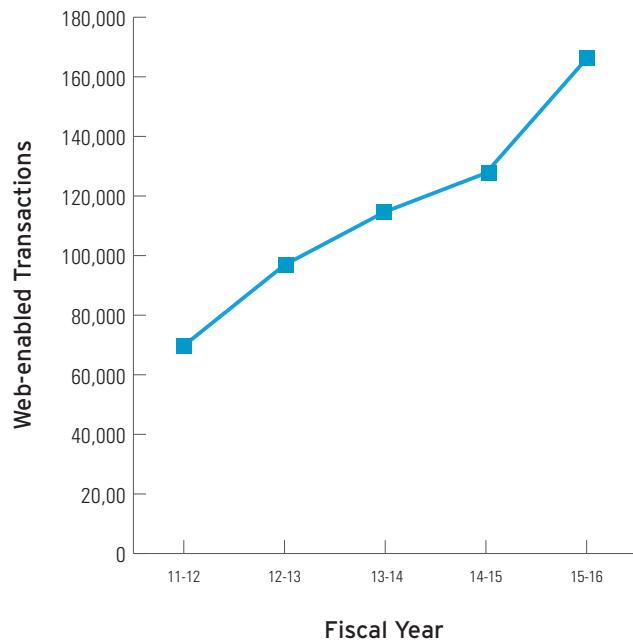
In order to accomplish continued growth in revenue without increasing staffing levels, the Office has committed to aggressive schedules to modernize technology and optimize daily work practices to meet the needs of taxpayers. The focus on quality service and communication has improved our average speed of answer from five minutes to three and a half minutes, with almost 50 percent of the incoming calls being answered in less than one minute. Close to three-quarters of the calls to 311 are resolved without escalation to TTX.

SMALL BUSINESS IMPROVEMENTS

The Office continues to increase efficiency and focus on critical impact areas such as the rise of independent contractors, short-term rental hosts, and other new taxpayers requiring more intense and targeted communications and services. Partnership and investment in both 311 and the Business Portal

have helped the Office serve more taxpayers through online and phone channels, and optimize overall communication.

The Office successfully worked with the Mayor's Office and the Board of Supervisors to pass legislative changes to the business tax penalty structure to improve equity for small businesses and increase overall tax compliance. The legislative



▲ **NUMBER OF WEB-ENABLED TRANSACTIONS COMPLETED ONLINE USING SFGOV ONLINE SERVICES PORTAL.** Use of web-enabled transactions has grown 138 percent since FY 2011-2012.

package removed the \$100 minimum fee as one of the penalties for failing to register with the Tax Collector and removed the fee and administrative requirements for obtaining a duplicate registration certificate.

In our ongoing efforts to make tax reporting accessible to all San Franciscans, the Office produced several multi-lingual videos to help taxpayers register a new business and file an annual return.

TECHNOLOGY-ENABLED OPERATIONS

The Office continues to launch online solutions to meet the changing needs of taxpayers, and streamline processes to scale operations while fostering a more collaborative and transparent work environment.

In FY 2016-17, the Office has increased its focus on business tax audits to support the implementation of the Gross Receipts Tax. The Office developed a data warehouse to improve the quality of data sourced to OpenDataSF and increase the Office's business intelligence (BI) utilization.

Externally, the Office continues to serve as a knowledge base for inter-agency projects. The

department extended its contract for paperless workflow and digital archiving to other departments to facilitate citywide efforts in digitization and standardization of technology platforms. Furthermore, it continued its partnership with the offices of the Assessor-Recorder and the Controller on the new Property Tax Replacement project and the Financial System Project (F\$P).

FINANCIAL JUSTICE

San Francisco is the first city in the nation to launch a **Financial Justice Project** to assess and reform how fees and fines impact our city's most vulnerable residents. This often will seek to mitigate the negative impacts of fines and fees on people, seeking to make government a driver of equity.

The Treasurer's Office was the first in the nation to create an **Office of Financial Empowerment** that aims to build up San Franciscans' financial reserves. It has started many programs, including Bank on San Francisco and Kindergarten to College (K2C) that help people enter the financial mainstream and build their savings. These programs are lauded as national models and have helped tens of thousands of families.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
TTX-PROPERTY TAX/LICENSING					
Maintain low property tax delinquency rates					
• Percentage of delinquency rate of secured property taxes	1%	1%	1%	1%	1%
Provide quality customer service					
• Number of property tax refunds processed	12,356	9,000	5,000	10,000	10,000
TTX-BUSINESS TAX					
Promote compliance with the Business Tax Ordinance					
• Number of taxpayer audits completed	407	450	525	575	625
TTX-DELINQUENT REVENUE					
Maximize revenue through intensive collection activity					
• Amount of total revenue collected on all delinquent debts	\$35,997,825	\$90,000,000	\$81,000,000	\$100,000,000	\$110,000,000
DEPARTMENTAL MANAGEMENT					
Expand access to City government by placing information and transactions online					
• Number of web-enabled transactions completed online using the City's SFGOV Online Services portal	170,693	150,000	140,000	150,000	150,000

In 2011, the City and County of San Francisco launched the nation's first universal, automatic college savings account program. The goal was to establish a model that automatically enrolled every student in savings accounts, creating a culture of savings in San Francisco public schools and demonstrating that a public investment in child savings is a worthwhile use of taxpayer funds.

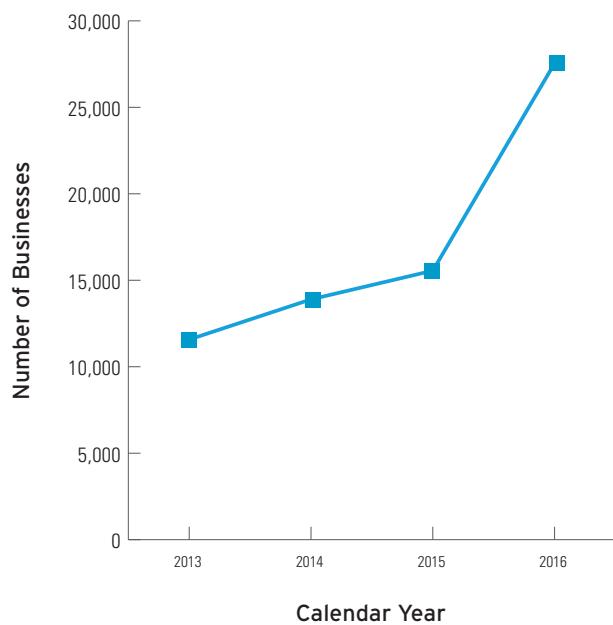
In San Francisco today, every child begins school in the financial mainstream with a financial asset in their name. The program has over 27,000 accounts, and the savings rate in San Francisco through K2C is over six times the national average. Families have saved over \$2.3 million for college through K2C, and 50 percent of these families are in the National School Lunch program.



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$41.2 for the Office of the Treasurer-Tax Collector is \$1.0 million, or 2.5 percent, lower than the FY 2016-17 budget of \$42.2 million. This decrease is largely due to staffing efficiencies and the closure of the Collections Enhancement Project.

The Fiscal Year (FY) 2018-19 proposed budget of \$42.0 million for the Treasurer-Tax Collector is \$0.8 million, or 1.9 percent, higher than the FY 2017-18 proposed budget of \$41.2 million, due to increases in salary and benefits costs.



NUMBER OF NEW BUSINESSES REGISTERED IN SAN FRANCISCO. New businesses registered in San Francisco have grown 138 percent since 2013.

SIMPLIFICATION OF CITY BUSINESS PROCESSES

In FY 2017-18, the Office of the Treasurer-Tax Collector will leverage its technology improvements to further improve the efficiency of inter-departmental work with San Francisco businesses. The Office has long been the central place for billing and collection of fees and taxes, and today, city agencies and members of the public are increasingly reliant on the Office's business data for a variety of functions. This data has been made easily available through the enhanced online business account update and new business registration application.

In the upcoming year, the Office will spearhead a procurement process for a credit card processing partner that meets the needs of city departments and extends the City's overall online commerce offerings. Once this process is complete, residents will be able to engage with the City in ever more convenient ways.

EFFECTIVE TAX COLLECTION & SERVICE DELIVERY

After the implementation of several large-scale technology improvements, a joint effort between the Treasurer-Tax Collector, Assessor-Recorder, and Controller to secure and transition to modern property tax and appraisal systems will be a key focus. This effort aims to build a system capable of improving outcomes for stakeholders and achieving accelerated results, thus capitalizing on the strong operational backbone that already enables the Office to move data and transactions through multiple systems.

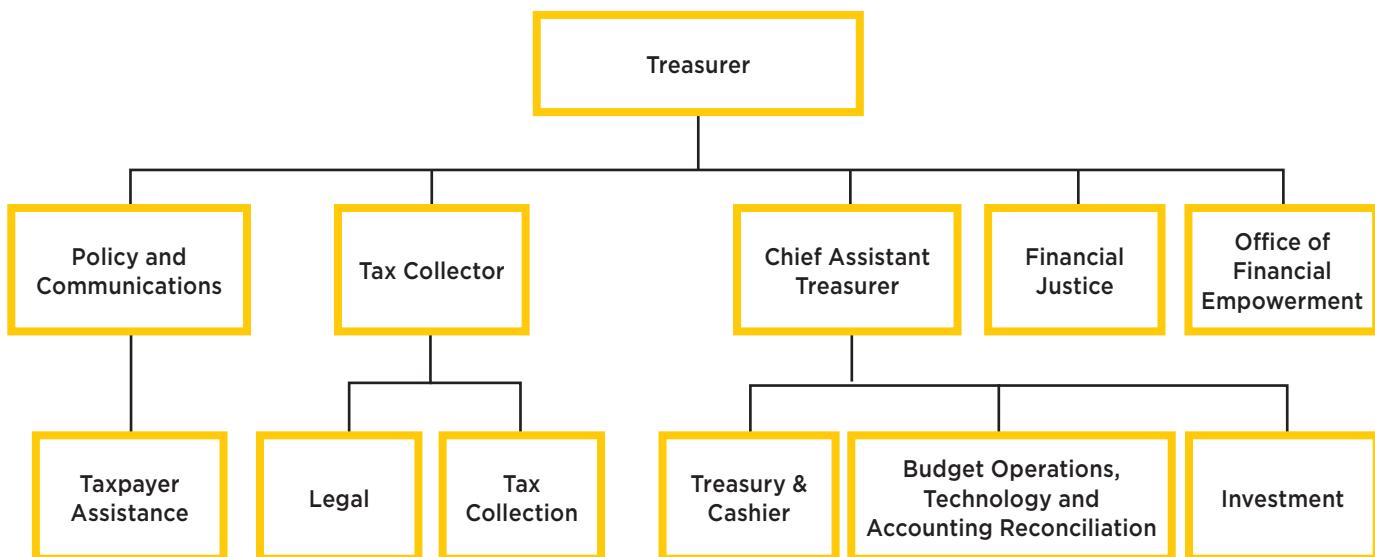
Furthermore, the Office is entering the fourth year of implementation for several new business taxes: the Gross Receipts Expense Tax and Administrative Office Tax, and the new configuration of the Registration Tax. This fiscal year, the Office will create a Compliance & Audit Division: a combination of the Investigations and Audit Divisions with an added data analytics team. As more data is available to the department, enabling diversification of our compliance, audit, and field work approaches, we hope to facilitate greater compliance with San Francisco tax policy on the part of local businesses.

STAFF DEVELOPMENT

The Office of the Treasurer-Tax Collector will also expand its efforts in staff development. In the upcoming year, the Office will implement professional development programs for managers and critical in-service days for staff. Trainings will emphasize improvement of the overall work environment, coinciding with the roll-out of alternative work schedules and flexible time, office-wide communications and recognitions, and improved work practices with a focus on employee satisfaction.



TREASURER-TAX COLLECTOR ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	229.56	230.93	213.25	(17.68)	213.56	0.31
Non-operating Positions (cap/other)	(10.75)	(12.29)	(5.06)	7.23	(5.00)	0.06
Net Operating Positions	218.81	218.64	208.19	(10.45)	208.56	0.37
SOURCES						
Local Taxes	545,724	450,000	450,000	0	450,000	0
Use of Money or Property	5,820,875	5,738,863	5,922,114	183,251	6,085,551	163,437
Charges for Services	4,986,949	5,910,002	5,860,002	(50,000)	5,860,002	0
Other Revenues	410,512	1,484,522	1,554,032	69,510	1,606,886	52,854
Expenditure Recovery	3,145,151	3,070,365	3,319,721	249,356	3,330,860	11,139
Use of / (Deposit to) Fund Balance	(2,955)	0	0	0	0	0
General Fund Support	18,738,508	25,553,214	24,061,963	(1,491,251)	24,619,953	557,990
Sources Total	33,644,764	42,206,966	41,167,832	(1,039,134)	41,953,252	785,420
USES - OPERATING EXPENDITURES						
Salaries & Wages	16,653,097	20,026,671	19,659,090	(367,581)	20,257,625	598,535
Fringe Benefits	7,082,828	8,158,677	8,235,574	76,897	8,708,928	473,354
Overhead	0	(219,359)	(200,612)	18,747	(234,144)	(33,532)
Professional & Contractual Services	5,020,521	8,031,361	7,254,600	(776,761)	6,937,334	(317,266)
Aid Assistance / Grants	17,594	0	50,000	50,000	50,000	0
Materials & Supplies	141,662	192,157	146,866	(45,291)	146,866	0
Services of Other Departments	4,729,062	6,017,459	6,022,314	4,855	6,086,643	64,329
Uses - Operating Expenditures Total	33,644,764	42,206,966	41,167,832	(1,039,134)	41,953,252	785,420
USES BY PROGRAM RECAP						
Business Tax	4,559,549	5,447,504	4,386,639	(1,060,865)	4,329,408	(57,231)
Children's Baseline	644,697	894,815	942,572	47,757	960,411	17,839
Delinquent Revenue	6,808,857	8,053,215	7,235,059	(818,156)	7,286,662	51,603
Gross Receipts Tax	5,771,331	5,989,972	5,740,986	(248,986)	5,890,156	149,170
Investment	2,372,424	4,939,955	5,147,500	207,545	5,223,920	76,420
Legal Service	575,648	679,421	702,434	23,013	726,904	24,470
Management	4,977,381	6,826,121	7,402,753	576,632	7,588,086	185,333
Property Tax/Licensing	2,510,502	1,823,920	2,005,710	181,790	2,042,174	36,464
Taxpayer Assistance	1,880,119	2,395,336	2,425,635	30,299	2,583,438	157,803
Transfer Tax	521	1,671,733	1,636,942	(34,791)	1,697,762	60,820
Treasury	3,543,735	3,484,974	3,541,602	56,628	3,624,331	82,729
Uses by Program Recap Total	33,644,764	42,206,966	41,167,832	(1,039,134)	41,953,252	785,420



WAR MEMORIAL

MISSION

The mission of the War Memorial (WAR) is to 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. The Department works to provide safe, first-class facilities to promote cultural, educational, and entertainment opportunities in a cost-effective manner for maximum use and enjoyment by the public while best serving the purposes and beneficiaries of the War Memorial Trust.

SERVICES

The War Memorial provides services in the following divisions:

FACILITIES MANAGEMENT is responsible for the management, oversight, and delivery of daily engineering, maintenance, custodial, security, and stage/technical services to support facilities' operations; management and administration of tenant occupancies and coordination of tenant services; and planning, coordination, and implementation of regular and periodic facilities maintenance and capital improvement projects.

BOOKING, MARKETING, AND EVENT SERVICES is responsible for the booking of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room, and Zellerbach Rehearsal rental facilities, including license agreement administration, box office and ticket sales services, stage/event production and technical coordination, front-of-house usher services, food and beverage concession and catering services, lost and found, customer service center, program accessibility, and public information.

WAR MEMORIAL TRUST ADMINISTRATION ensures that the War Memorial, a group of facilities entrusted to the City's care by the 1921 War Memorial Trust Agreement, upholds its specific duties and responsibilities under the Trust, including providing rent-free space and facilities for the San Francisco Posts of the American Legion, a named beneficiary of the Trust. The War Memorial schedules and coordinates the American Legion Posts' building occupancy and uses pursuant to the Trust provisions.

BUDGET DATA SUMMARY

	2015-16	2016-17	2017-18		2018-19	
	Actual Budget	Original Budget	Proposed Budget	Change from 2016-17	Proposed Budget	Change from 2017-18
Total Expenditures	29,402,778	25,621,236	27,034,730	1,413,494	31,781,337	4,746,607
Total FTE	65	68	70	2	70	(1)



LOOKING BACK

MOVING BEYOND THE VETERANS BUILDING SEISMIC UPGRADE & IMPROVEMENTS PROJECT

The 26-month Veterans Building Seismic Upgrade and Improvements Project construction period ended on September 1, 2015. The project included a full seismic retrofit, code-mandated upgrades, modernization of antiquated building systems, and other building improvements. Veterans Building occupants, including the War Memorial, San Francisco American Legion Posts, Arts Commission, and Grants for the Arts, moved into the newly renovated Veterans Building in September 2015. The building's public assembly facilities, the Herbst Theatre and Green Room, re-opened on October 1, 2015, and the new Arts Commission Gallery opened to the public in January 2016.

In a separate but simultaneous project, the San Francisco Opera invested \$21 million to renovate the Veterans Building fourth floor. This project, completed on January 15, 2016, included two new performance/event venues that will be used by the Opera for six months of the year for cultural and educational activities. For the remainder of the year, the new venues will be available for public use for a variety of performances, events, and exhibits.

Fiscal Year (FY) 2016-17 marks the first full year of Veterans Building operation following the building's 2+ year closure.

PERFORMANCE PROGRAMMING

During FY 2015-16, a total of 783 performances took place in the War Memorial and Performing Arts Center facilities attended by 989,300 patrons. Performance activities are projected to increase to 886 in FY 2016-17 with projected attendance over one million.

EXPANDED SECURITY PROGRAM

In response to nationwide security issues and concerns, during FY 2016-17, War Memorial added three new security positions to establish "performance security shifts" during public assembly activities in the Performing Arts Center, providing enhanced visible security measures for patrons and visitors. The Department also completed installation of a new security camera system in the Veterans Building. The War Memorial continues to partner with Civic Center neighbors and constituents on improving and increasing security in the Civic Center area.

PRIVATELY FUNDED CAPITAL UPGRADES

The War Memorial department is partnering with its resident licensees, the San Francisco Opera, San Francisco Ballet, and San Francisco Symphony, on funding and implementing capital upgrades to the War Memorial Opera House and Davies Symphony Hall from per-ticket facility fees. In FY 2015-16, the Opera and Ballet funded and implemented the first phase of the Opera House seat replacement project, replacing Balcony and Balcony Circle level auditorium seats. The second phase of replacing Orchestra level auditorium seats, including accessibility and sightline improvements, is tentatively scheduled for 2020.

In FY 2016-17, the War Memorial approved the San Francisco Symphony's initiating a per-ticket facility fee effective with the Symphony's 2017-2018 season to fund Davies Symphony Hall upgrades to be implemented in 2018 and 2019.

PARTNERING WITH VETERANS ORGANIZATIONS

The War Memorial planned and coordinated the return of San Francisco American Legion Posts and various veterans' organizations into the newly renovated Veterans Building in September 2015. During FY 2016-17, War Memorial worked with veterans' organizations on effectively using office, meeting room, display, and exhibit spaces assigned for veterans' use.



PERFORMANCE MEASURES

	2015-2016 Actual	2016-2017 Target	2016-2017 Projected	2017-2018 Target	2018-2019 Target
OPERATIONS & MAINTENANCE					
Provide continued successful utilization of the facilities					
• Davies Symphony Hall percentage of days rented	86%	85%	85%	85%	85%
• Opera House percentage of days rented	96%	94%	94%	93%	94%
Provide maximum number of performances and events					
• Davies Symphony Hall performances/events	261	258	258	244	236
• Opera House performances/events	181	183	185	170	175



BUDGET ISSUES AND DETAILS

The Fiscal Year (FY) 2017-18 proposed budget of \$27.0 million for the War Memorial (WAR) is \$1.4 million, or 5.5 percent higher than the FY 2016-17 budget of \$25.6 million. This increase is due to the annualization of positions granted in the previous fiscal year, projected benefit increases, and retirement contributions.

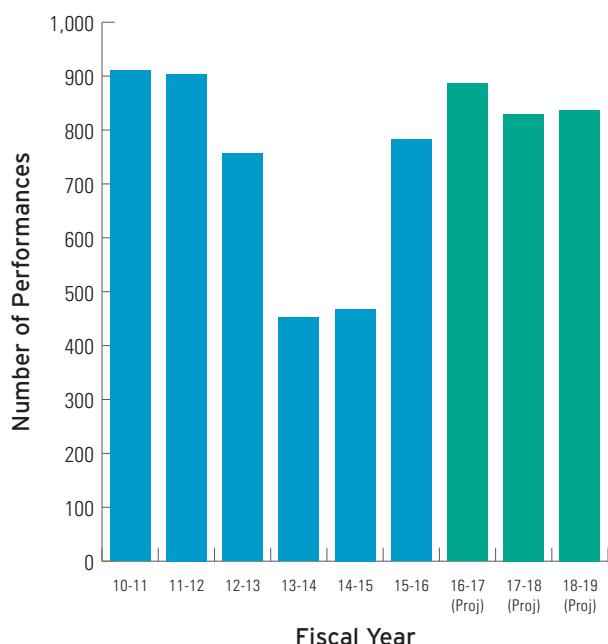
The FY 2018-19 proposed budget of \$31.8 million represents a \$4.7 million increase from the FY 2017-18 amount of \$27.0 million, or a 17.6 percent increase. This is largely due to an allocation of \$5 million for the Opera House Roof Replacement capital project.

IMPROVING PATRON AND CUSTOMER EXPERIENCE

During FY 2017-18, and in partnership with resident and non-resident performing licensees, the War Memorial will institute a number of changes to improve the patron and guest experience in the Performing Arts Center facilities. These include:

- Allowing patrons to bring covered beverages into auditorium seating areas in the Opera House and Davies Symphony Hall.
- Expanding language access availability of all Performing Arts Center marketing publications and public notices.

- Installing digital screens in lobby areas to enable patrons to learn about the Performing Arts Center, its performing licensees, and programs.
- Increasing safety and customer service professional development and training programs for security and ushering staffs.



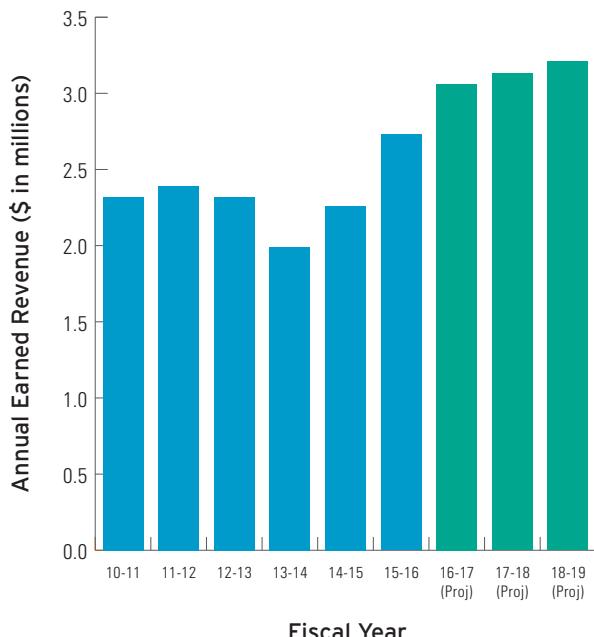
TOTAL ANNUAL PERFORMANCES. After being closed for portions of Fiscal Years 2012-13 through 2015-16, total performances in the War Memorial facilities are expected to return to historical levels by FY 2016-17.

CONCESSION AND CATERING SERVICES

During FY 2017-18, the War Memorial will conduct a Request for Proposal (RFP) process for a new Food & Beverage Concession and Catering Services contract to be effective July 1, 2018. This is one of the most significant contracts entered into by the Department as it is vital to the patron experience, generates up to \$750,000 in annual earned revenue, and includes required concessionaire investment for facility improvements. War Memorial has increased its FY 2017-18 Temporary Salaries budget to provide necessary support for the RFP process.

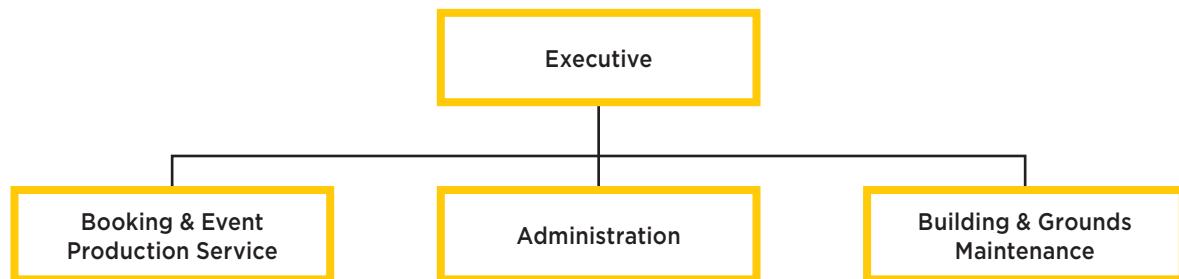
CAPITAL AND IT PROJECTS

The War Memorial continues to invest in the maintenance, preservation, and capital upgrade of the Performing Arts Center cultural assets to ensure their continued safe and proper operation. In FY 2017-18 and 2018-19, a number of capital projects are scheduled for implementation by the



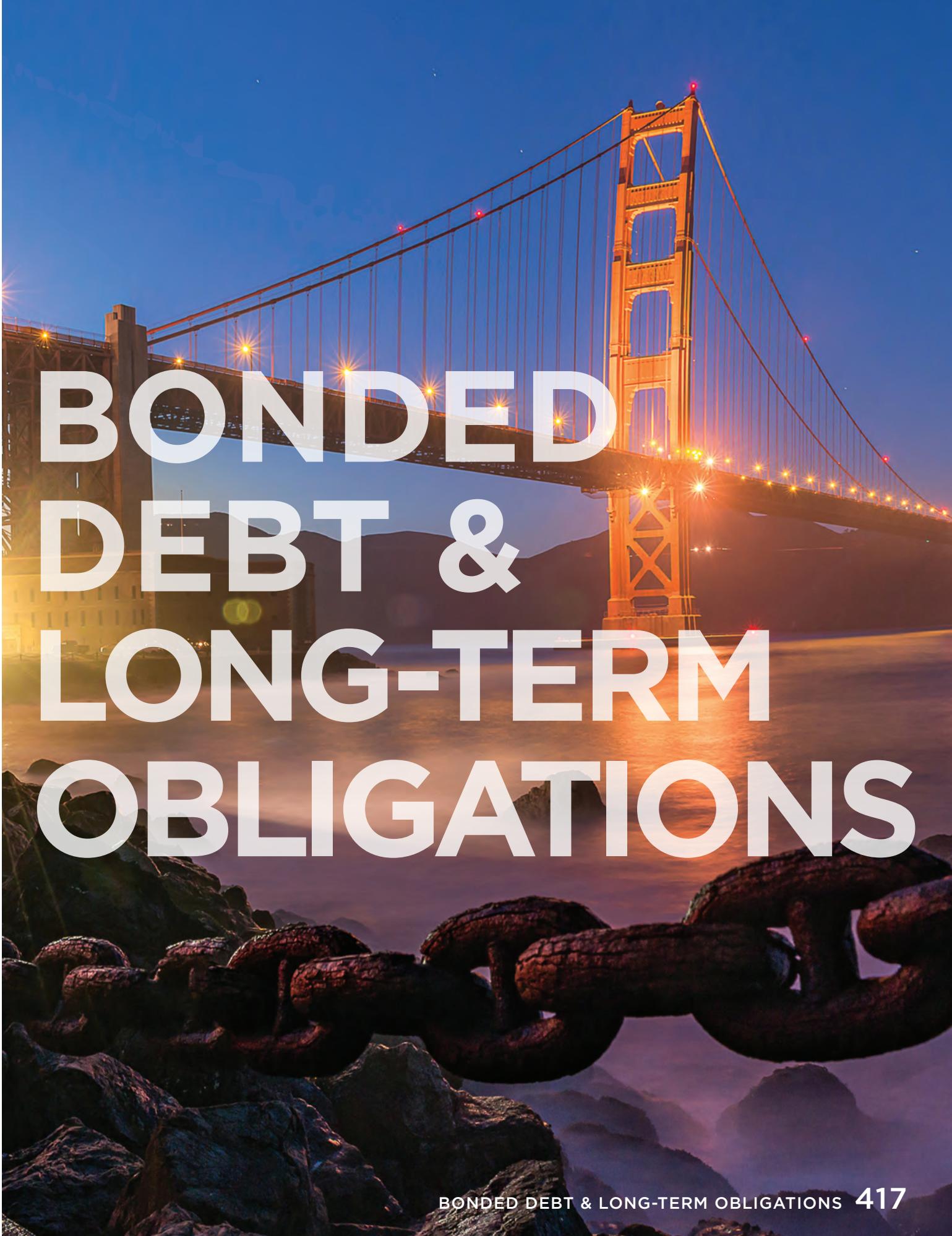
▲ ANNUAL EARNED REVENUE. Revenues are projected to increase beginning in FY 2015-16, reflecting the opening of multiple performance and rehearsal facilities after the 2+ year closure of the Veterans Building.

WAR MEMORIAL ORGANIZATIONAL STRUCTURE



TOTAL BUDGET - HISTORICAL COMPARISON

	2015-16	2016-17	2017-2018		2018-2019	
	Actual	Original Budget	Proposed Budget	Chg From 2016-17	Proposed Budget	Chg From 2017-18
AUTHORIZED POSITIONS						
Total Authorized	64.70	68.46	70.45	1.99	69.95	(0.50)
Net Operating Positions	64.70	68.46	70.45	1.99	69.95	(0.50)
SOURCES						
Use of Money or Property	2,469,172	2,736,318	2,777,131	40,813	2,851,459	74,328
Charges for Services	346,426	324,228	361,335	37,107	361,812	477
Other Revenues	1,362,455	400,000	400,000	0	400,000	0
Transfers In	19,555,181	12,126,981	13,287,094	1,160,113	18,016,948	4,729,854
Expenditure Recovery	164,874	228,585	229,095	510	242,763	13,668
Transfer Adjustments-Sources	(648,813)	0	0	0	0	0
Use of / (Deposit to) Fund Balance	9,917,714	700,444	705,139	4,695	635,520	(69,619)
General Fund Support	(3,764,231)	9,104,680	9,274,936	170,256	9,272,835	(2,101)
Sources Total	29,402,778	25,621,236	27,034,730	1,413,494	31,781,337	4,746,607
USES - OPERATING EXPENDITURES						
Salaries & Wages	5,560,733	6,175,004	6,532,237	357,233	6,678,878	146,641
Fringe Benefits	2,450,861	2,771,450	3,025,294	253,844	3,205,352	180,058
Professional & Contractual Services	837,180	988,759	1,009,023	20,264	1,043,695	34,672
Materials & Supplies	271,228	288,980	297,500	8,520	297,500	0
Equipment	0	35,500	56,500	21,000	0	(56,500)
Debt Service	145,633	9,104,680	9,274,936	170,256	9,272,835	(2,101)
Services of Other Departments	4,528,527	4,977,213	5,111,857	134,644	5,381,825	269,968
Transfers Out	8,282,795	400,000	400,000	0	400,000	0
Transfer Adjustments-Uses	(648,813)	0	0	0	0	0
Uses - Operating Expenditures Total	21,428,144	24,741,586	25,707,347	965,761	26,280,085	572,738
USES - PROJECT EXPENDITURES						
Facilities Maintenance	329,897	454,650	477,383	22,733	501,252	23,869
Capital Renewal	0	425,000	850,000	425,000	5,000,000	4,150,000
Capital Projects	7,644,737	0	0	0	0	0
Uses - Project Expenditures Total	7,974,634	879,650	1,327,383	447,733	5,501,252	4,173,869
USES BY PROGRAM RECAP						
Oper & Maint Of Museums	0	400,000	400,000	0	400,000	0
Operations & Maintenance	29,402,778	25,221,236	26,634,730	1,413,494	31,381,337	4,746,607
Uses by Program Recap Total	29,402,778	25,621,236	27,034,730	1,413,494	31,781,337	4,746,607



BONDED DEBT & LONG-TERM OBLIGATIONS



BONDED DEBT & LONG-TERM OBLIGATIONS

The Office of Public Finance is housed within the Controller's Office and provides and manages low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

STRATEGIC OBJECTIVES

- Maintain cost-effective access to capital markets through prudent debt management policies and practices.
- Maintain moderate debt and debt service payment with effective planning and coordination with city departments.
- Meet significant capital demands through long-term financing and, if cost effective, alternative financing mechanisms such as public/private partnerships.
- Structure long-term financings to minimize transactions specific risk and total debt portfolio risk to the City.
- Maintain the highest practical credit rating.
- Maintain good investor relationships through timely dissemination of material financial information.

BACKGROUND

The City and County of San Francisco (the City) is the fourth largest city in California and the 13th largest city in the United States. The City is one of the only municipalities in California that has a sizeable amount of outstanding general obligation bonds. As such, it enjoys national recognition among investors in municipal debt obligations as a high-profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City utilizes three principal types of municipal debt obligations to finance long-term capital projects: general obligation (G.O.) bonds, lease revenue bonds, and certificates of participation.

The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as local taxes, fees, and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. The City utilizes Commercial Paper Certificates of Participation Program from time to time to pay approved project costs in connection with the acquisition, improvement, renovation, and construction of real property and the acquisition of capital equipment and vehicles in anticipation of long-term financing.

Another type of financing available to the City is Tax and Revenue Anticipation Notes (TRANs), a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections. The City utilized TRANs in Fiscal Years (FY) 1993-94 through FY 1996-97.

RATINGS

General Obligation Bonds

The City's G.O. bond debt, which carries the City's strongest ratings, is rated Aa1/AA+/AA+ by Moody's Investor Services (Moody's), Standard & Poor's

(S&P), and Fitch Ratings (Fitch), respectively, with AAA being the highest rating attainable. On February 5, 2013, Moody's upgraded the City and County of San Francisco's general obligation bonds rating to "Aa1" from "Aa2". The outlook for the City's long-term ratings is "Stable". Moody's upgrade recognizes the quality of the City's exceptionally "large tax base, wealthy populace, recovering housing market, large and diverse regional economy, and sound prospects for continued economic improvement at a rate superior to the likely state and national growth rates". The action also reflects the City's fiscal position which is likely to improve and moderate debt levels.

On October 8, 2013, Standard & Poor's upgraded the City's general obligation bonds rating to AA+ from "AA". Standard & Poor's outlook for the City's long-term rating is "Stable". Standard & Poor's upgrade reflects the City's strong economy and strong budgetary flexibility, and the City's strong management conditions.

In recent years, Standard & Poor's updated their G.O. bond rating methodology for local governments. This new criteria aims to improve transparency and make the criteria more in-depth. The G.O. ratings noted above Standard & Poor's reflect the new criteria.

On January 8, 2016, Fitch upgraded the City and County of San Francisco's general obligation bonds rating to "AA+" from "AA". The outlook for the City's long-term ratings is "Stable". Fitch's upgrade recognizes the quality of the City's "exceptionally strong economic base, strong reserves and financial policies, sound financial operations, strong financial management and oversight, and mixed long-term liability profile."

Lease Revenue Bonds

Moody's, Standard & Poor's, and Fitch Ratings rate the City's lease revenue bonds Aa2/AA/AA, respectively.

The ratings are one to two rating levels below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the G.O. security, pledge of full faith and credit to pay for the indebtedness. In addition, the City has no legal obligation or authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent on the use of the facilities financed when the facilities have use and occupancy.

TABLE 1: GENERAL OBLIGATION BONDS

(AS OF JULY 1, 2017)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding ¹	Authorized & Unissued
Seismic Safety Loan Program (11/3/92)	2007A	30,315,450	21,461,743	
	2015A	24,000,000	24,000,000	260,684,550
Clean & Safe Neighborhood Parks (2/5/08)	2010B	24,785,000	5,120,000	
	2010D	35,645,000	35,645,000	
	2012B	73,355,000	50,675,000	
	2016A	8,695,000	7,825,000	
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	131,650,000	10,790,000	
	2010A	120,890,000	24,980,000	
	2010C	173,805,000	173,805,000	
	2012D	251,100,000	163,495,000	
	2014A	209,955,000	169,055,000	
Earthquake Safety and Emergency Response Bond (6/8/10)	2010E	79,520,000	43,175,000	
	2012A	183,330,000	127,945,000	
	2012E	38,265,000	31,400,000	
	2013B	31,020,000	18,320,000	
	2014C	54,950,000	43,665,000	
	2016C	25,215,000	23,260,000	
Road Repaving & Street Safety (11/8/11)	2012C	74,295,000	51,880,000	
	2013C	129,560,000	76,465,000	
	2016E	44,145,000	40,715,000	
Clean & Safe Neighborhood Parks (11/6/12)	2013A	71,970,000	42,490,000	
	2016B	43,220,000	25,395,000	79,810,000
Earthquake Safety and Emergency Response Bond (6/3/14)	2014D	100,670,000	79,970,000	
	2016D	109,595,000	78,475,000	189,735,000
Transportation and Road Improvement (11/4/14)	2015B	67,005,000	45,375,000	432,995,000
Affordable Housing Bond (11/4/15)	2016F	75,130,000	53,060,000	234,870,000
Public Health and Safety Bond (6/7/16)	2017A	173,120,000	125,760,000	176,880,000
SUB TOTALS		2,385,205,450	1,594,201,743	1,374,974,550
General Obligation Refunding Bonds:				
Series 2008-R1 issued 5/29/08		232,075,000	6,675,000	
Series 2008-R2 issued 5/29/08		39,320,000	5,680,000	
Series 2011-R1 issued 11/9/2011		339,475,000	202,220,000	
Series 2015-R1 issued 2/25/2015		293,910,000	261,095,000	
SUB TOTALS		904,780,000	475,670,000	
TOTALS		3,289,985,450	2,069,871,743	1,374,974,550

¹ Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to 3 percent of the assessed value of all taxable real and personal property located within the City and County.

Source: Office of Public Finance, City and County of San Francisco.

TABLE 2: PROJECTED OUTSTANDING G.O. BONDS & LONG-TERM OBLIGATIONS DEBT SERVICE FOR FISCAL YEAR 2017-18

Principal Outstanding	
General Obligations (as of 7/1/17)	2,069,871,743
Plus Expected New Issuance	386,545,000
Total General Obligations	2,456,416,743
Long-Term Obligations (as of 7/1/17)	1,111,605,987
Plus Expected New Issuance	133,000,000
Total Long-Term Obligations	1,244,605,987
Total Principal Outstanding	3,701,022,730
Fiscal Year 2017-18 Debt Service	
General Obligation Bond	313,770,353
Long-Term Obligations	124,959,622
Total Annual Debt Service	438,729,975

On January 8, 2016, at the time Fitch upgraded the City's general obligation bonds rating, Fitch also upgraded the rating on the City's essential-asset lease obligation and certificates of participation to "AA" from "AA-".

On October 10, 2016, Moody's upgraded the rating of the City and County of San Francisco, CA's Lease Revenue Bonds and Certificates of Participation (COPs) to Aa2 from Aa3 for those secured by "more essential assets." Moody's also upgraded the rating on the City's Equipment Leases.

DEBT PROFILE

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50 percent of those voting plus one).

As of July 1, 2017, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$1.4 billion. Of the \$2.1 billion G.O. bonds outstanding, a total principal amount of \$3.3 billion was originally issued. Table 1 lists the City's outstanding G.O. bonds, including authorized programs where G.O. bonds have not yet been issued.

Table 1 does not include the approximately \$386.5 million in General Obligation bonds to be issued in

FY 2017-18: Transportation & Road Improvement, Earthquake Safety and Emergency Response, and Clean and Safe Neighborhood Parks bond programs. Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries.

The City's outstanding general fund debt consists of G.O. bonds, lease revenue bonds, and certificates of participation. Of the \$3.7 billion in projected outstanding debt and other long-term obligations, \$120.02 million or 3.2 percent are in variable rate bonds. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part. See overlapping debt obligations described below.

As shown above in Table 2, the FY 2017-18 budget provides \$438.7 million for the payment of debt service on \$3.7 billion in debt and other long term obligations.

General Obligation Bonds

As stated above, the City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed 3 percent of the assessed value of all taxable real and personal property located within the boundaries of the City.

For debt management and federal expenditure requirements, and because large-scale capital

improvement projects are typically completed over a number of years, bonds are usually issued in installments over time. For that reason, and because G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

Long-Term Obligations

Long-term obligations include lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. As of July 1, 2017, the City will have \$1.2 billion in projected long-term obligations outstanding.

As shown in Table 2, the FY 2017-18 budget provides for the payment of debt service on \$1.1 billion in long-term obligations expected to be outstanding during the fiscal year, including \$133.0 million in COPs anticipated to be issued in FY 2017-18 for the Housing Trust Fund and Hope SF. The Mayor's Proposed Budget reflects long-term obligation debt service of \$125.0 million in FY 2017-18.

In 1994, voters approved Proposition B, which authorized the issuance of up to \$60.0 million in lease revenue bonds for the acquisition and construction of a combined dispatch center for the City's emergency 9-1-1 communication system and for the emergency information and communications equipment for the center. In 1997 and 1998, the Corporation issued \$22.6 million and \$23.3 million of Proposition B lease revenue bonds, respectively, leaving \$14.0 million in remaining authorization. There is no current plan to issue additional series of bonds under Proposition B. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City.

On March 7, 2000, voters approved Proposition C, which extended a two and one half cent per \$100.0 in assessed valuation property tax set-aside for the benefit of the Recreation and Park Department (the Open Space Fund). Proposition C also authorizes the issuance of lease revenue bonds or other forms of indebtedness payable from the Open Space Fund. The City issued approximately \$27.0 million and \$42.4 million of such Open Space Fund lease revenue bonds in October 2006 and October 2007, respectively.

On November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library (Library Preservation Fund) and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities. The City issued Library Preservation Fund lease revenue bonds in the amount of approximately \$34.3 million in March 2009.

Commercial Paper Program

The Board authorized on March 17, 2009 and the Mayor approved on March 24, 2009 the establishment of a not-to-exceed \$150.0 million Commercial Paper Certificates of Participation Program (the CP Program). Under the proposed CP Program, Commercial Paper Notes (the CP Notes) will be issued from time to time to pay approved project costs in connection with the acquisition, improvement, renovation, and construction of real property and the acquisition of capital equipment and vehicles in anticipation of long-term financing to be issued when market conditions are favorable. Projects will be eligible to access the CP Program once the Board and the Mayor have approved the project and the long-term, permanent financing for the project. The Board authorized on July 16, 2013 and the Mayor approved on July 25, 2013 an additional \$100.0 million Commercial Paper Certificates of Participation Program (CP Program) for a total authorized CP Program of \$250.0 million.

In May 2016, the City replaced its expiring letters of credit securing the CP Notes with new credit facilities by State Street Bank and Trust Company (State Street Bank) with a maximum principal amount of \$75 million and U.S. Bank, N.A. with a maximum principal amount of \$75 million. Both credit facilities will expire in March 2021.

As of May 2017, the outstanding principal amount of CP Notes is \$228.3 million. The weighted average interest rate for the CP Notes is approximately 0.88 percent. The CP Program has provided interim financing for various projects: Moscone Center Improvement, Hope SF, War Memorial Veterans Building Seismic Upgrade and Improvements, Port Facilities, Moscone Expansion, San Francisco General Hospital Rebuild of Furnishings, Fixtures & Equipment (FF&E) Program, 900 Innes, and Department of Public Works' capital equipment.

Tax and Revenue Anticipation Notes

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue

TABLE 3: CALCULATION OF DEBT LIMIT RATIO

Assessed Value (7/1/16)	219,882,636,690
Less Exemptions	(8,350,112,482)
Net Assessed Value (7/14/16)	211,532,524,208
Legal Debt Capacity (3 percent)	6,345,975,726
Outstanding G.O. Bonds (7/1/17)	2,069,871,743
G.O. Debt Ratio (7/1/17)	0.98 percent
Unused Capacity	4,276,103,983

TRANs, which are payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such TRANs are issued. The amount issued, when added to the interest payable in any given fiscal year may not exceed 85 percent of the estimated Unrestricted Revenues legally available for payment of the TRANs. Proceeds of the TRANs may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANs are issued.

Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City, nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts, property taxes, and special taxes generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the Successor Agency to the San Francisco Redevelopment Agency, Association of Bay Area Governments, the Bayshore-Hester Assessment District, the Bay Area Rapid Transit District (BART), the San Francisco Community College District, and the San Francisco Unified School District.

As of July 1, 2017 the City estimates that \$2.4 billion in overlapping debt obligations will be outstanding. Additionally, BART is expected to issue \$300 million in new money bonds in 2017, for which the City's overlapping share is 32 percent. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's FY 2017-18 budget.

Debt Limit

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$6.3 billion, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2016 (FY 2016-17 Assessed Valuation). As of July 1, 2017, the City will have \$2.1 billion of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 0.98 percent. The City's remaining legal capacity for G.O. bond debt will be \$4.3 billion based on the FY 2016-17 Assessed Valuation. The FY 2017-18 Assessed Valuation will be released in August 2017 and will likely result in modest growth in the City's G.O. bond debt capacity.

The City has \$1.4 billion in voter-authorized and unissued G.O. bonds. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

Citizens' General Obligation Bond Oversight Committee

At the March 2002 Primary Election, San Francisco voters approved Proposition F creating the Citizens'

TABLE 4: ENTERPRISE DEPARTMENT BOND PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2017-18

Agency	Principal Amount Outstanding As of 7/1/17	Expected New Issuance	Total	FY 2017-18 Principal and Interest Payments
PUC ^{1,2}	5,273,110,000	1,203,673,299	6,476,783,299	348,249,421
MTA-Parking and Traffic	178,195,000	190,000,000	368,195,000	24,784,287
Port Commission ³	93,878,150	-	93,878,150	7,718,362
Airport Commission	4,770,430,000	804,425,000	5,574,855,000	433,023,815
	10,315,613,150	2,198,098,299	12,513,711,449	813,775,885

¹ Included South Beach Harbor

² Includes loans from the California Department of Boating & Waterways and the SFPUC.

³ Includes South Beach Harbor

General Obligation Bond Oversight Committee (the Committee). The purpose of the Committee is to inform the public concerning the expenditure of General Obligation bond proceeds. The Committee actively reviews and reports on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee provides oversight for ensuring that (1) General Obligation bond revenues are expended only in accordance with the ballot measure, and (2) no General Obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such General Obligation bonds.

Proposition F provides that all ballot measures seeking voter authorization for General Obligation bonds subsequent to the 2002 adoption of Proposition F must provide that 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's Office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. The Committee, which was initially convened on January 9, 2003, continuously reviews existing G.O. bond programs. The Committee issues reports on the results of its activities to the Board of Supervisors at least once a year.

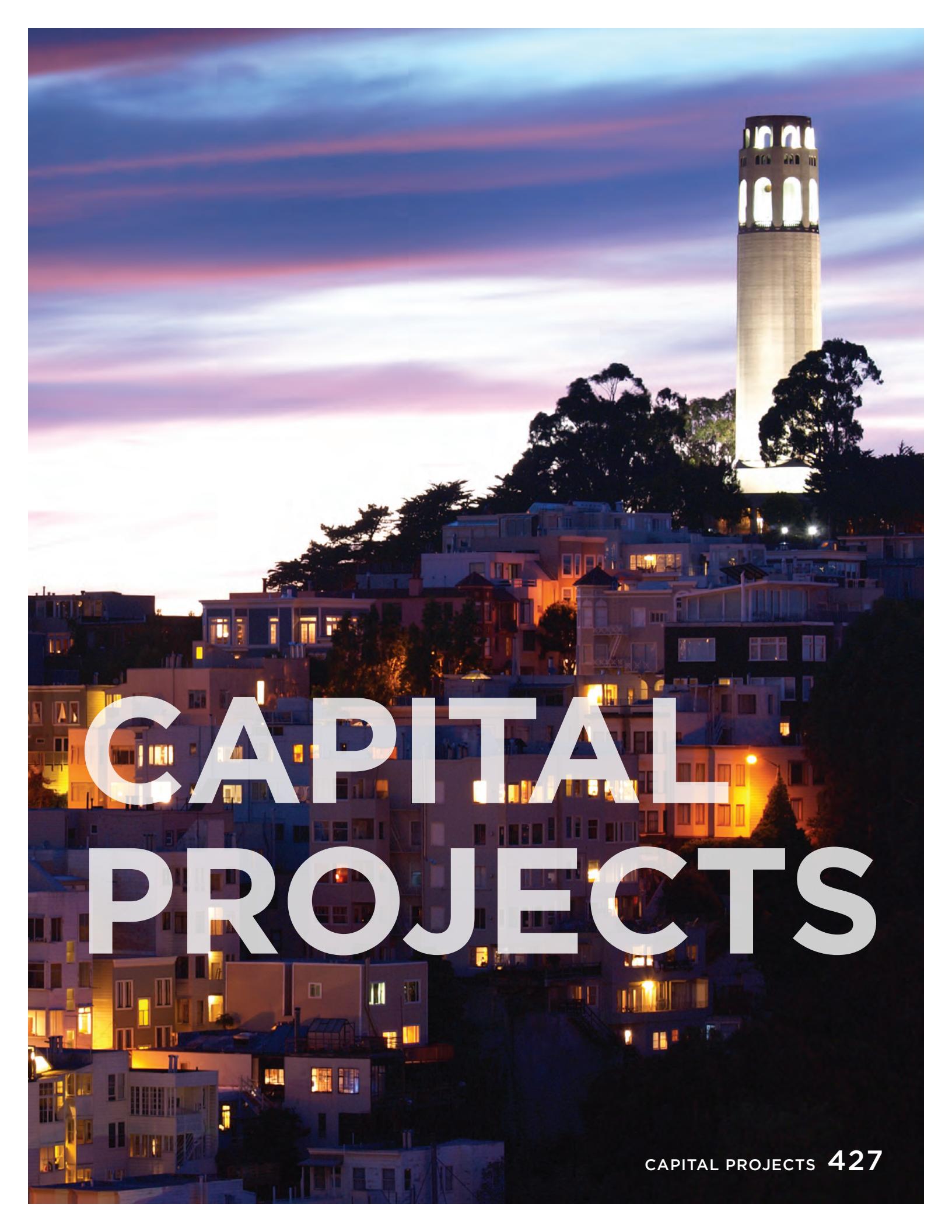
Since the Committee was convened in 2003, the voters have approved approximately \$3.5 billion in G.O. Bonds to fund various bond programs such as Clean and Safe Neighborhood Parks Bonds,

Earthquake Safety and Emergency Response Bonds, Road Repaving & Street Safety Bonds, San Francisco General Hospital Bonds, Transportation and Road Improvement Bonds, Affordable Housing Bonds, and Public Health and Safety Bonds.

ENTERPRISE DEPARTMENT PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2017-2018

There are six Public Service Enterprise departments of the City and County of San Francisco that do not require discretionary City funding for their support, or in the case of revenue bond indebtedness, to offset long term debt. The departments are the Airport Commission, Municipal Transportation Agency (MTA), Port Commission, Public Utilities Commission (PUC), Rent Arbitration Board and Retirement System. Of these six departments, the Airport Commission, MTA, Port Commission and PUC have issued revenue bonds to leverage operating revenues to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public.

Table 4 shows the total FY 2017-18 Public Service Enterprise Departments principal outstanding and debt service payments due. As of July 1, 2017, the Public Service Enterprise Departments will have \$10.3 billion principal outstanding including \$2.2 billion expected to be issued by the end of the fiscal year. The FY 2017-18 budget provides for the debt service payment of \$813.8 million for Public Service Enterprise departments bonds.



CAPITAL PROJECTS



CAPITAL PROJECTS

THE CAPITAL PLANNING PROCESS

Beginning in Fiscal Year (FY) 2005-06, San Francisco centralized its capital planning process by enacting legislation that required the creation of a multi-year capital plan. As a result, while departments receive funds annually for capital projects, the City strategizes, prioritizes, and plans for capital expenditures on a ten-year timeframe.

This process is guided by the Ten-Year Capital Plan (the Plan). Every other year, the City Administrator submits the proposed Plan to the Mayor and Board of Supervisors (Board), as required under Section 3.20 of the Administrative Code. The Plan provides an assessment of the City's capital infrastructure needs and a financing plan for addressing those needs. The Plan is a coordinated citywide approach to long-term infrastructure planning covering the City's General Fund departments, as well as enterprise departments and external agencies. Under the authority of the City Administrator, the Office of Resilience and Capital Planning prepares the Plan and presents it to the Capital Planning Committee (CPC) for review. The Plan is then submitted to the Board on March 1 for approval no later than May 1 every odd numbered year. Following the Plan's adoption, the CPC proposes a rolling two-year capital budget for consideration by the Board during the regular budget process. The most recent Plan was approved on April 25, 2017.

The capital budget for the current year was updated based on the following timeline:

- **January 13:** Budget requests due from departments
- **March 13:** Complete review of enterprise department budgets
- **April 24:** Complete review of General Fund department budget requests
- **May 8:** Capital Planning Committee approval of General Fund department budgets
- **May 18** Proposed capital budget presented to Board of Supervisors' Budget and Finance Committee
- **June 1:** Citywide proposed budget including capital budget, submitted to the Board of Supervisors

ABOUT THE TEN-YEAR CAPITAL PLAN

The City's current Ten-Year Capital Plan recommends total investments over \$35 billion between Fiscal Years 2017-18 and 2026-27. The proposed projects address capital needs related to seven service areas: Economic and Neighborhood Development; General Government; Health and Human Services; Infrastructure and Streets; Public Safety; Recreation, Culture, and Education; and Transportation. Table 1 below shows how the Plan recommends investment across these service areas.

The most recently approved Plan more than doubles the first Ten-Year Plan's original level of total investment and nearly doubles the original General Fund department investment to \$5 billion. The annual Pay-As-You-Go program (projects funded with cash and require no financing) has increased from \$1 billion to \$1.9 billion over the ten-year horizon. In addition, San Francisco has established a Capital Planning Fund to support predevelopment planning, design, and analytical efforts to help us deliver major projects on time and on budget.

TABLE 1: FISCAL YEAR 2018-27 CAPITAL PLAN INVESTMENTS BY SERVICE AREA

Capital Plan Funding Amounts (Funding in Millions)	FY 2018-22	FY 2023-27	Plan Total
Economic and Neighborhood Development	\$3,017	\$1,962	\$4,978
General Government	87	156	243
Health and Human Services	808	125	934
Infrastructure and Streets	6,139	3,386	9,526
Public Safety	1,274	381	1,655
Recreation, Culture, and Education	1,964	414	2,379
Transportation	10,345	5,137	15,483
Total	\$23,635	\$11,562	\$35,197

Funding principles from the Plan that help establish capital priorities for the City are to:

- Address legal or regulatory mandates
- Protect life safety and enhance resilience to minimize physical danger to those who work in and use City infrastructure and facilities
- Ensure asset preservation and sustainability to ensure timely maintenance and renewal of existing infrastructure
- Serve programmatic or planned needs, i.e. formal objectives of an adopted plan or action by the City's elected officials
- Promote economic development with projects that are expected to increase revenue, improve government effectiveness, or reduce operating costs

CAPITAL-RELATED POLICIES

The City's Ten-Year Capital Plan is financially constrained, meaning that it lists funded as well as

deferred projects that are selected based on fiscally responsible and transparent policies. The FY 2018-2027 Capital Plan generally retains most policies and practices set in prior year plans, including restrictions around debt issuance, in order to meet key objectives such as:

- Growing the Pay-As-You-Go program by seven percent per year.
- Fully funding Street Resurfacing to reach a Pavement Condition Index (PCI) score of 70, indicating a state of good repair, by FY 2025.
- Fully funding the City's Americans with Disability Act (ADA) transition plans, and continuing to improve accessibility for all.
- Prioritizing regulatory requirements, life safety concerns, and the maintenance of current assets in order to reduce the City's backlog of deferred capital projects.
- Keeping property tax rates at or below 2006 levels.

- Funding critical enhancements to cover unexpected capital needs and emergencies as well as projects that are not good candidates for debt financing.

OPERATING IMPACTS OF CAPITAL PROJECTS

The vast majority of projects in the City's Capital Plan and Budget address the needs of existing assets and are not expected to substantially impact operating costs. For those projects where a substantial operational impact is expected (such as the recently completed Public Safety Building or the new Level One Trauma Center at San Francisco General Hospital) San Francisco Administrative Code Section 3.20 states, "The capital expenditure plan shall include a summary of operating costs and impacts on City operations that are projected to result from capital investments recommended in the plan." This operations review shall include expected changes in the cost and quality of city service delivery.

Such operational planning is a foundational component of the pre-development planning for the City's large-scale capital projects and is included in the Plan whenever possible. In practice, because projects are often described in the Plan so far in advance of their construction and even before pre-planning is complete, operating impacts are typically not available at the time of Plan publication. More often, operating impacts are presented to the Capital Planning Committee as project plans come into focus.

Departments present future one-time and on-going costs of their projects to the Capital Planning Committee as part of the funding approval process. The Capital Planning Committee considers recurring salary and benefits costs, other operating costs such as maintenance, and any anticipated recurring revenues to understand the net operating impacts of major projects. Considerations for the costs of stand-alone facilities include ongoing costs like staffing and utilities, as well as one-time costs like furniture, fixtures, and equipment. The near-term impacts of major projects are reflected in the projected sources and uses of the City's Five-Year Financial Plan, issued every other year. In addition, renewal needs and condition assessments for all facilities and infrastructure are modeled before a project is funded. These models are updated annually as a part of the capital planning process.

To ensure that one-time revenues are used sustainably and not to fill funding gaps for long-term operating costs, San Francisco Administrative Code

Section 10.61 states that nonrecurring revenues may only be spent on nonrecurring expenditures. Examples of nonrecurring expenditures may include funding reserves, capital equipment acquisition, capital projects included in the City's capital plans, development of affordable housing, prepayment of pension, debt, or other long-term obligations, and substitution for budgeted reserves.

ELIGIBLE CAPITAL PROJECT TYPES

Capital projects funded through the annual budget are considered part of the Plan's Pay-As-You-Go Program. Debt-financed projects are typically funded through supplemental appropriations and considered outside of the annual budgeting process. Projects funded through the Pay-As-You-Go Program fall into one of five general funding categories defined below:

ADA Facility Transition Plan and ADA Right-of-Way:

ADA Facility investments represent projects related to the City's ADA Facility Transition Plan. The ADA Right-of-Way projects correspond to on-demand curb ramp work. These dedicated ADA projects represent a small fraction of the accessibility improvements the Plan funds, as capital projects frequently include accessibility upgrades that are not counted as separate line items.

Routine Maintenance: Projects that provide for the day-to-day maintenance of existing buildings and infrastructure, including labor costs. Unlike renewals and enhancements, these annual expenditures are often a mix of capital and operating expenses, and they can be used for minor renewals according to department needs.

Street Resurfacing: This funding is used to achieve a citywide average Pavement Condition Index (PCI) score of 70.

Critical Enhancement: An investment that increases an asset's value or useful life and changes its use. Critical enhancement projects include emergency repairs and improvements that address growth or other priority capital needs that are not good candidates for debt financing due to size or timing.

Facility and Right-of-Way Infrastructure

Renewals: An investment that preserves or extends the useful life of existing facilities or infrastructure.

The categories of spending captured in the Capital Budget mirror those of San Francisco's Ten-Year Capital Plan and enable the City to chart trends, measure capital spending in terms of best practices,

and report against the City's targets for state of good repair spending.

HISTORICAL CAPITAL ACCOMPLISHMENTS

The City's first Ten-Year Capital Plan was adopted on June 20, 2006, and recommended \$16 billion in total investments and \$3 billion in General Fund investments through Fiscal Year (FY) 2014-15. Since its adoption, nearly all of the high priority projects identified in the first Plan have been accomplished while General Fund investments have surpassed \$5 billion.

General Obligation (G.O.) Bonds and Certificates of Participation

Prior to 2008, San Francisco voters had not authorized any G.O. bonds between 2001 and 2007, which contributed to the City's infrastructure maintenance backlog. Since 2008, voters have approved nearly \$3.5 billion in G.O. bonds for hospitals, clinics, parks, police stations, firefighting facilities, public safety operations, transportation, streets, shelter, and affordable housing. Recent levels of investment are higher than at any other time in the City's history. New bonds are only issued as old ones are retired; this policy has ensured that property tax rates for San Francisco residents and businesses have not increased since 2006.

Certificates of Participation (COPs), which are repaid from the General Fund, are another financing method used to address infrastructure projects. COPs are reserved for projects with a revenue source, such as the Moscone Convention Center, or for critical seismic improvements such as those at the War Memorial Veterans Building and the Animal Care and Control Facility. COP issuances are limited to an amount that results in dept service that is no more than 3.25 percent of the discretionary General Fund budget.

General Fund Pay-As-You-Go Capital Investments

The annual Pay-As-You-Go investment in the first year of the Ten-Year Capital Plan published in 2005 was \$40 million. In FY 2017-18, this investment reaches \$137.7 million and \$147.3 million in FY 2018-19. These funds go toward maintaining basic infrastructure and investing in City assets including facility renovations, street repaving, right-of-way renewals, ADA improvements, critical enhancements, and regular maintenance. Over the past five years, the City has invested more than \$511 million of General Fund money in the Pay-As-You-Go program,

and the annual funding level continues to grow. Though the Plan-recommended funding level has not always been achieved, since FY 2014-15 the Capital Budget has met or exceeded the Plan-recommended level. In both FY 2017-18 and FY 2018-19 of the Proposed Budget, the Plan-recommended level is also fully funded. This represents the first time ever that the second year of the Capital Budget has been fully funded at the Plan-recommended level.

Integration of Impact Fees

The adoption in the early 2000s of several planning initiatives on the east side of San Francisco to transform former industrial areas into new neighborhoods included the collection of impact fees to fund new infrastructure needs. Projects funded by these impact fees include pedestrian and streetscape enhancements, transportation improvements, new parks, library collections, and childcare facilities. The impact fees are managed by the Interagency Planning Implementation Committee (IPIC) in collaboration with the Citizens' Advisory Committee for each plan area. Annual revenues received from these sources have increased from \$9.3 million in FY 2010-11 to a projected \$62.6 million in FY 2017-18.

Streets Program

In addition to providing a safer and smoother ride for users, streets with a higher Pavement Condition Index (PCI) score last longer and are less expensive to maintain, which results in operating savings in future years. A block with a PCI score of 85-100 is in excellent condition and does not require any treatment. A street with a PCI of 70-84 costs \$31,000 to repair, whereas a block with a PCI score of 50-69 costs \$129,000 to repair. A street with a PCI of 49 or less can cost up to \$520,000 to repair. As of 2011, the City's streets were at an average PCI score of 63 and declining quickly. Since then, the City has made streets funding a top priority and, with the help of voters, passed the Road Repaving and Streets Safety Bond, which provided funding to increase the City's overall PCI score to 67. Now at 68, San Francisco is continuing to improve its citywide average PCI score with large General Fund investments from the Pay-As-You-Go program. This will save the City millions on future street repaving costs, save Muni on vehicle repair costs, and reduce citizens' annual car maintenance costs.

Recent Major Projects

Since 2008, the City has completed or broken ground on a number of major projects:

- Completion of the new Zuckerberg San Francisco General Hospital and Trauma Center
- Completion of the Branch Library Improvement Program that built eight new and renovated another 16 branch libraries while adding a new support services facility
- Retrofit of the War Memorial Veterans Building
- Opening the Mix at SFPL, a digital media lab for teens at the Main Library, and the Bridget at Main, a center that prioritizes community literacy and learning
- Completion of several major park renovations across the City, including Mission Dolores, Joe DiMaggio, West Sunset, and 17th & Folsom
- Renovation of the Bayview Opera House for greater accessibility and community use
- Construction of the Transbay Transit Center
- Construction of the Central Subway
- Renovation of Terminal 3 East at San Francisco International Airport
- Completion of a new Cruise Ship Terminal at Pier 27
- Modernization of the City's 100+ year old sewer system
- Renovation of the Southeast Water Pollution Control Plant
- Improvements to the City's Emergency Firefighting Water System
- Completion of the Public Safety Building, housing the Police Department's command center and Southern Station, as well as a new Mission Bay Fire Station
- Renovation of 25 of the City's 42 operating fire stations
- Construction of a new Medical Examiner's Office and city morgue
- Construction of a new home for the Police Department Traffic Company and Forensic Sciences Program (Crime Lab)
- Resurfacing of thousands of blocks across the City – 1,650 in the last two years
- Designed, constructed, or upgraded thousands curb ramps to comply with ADA standards – 3,000 in the last two years
- Opened the City's first two Navigation Centers for people experiencing street homelessness

PROPOSED CAPITAL BUDGET FOR FISCAL YEARS 2017-18 AND 2018-19

The proposed FY 2017-18 and FY 2018-19 budget funds capital investment at \$530.3 million for General Fund departments over the two-year period.

The proposed budget includes funding the General Fund Capital Budget in FY 2017-18 at \$137.7 million, which is slightly above the amount recommended by the City's Ten-Year Capital Plan due to projects from the Recreation and Parks Department above their minimum capital commitment. The proposed General Fund capital investment level for FY 2018-19 is \$147.3 million, likewise slightly higher than the Plan-recommended level for the same reason. Additional revenues for capital investments come from non-General Fund sources, such as Impact Fees, State and federal grants, and locally generated revenues and fees. These revenue sources total \$186.7 million in FY 2017-18 and \$58.4 million in FY 2018-19.

The continued high levels of investment in capital demonstrate the City's strong dedication to making responsible choices and taking care of its infrastructure, roads, parks, and life safety facilities. In so doing, the proposed budget makes smart investments that improve infrastructure, enhance service delivery, reduce long-term costs and liabilities, and better insulate the City from the effects of future economic downturns.

Highlights from the FY 2017-18 and FY 2018-19 proposed budget include funding for:

- Record-levels of investment in Facility Renewals (\$84 million over 2 years) such as roofs, exteriors, HVAC systems, cooling towers, and chillers.
- Rehabilitation of Islais Creek and 3rd Street Bridges, as well as other major street structures.
- Major public safety projects such as the Justice Facilities Improvement Program, expansion of the 911 Center, and security cameras at the Juvenile Justice Center.
- Bike and pedestrian safety initiatives such as Vision Zero and the Sidewalk Improvements and Repair and Accelerated Sidewalk Abatement programs.
- The ADA Transition Plan, as well as funding to study and support ADA work going forward.
- Capital improvements in areas of new development that address bicyclist and pedestrian safety, streetscape improvements, and parks.
- Predevelopment planning funds to better understand and advance a project to retrofit the Seawall that stretches from Fisherman's Wharf to Mission Bay.

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : AAM ASIAN ART MUSEUM			
CAA003 EMERGENCY LEAK REPAIR	GF-ANNUAL PROJECT	240,000	
CAAEBM01 EXTERIOR BUILDING MAINTENANCE	GF-ANNUAL PROJECT		100,000
CAAMRP06 DUST COLLECTION SYSTEM REPLACEMENT	GF-ANNUAL PROJECT	100,000	100,000
CAAMRP07 ACCESSIBILITY COMPLIANCE	GF-ANNUAL PROJECT	40,000	40,000
CAAMRP08 AAM FIRE AND SAFETY	GF-ANNUAL PROJECT	50,000	
CAAMRP09 AAM WATER HEATER	GF-ANNUAL PROJECT	50,000	
FAA06F0000FM FACILITY MAINTENANCE	GF-ANNUAL PROJECT	264,777	278,016
Department :AAM Subtotal		744,777	518,016
Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN			
CAD06RREBGR0 ROOF REPLACEMENT	GF-CONTINUING PROJECTS	1,500,000	
CAD06RRECHIF INTERIOR FINISHES	GF-CONTINUING PROJECTS	200,000	
CAD55501 ROOF REPLACEMENT	GF-CONTINUING PROJECTS	400,000	
CADEND301299 ADA SFGH CAMPUS	GF-CONTINUING PROJECTS	950,000	
CADEND311299 ADADISABLED ACCESS 2	GF-CONTINUING PROJECTS	900,000	
CADEND3219 GSA ADMIN ADA TRANSITION PLAN PROJECTS	GF-CONTINUING PROJECTS	100,000	100,000
CADFFJ01 ELECTRIC VEHICLE INFRAST. SUSTAINABILITY	GF-CONTINUING PROJECTS	500,000	1,000,000
CADFMRO2 RED-1SVN COOLING TOWERS	GF-CONTINUING PROJECTS	350,000	
CADFMRO4 RED-25VN HEAT PUMPS	GF-CONTINUING PROJECTS	750,000	250,000
CADFMRO6 CIVIC CENTER BIKE ROOM CODE COMPLIANCE	GF-CONTINUING PROJECTS	100,000	250,000
CADFMRO9 1 SVN BATHROOM RENOVATION	GF-CONTINUING PROJECTS	250,000	375,000
CADFMR10 1 SVN EXTERIOR ENHANCEMENT	GF-CONTINUING PROJECTS	150,000	150,000
CADFMR15 CITY HALL PASSENGER ELEVATORS	GF-CONTINUING PROJECTS	200,000	250,000
CADFMR16 JUSTICE FACILITIES IMPROVEMENTS	GF-CONTINUING PROJECTS	8,001,545	7,934,308
CADIPIIPEN01 COMMUNITY OPPORTUNITIES GRANT	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	200,000	200,000
CADIPIIPLA01 COMMUNITY CHALLENGE PROGRAM	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	1,000,000	500,000
CADMCF0000 MOSCONE CONV FAC CAPITAL PROJECTS - GEN	CONV FAC FD-CONTINUING PROJECTS	10,500,000	10,500,000
CADYGA00 DISABLED ACCESS - JUL PROBATION ADM BLDG	GF-CONTINUING PROJECTS	700,000	
FAD25V1601 25VN BUILDING WATERPROOFING	GF-CONTINUING PROJECTS	200,000	
FADFV1601 FY15-16 PROJECTS	GF-CONTINUING PROJECTS		350,000
FADFFH01 CAMPUS SECURITY UPGRADES	GF-CONTINUING PROJECTS	100,000	100,000
FADHOJB1199 FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	223,422	234,593
FADOFA1215 FY 14-15 CIP BUDGET	GF-ANNUAL PROJECT	317,743	333,630
Department :ADM Subtotal		27,592,710	22,527,531
Department : AIR AIRPORT COMMISSION			
CAC047UN4701 AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	16,000,000	16,000,000
CAC050UN5001 AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,000,000	2,000,000
CAC050UN5001 AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	1,500,000	1,500,000
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	2,500,000	2,500,000
CAC057UN5701 TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	2,320,799	2,320,799
CAC060UN6001 UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	900,000	900,000
FAC30099 TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	(29,601)	
FAC80099 FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	15,029,601	
Department :AIR Subtotal		40,220,799	25,220,799
Department : ART ARTS COMMISSION			
CARACH00 AAACC - HVAC	GF-CONTINUING PROJECTS	50,000	
CARVB00 BAYVIEW OPERA HOUSE BACKFLOW TESTING	GF-CONTINUING PROJECTS	60,000	
CARCCF00 CULTURAL CENTER FIRE SAFETY SYSTEM	GF-CONTINUING PROJECTS		250,000
CARCVCCR CIVIC COLL - RESTORATION	GF-CONTINUING PROJECTS	250,000	250,000
CARCVCCT CIVIC COLL - CONS ASSMT & TRTMT	GF-CONTINUING PROJECTS	200,000	250,000
CARCVCSR CIVIC COLL - STRUCT ASSMT & REINFORCEMNT	GF-CONTINUING PROJECTS	250,000	250,000
CARMCH00 MCCLA - HVAC	GF-CONTINUING PROJECTS	500,000	
CARMCL00 MCCLA - ELEVATOR RETROFIT	GF-CONTINUING PROJECTS	500,000	
CARMMMA00 MEXICAN MUSEUM CAPITAL	GF-CONTINUING PROJECTS		1,000,000
CARMOC00 PATRICIA'S GREEN ROTATING ART PROJECT	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	50,000	50,000
CARMOC01 MARKET/OCTAVIA PLAZAS ROTATING ART PROJ	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	50,000	
FARCOL00 MAINTENANCE - CIVIC COLLECTION	GF-ANNUAL PROJECT	96,083	100,887
FARCTR00 MAINTENANCE - CULTURAL CENTERS	GF-CONTINUING PROJECTS	128,496	134,921
Department :ART Subtotal		2,134,579	2,285,808

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : ASR ASSESSOR / RECORDER			
CASCAPTIBU00 ASR CAPTIAL PROJECT BUDGET	GF-CONTINUING PROJECTS	563,000	
Department :ASR Subtotal		563,000	0
Department : CPC CITY PLANNING			
CCPMOP01 NEIGHBORHOOD HERITAGE PROGRAM	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	50,000	
CCPSLR01 SEA LEVEL RISE: PLANNING	GF-CONTINUING PROJECTS	50,000	250,000
Department :CPC Subtotal		100,000	250,000
Department : DBI BUILDING INSPECTION			
CBIBEP01 BUILDING EXPANSION	BIF-CONTINUING PROJECTS	(1,250,000)	
CBIGEN01 GENERATOR REPLACEMENT	BIF-CONTINUING PROJECTS	(1,260,766)	
CBIPSC01 COUNTER RENOVATION	BIF-CONTINUING PROJECTS	(51,474)	
Department :DBI Subtotal		(2,562,240)	0
Department : DPH PUBLIC HEALTH			
CHCCIV001 DPH CIVIC CENTER RELOCATION - PHASE 1	GRANTS; NON-PROJECT; CONTINUING	612,000	
CHCCSR0102 HC CURRY SENIOR SEWER&PLUMBING REP CHN	SAN FRANCISCO CAPITAL PLANNING FUND	2,000,000	
CHCITC0001 DPH (LHH) IT DATA CENTER CONSOLIDATION	GF-CONTINUING PROJECTS	200,000	
CHCSAR0102 HC SILVER AVENUE HC ROOF REPLACEMENT CHN	GF-CONTINUING PROJECTS	125,000	
CHCSWS0001 DPH SYSTEM WIDE SECURITY IMPROVEMENTS	GF-CONTINUING PROJECTS	250,000	
CHCWDR0102 HC WINDOW REPLACEMENT CMHC;SAHC&SEHC CHN	GF-CONTINUING PROJECTS	300,000	300,000
CHGB1F0102 HG BLDG 1 FEASIBILITY STUDIES PROJ CHN	GF-CONTINUING PROJECTS	250,000	
CHGB2R0102 HG BLDG 2 COOLING TOWERS REPLACEMENT CHN	SAN FRANCISCO CAPITAL PLANNING FUND	100,000	
CHGB5K0102 BLDG 5 KITCHEN UPGRADE AND REMODEL-CHN	SFGH-CONTINUING PROJ-OPERATING FD	3,750,000	3,450,000
CHGB5S0102 SFGH BLDG 5 SWITCHGEAR REPL - CHN WORK	SFGH-CONTINUING PROJ-OPERATING FD	750,000	
CHGCRP0102 HG CHILLER REPLACE AT POWER PLANT CHN	SFGH-CONTINUING PROJ-OPERATING FD	400,000	
CHGUCR0102 UCSF RESEARCH FACILITY - CHN	SFGH-CONTINUING PROJ-OPERATING FD	9,150,000	
CHLBRR0101 LHH BOILER RETROFIT	LHH-CONTINUING PROJ-OPERATING FD	450,000	
CHLPCC0102 LHH PHARMACY CODE COMPLIANCE UPGRADES	LHH-CONTINUING PROJ-OPERATING FD	450,000	
CHLREM0102 LHH REMODEL PROJECT-LHH WORK	LHH-CONTINUING PROJ-OPERATING FD	261,274	
CHLWTR0102 LHH WATER TANK REPLACEMENT	LHH-CONTINUING PROJ-OPERATING FD	500,000	500,000
FHC20001 FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	383,174	402,333
FHG20001 MISC FAC MAINT PROJ	SFGH-OPERATING-ANNUAL PROJECTS	1,404,199	1,474,409
FHL350 DPH - FACILITIES MAINTENANCE (LHH)	LHH-OPERATING-ANNUAL PROJECTS	1,213,191	1,273,851
GHC315 VAR LOC-MISC FAC MAINT PROJS	GF-ANNUAL PROJECT	68,068	71,471
PHM313 DPH - FACILITIES MAINTENANCE (MHS)	GF-ANNUAL PROJECT	141,230	148,292
Department :DPH Subtotal		13,683,136	17,595,356

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : DPW GENERAL SERVICES AGENCY - PUBLIC WORKS			
CATBLDYDBU03 YARD OPTIMIZATION PLANNING	SAN FRANCISCO CAPITAL PLANNING FUND	180,000	180,000
CENSTR18BU99 FY17-18 STRUCTURE BUDGET RESERVE	GF-CONTINUING PROJECTS	2,431,013	2,552,564
CENSTRSSBU01 3RD STREET BRIDGE STRUCTURE REPAIR	GF-CONTINUING PROJECTS	800,000	
CENSTRSSBU01 3RD STREET BRIDGE STRUCTURE REPAIR	STREET IMPVT. PROJECTS-FEDERAL FUND	5,500,000	
CENSTRSSBU02 ISLAIS CREEK BRIDGE REHABILITATION	GF-CONTINUING PROJECTS	6,998,000	
CENSTRSSBU02 ISLAIS CREEK BRIDGE REHABILITATION	STREET IMPVT. PROJECTS-FEDERAL FUND	49,500,000	
CENSTRSWBU99 STAIR AND WALL REPLACEMENT BDGT RESERVE	GF-CONTINUING PROJECTS	1,005,569	2,344,431
CENSTRVGBU99 VEHICULAR GUARDRAIL REPAIR BDGT RESERVE	GF-CONTINUING PROJECTS	250,000	250,000
CPWBADPW1704 2017-UTILITY UNDERGROUNDING-MASTER PLAN	GF-CONTINUING PROJECTS	250,000	
CPWBLD25BU99 25TH ST PED BRIDGE-RESERVE	GF-CONTINUING PROJECTS		975,000
CPWBLDYDBU99 BY17-18 OPERATIONS YARD BUDGET RESERVE	GF-CONTINUING PROJECTS	450,000	450,000
CPWBLDYDBU04 DPW YARD TRAILER UPGRADES	GF-CONTINUING PROJECTS		174,000
CPWBLDYDBU05 DPW YARD TOWABLE GENERATORS	GF-CONTINUING PROJECTS		201,000
CPWCRM18BU99 FY17-18 CURB RAMP BUDGET RESERVE	GF-CONTINUING PROJECTS	5,775,000	6,063,750
CPWMAD081801 DIAMOND HEIGHTS MEDIAN IRRIGATION	GF-CONTINUING PROJECTS	50,000	
CPWMAD081802 HARVEY MILK PLAZA	GF-CONTINUING PROJECTS		250,000
CPWOFAERBU99 DPW-EMERGENCY CAPITAL REPAIRS BUDGET	GF-CONTINUING PROJECTS	450,000	500,000
CPWPLZUNBU99 UN PLAZA WATER STORAGE AND DISTRIBUTION	GF-CONTINUING PROJECTS		1,105,463
CPWSSCBPBU99 IPIC-PED; BIKE; STREETSCAPE (BP)-RESERVE	BALBOA PARK COMMUNITY IMPROVEMENT FUND	157,000	187,000
CPWSSCEN4999 2949J-RESERVE	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,450,000	
CPWSSCENBU01 IPIC-PED; BIKE; STREETSCAPE (EN)	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,639,000	
CPWSSCPD8598 2485J-RESERVE	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	1,138,157	
CPWSSCPDBU99 VISION ZERO	GF-CONTINUING PROJECTS	850,000	150,000
CPWSSCRH2099 2620J-HARRISON STREET RINCON HILL RESERV	RINCON HILL & SOMA COMMUNITY FUNDS	3,178,000	
CPWSSCRHBU99 RINCON HILL BUDGET-RESERVE	RINCON HILL & SOMA COMMUNITY FUNDS	5,300,000	
CPWSSCSC4899 BETTER MARKET STREET BUDGET	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	500,000	
CPWSSCSC6499 2ND STREET STREETSCAPE BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	4,062,000	
CPWSSCSC6499 2ND STREET STREETSCAPE BUDGET	OTHER SPECIAL REVENUE FUND	374,228	
CPWSSCSS3599 2535J-UPPER HAIGHT RESERVE	GF-CONTINUING PROJECTS	150,000	
CPWSSCSS8598 2485J-RESERVE	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	2,000,000	1,986,000
CPWSSCTCBU99 IPIC-STREETSCAPE DESIGN CONST-RESERVE	TRANSIT CENTER DISTRICT FUND	11,000,000	
CPWSSCTVBU99 IPIC-PED; BIKE; STREETSCAPE (VV)-RESERVE	VISITACION VALLEY INFRASTRUCTURE FUND	3,249,000	1,551,000
CPWTRN18BU99 FY17-18 STREET RESURFACING BUDGET RESERV	GF-CONTINUING PROJECTS	34,445,000	23,324,000
CPWTRN18BU99 FY17-18 STREET RESURFACING BUDGET RESERV	RMRA CITY CAPITAL FUNDING	5,560,000	14,886,000
CPWTRN18BU99 FY17-18 STREET RESURFACING BUDGET RESERV	RMRA COUNTY CAPITAL FUNDING	3,080,000	8,210,000
CPWTRN18BU99 FY17-18 STREET RESURFACING BUDGET RESERV	ROAD FUND	2,430,000	2,600,000
CPWTRN18BU99 FY17-18 STREET RESURFACING BUDGET RESERV	SPECIAL GAS TAX STREET IMPVT FUND	4,430,000	4,810,000
CSMDRSRABU99 ACCELERATED SIDEWALK ABATEMENT BUDGET	GF-CONTINUING PROJECTS	575,000	600,000
CSMDRSRWB99 EXPANDED SIDEWALK REPAIR PROGRAM - BGT	GF-CONTINUING PROJECTS	850,000	900,000
CUFTRNTRB99 NEW STREET TREE PLANTING BGT ALLOCATION	GF-CONTINUING PROJECTS	750,000	750,000
CUFTRNTRB99 NEW STREET TREE PLANTING BGT ALLOCATION	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	100,000	100,000
GPWFMT18BU99 FY17-18 FACILITIES MAINT BUDGET RESERVE	GF-CONTINUING PROJECTS	446,699	469,034
PENSTR18BU99 FY17-18 STRUCTURE PROGRAM BUDGET RESERVE	GF-CONTINUING PROJECTS	280,724	294,760
PPWCRM18BU99 FY17-18 CURB RAMP PROGRAM BUDGET BUDGET	GF-CONTINUING PROJECTS	759,460	877,176
PPWOFAERBU99 PUBLIC WORKS - GENERAL CAPITAL IMPROVEME	GF-CONTINUING PROJECTS	382,886	402,030
PPWPLZIRBU99 DPW-PLAZA INSPECTION & REPAIR BUDGET	GF-CONTINUING PROJECTS	100,977	115,000
PPWTRNRLSB99 DPW-LANDSLIDE/ROCKFALL RESPONSE BUDGET	GF-CONTINUING PROJECTS	127,629	134,010
PSMDSRSRABU99 ACCELERATED SIDEWALK ABATEMENT BUDGET	OTHER SPECIAL REVENUE FUND	718,000	754,000
PSMDSRSRWB99 SIDEWALK INSPECTION/REPAIR BUDGET ALLOCA	OTHER SPECIAL REVENUE FUND	847,000	890,000
PSRTRNPPRB99 DPW-SSR POTHOLE REPAIR	GF-CONTINUING PROJECTS	2,144,154	2,251,362
PUFOFA18BU99 FY17-18 MEDIAN MAINT BUDGET RESERVE	GF-CONTINUING PROJECTS	120,607	126,638
Department : DPW Subtotal		166,835,103	81,414,218
Department : ECD EMERGENCY MANAGEMENT			
CED01701 RADIO SITE IMPROVEMENT	GF-CONTINUING PROJECTS	996,000	743,000
CED73201 DEM - OPERATION FLOOR EXPANSION	GF-CONTINUING PROJECTS	450,000	1,100,000
CED73501 DEM - 911 CENTER ADDITION	SAN FRANCISCO CAPITAL PLANNING FUND	500,000	500,000
Department : ECD Subtotal		1,946,000	2,343,000

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : FAM FINE ARTS MUSEUM			
CFAABP18DY05 DY - ADD BIKE PARKING	GF-CONTINUING PROJECTS	50,000	
CFAADP18DY09 DY - AHUS DRAIN PIPING	GF-CONTINUING PROJECTS		30,000
CFABLKH03 LH - BIKE LOCKERS	GF-CONTINUING PROJECTS	30,000	
CFACRF18LH10 LH - COLONNADE ROOF	GF-CONTINUING PROJECTS	60,000	110,000
CFACTR18LH11 LH - COOLING TOWER	GF-CONTINUING PROJECTS	250,000	
CFACWG19LH01 LH-CLERETORY WINDOWS AT GALLERY 10	GF-CONTINUING PROJECTS		120,000
CFADRI01DY01 DE YOUNG TASK 01	GF-CONTINUING PROJECTS	30,000	
CFALHM00 LEGION OF HONOR - MAONY	GF-CONTINUING PROJECTS	600,000	500,000
CFALHR00 LEGION OF HONOR - ROOF REPLACEMENT	GF-CONTINUING PROJECTS	280,000	400,000
CFAPER18DY07 DY - PEST EXCLUSION REPLACE/IMPROVE	GF-CONTINUING PROJECTS		50,000
CFARRP18DY06 DY - ROOF REPAIRS	GF-CONTINUING PROJECTS	100,000	
CFARSD18DY14 DY-REPLACE SIDE ACTING DOOR AT HERBS GAL	GF-CONTINUING PROJECTS		700,000
CFARSP18LH12 LH - REPLACE SUMP PUMPS	GF-CONTINUING PROJECTS		400,000
CFASES18LH02 LH - TECH SHOP EXHAUST SYSTEM	GF-CONTINUING PROJECTS	75,000	
CFATER18DY01 DY - TOWER EXTERIOR REPAIRS	GF-CONTINUING PROJECTS	600,000	250,000
CFAWPT18DY13 DY - WATERPROOFING AT TOWER LOWER LEVEL	GF-CONTINUING PROJECTS		50,000
FFA06F0000FM FAM - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	192,166	201,774
Department :FAM Subtotal		2,237,166	2,841,774
Department : FIR FIRE DEPARTMENT			
CFC11600 REPLACEMENT OF EXHAUST EXTRACTORS AT FIR	GF-CONTINUING PROJECTS	250,000	250,000
CFC11700 REPLACEMENT OF OLD FIRE DEPARTMENT APPAR	GF-CONTINUING PROJECTS	250,000	250,000
CFC11800 REPAIR OF HVAC SYSTEMS AT FIRE DEPARTMEN	GF-CONTINUING PROJECTS	375,000	1,750,000
CFC12100 GENERATOR REPLACEMENT PROJECT FOR FIR	GF-CONTINUING PROJECTS	375,000	375,000
CFC123 FIRE PREVENTION FACILLITY RENEWAL	SAN FRANCISCO CAPITAL PLANNING FUND	700,000	1,200,000
CFCBSR01 BOILER REPLACEMENT	GF-CONTINUING PROJECTS	300,000	300,000
FFC106 UNDERGROUND STORAGE TANK MONITORING	GF-ANNUAL PROJECT	350,760	368,298
FFC293 VARIOUS FACILITY MAINTENANCE PROJECT	GF-ANNUAL PROJECT	775,609	814,389
Department :FIR Subtotal		3,376,369	5,307,687
Department : GEN GENERAL CITY RESPONSIBILITY			
PGEPR00 PUBLIC HOUSING REBUILD FUND	GF-CONTINUING PROJECTS		2,877,525
Department :GEN Subtotal		0	2,877,525
Department : JUV JUVENILE PROBATION			
CJV06RYGJJAF ATHLETIC FIELD UPGRADE	GF-CONTINUING PROJECTS		200,000
CJVJCWN WINDOW REPLACEMENT	GF-ANNUAL PROJECT		125,000
CJVLCRWW WASTE WATER AND MECH SYS	GF-ANNUAL PROJECT		175,000
CJVYGRD ROAD REPAIR AND RESURFACE	GF-ANNUAL PROJECT		175,000
FJV06F0000FM JUV - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	421,376	442,445
PJV1313 JUVENILE HALL CAMERAS FY12-13	GF-CONTINUING PROJECTS	700,000	
Department :JUV Subtotal		1,121,376	1,117,445
Department : LIB PUBLIC LIBRARY			
CLBCPCBR16BU NON-BLIP BRANCH REMODEL PROJECT	LIBRARY FUND - CONTINUING PROJECTS	4,949,700	6,754,323
CLBCPCLB33BU 750 BRANNAN LEASEHOLD BUDGET	LIBRARY FUND - CONTINUING PROJECTS	2,000,000	
CLBCPCLBCPBU LIBRARY CAPITAL IMPROVEMENT PROJECT BUD	LIBRARY FUND - CONTINUING PROJECTS	1,372,549	100,000
CLBCPCMA17EL MAIN LIBRARY ELEVATOR REPAIR/REPLACEMENT	LIBRARY FUND - CONTINUING PROJECTS	2,500,000	2,500,000
CLBCPCMA17RF MAIN LIBRARY ROOF REPLACEMENT PROJECT	LIBRARY FUND - CONTINUING PROJECTS	180,000	
CLBCPCMA18AH AIR HANDLING SYSTEM REPLACE	LIBRARY FUND - CONTINUING PROJECTS	150,000	
CLBCPCMA18HE MAIN HEAT EXCHANGERS REPLACE	LIBRARY FUND - CONTINUING PROJECTS		500,000
CLBPOPBR16BU POE-F16-BUDGET	LIBRARY FUND - CONTINUING PROJECTS	300,000	
Department :LIB Subtotal		11,452,249	9,854,323

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : MTA MUNICIPAL TRANSPORTATION AGENCY			
CPK920A02018 POP GROWTH GF ALLOC 5N MASTER PRJT-2018	PTC-CAPITAL PROJECTS-LOCAL FUND	9,770,000	10,730,000
CPKI01A00000 IPIC-EASTERN NEIGHBORHOOD	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	1,258,000	
CPKI02A00000 IPIC-MARKET OCTAVIA	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	1,500,000	
CPKI10A00000 TSF-COMPLETE STREETS (BIKE& PED) IMPRVT	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	66,271	
CPT7161322 MTA-WIDE FACILITIES MAINT PROJECT	MUNI-CONTINUING PROJ-OPERATING FD	30,200,000	
CPT735999X WARRIOR'S ARENA IMPROVEMENTS-GENERAL	MUNI-CAPITAL PROJECTS-LOCAL FUND	2,580,000	
CPT920A02018 POP GROWTH GF ALLOC 5M MASTER PRJT-2018	MUNI-CAPITAL PROJECTS-LOCAL FUND	29,320,000	32,200,000
CPTI01A00000 IPIC-EASTERN NEIGHBORHOOD	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	5,584,910	
CPTI02A00000 IPIC-MARKET OCTAVIA TRANSIT-(MUNI)	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	6,750,000	
CPTI04A00000 IPIC-BALBOA PARK (MUNI)	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	48,000	
CPTI08A1 TSF-TRANSIT CAPITAL MAINT(REPLACES TIDF)	MUNI-TRANSIT IMPACT DEV FUND	1,347,516	
CPTI08A2 TSF-PROGRAM ADMINISTRATION	MUNI-TRANSIT IMPACT DEV FUND	44,181	
CPTI09A11111 TSF-TRANSIT SVC & RELIABILITY-REGIONAL	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	44,181	
CPTI10A00000 TSF-TRANSIT SRVC EXP & REALIBILITY IMPRV	MTA'S DEVELOPMENT IMPACT FEE PROJECTS	706,893	
GPK014M1810T 68K358 D2 VISION ZERO PROJECT TO SFMTA	PTC-CONTINUING PROJ-OPERATING FD	140,000	
GPK01701 SSD FACILITIES AND OTHER UPGRADES	PTC-CONTINUING PROJ-OPERATING FD	1,000,000	
GPK02111D7 VISION ZERO SUPPLEMENT	PTC-CONTINUING PROJ-OPERATING FD	400,000	
GPK0231D11 SHERIDEN;ORTEGA;GUAD;DENMAN MS-ADDBACK	PTC-CONTINUING PROJ-OPERATING FD	56,000	
GPK0301D02 LOMBARD TOLLING STUDY & PLANNING	PTC-CONTINUING PROJ-OPERATING FD	250,000	
GPX00101 GARAGE IMPROVEMENT	OFF STREET PARKING CONTINUING PROJ FD	5,000,000	
Department : MTA Subtotal		95,815,952	43,180,000
Department : MYR MAYOR			
Department :MYR Subtotal	ETF-GIFT FUND	2,781,550	0
Department : POL POLICE			
CPC06R0000RR POLICE FACILITIES ROOFS REPAIRS	GF-CONTINUING PROJECTS	100,000	150,000
CPC06R17DD REPLACE BMS COMPONENTS	GF-CONTINUING PROJECTS	160,000	160,000
CPC06R18AA POLICE STN SECURITY ENHANCEMENT	GF-CONTINUING PROJECTS	100,000	
CPC06R18CC POL-ESER2020 PRE-BOND PLANNING	SAN FRANCISCO CAPITAL PLANNING FUND	530,000	970,000
CPC06R18DD LAKE MERCED RANGE HVAC	GF-CONTINUING PROJECTS	210,000	
CPC06R18EE LK MERCED ACOUS BAFFLNG REPAIR	GF-CONTINUING PROJECTS	1,027,500	
CPC06R18FF ACADEMY HVAC PHASE III;IV	GF-CONTINUING PROJECTS	360,000	190,000
CPC06R18GG RESURFACING STN PARKING LOT	GF-CONTINUING PROJECTS	130,000	390,000
CPC06R18HH REPLACE POLICE MARINE DOCK SYS	GF-CONTINUING PROJECTS	250,000	
CPCHAZ00 HAZMAT ABATEMENT	GF-CONTINUING PROJECTS	24,255	25,468
CPCPN700 PAINT/WATERPROOF POLICE STATION EXTERIOR	GF-CONTINUING PROJECTS	100,000	
CPCSCU00 POL STATION SECURITY CAMERA UPGRADES	GF-CONTINUING PROJECTS	200,000	
IPC23601 VARIOUS LOCATIONS FAC MAINT PROJS	GF-CONTINUING PROJECTS	126,239	132,551
Department :POL Subtotal		3,317,994	2,018,019

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : PRT PORT			
CPO625201 MAINTENANCE DREDGING FY 16/17 & FY 17/18	PORT-CONTINUING PROJ-OPERATING FD	6,600,000	
CPO72701 MATERIALS TESTING	PORT-CONTINUING PROJ-OPERATING FD	500,000	
CPO75601 SEAWALL & MARGINAL WHARF REPAIR PROJECT	PORT-CONTINUING PROJ-OPERATING FD	750,000	250,000
CPO75601 SEAWALL & MARGINAL WHARF REPAIR PROJECT	SAN FRANCISCO CAPITAL PLANNING FUND	3,000,000	
CPO77801 PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	6,474,000	
CPO78001 HOMELAND SECURITY ENHANCEMENTS	PORT-CONTINUING PROJ-OPERATING FD	250,000	
CPO79401 SO WATERFRNT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CPO9310101 SF PORT MARINA REPAIRS & UPGRADES	PORT-SOUTH BEACH HARBOR-CONTINUING PROJ	883,281	883,281
CPO9400101 FERRY BUILDING PLAZA IMPROVEMENTS	PORT-CONTINUING PROJ-OPERATING FD	1,300,000	
CPO9410101 MISSION BAY PASSENGER FERRY TERMINAL PRJ	PORT-CONTINUING PROJ-OPERATING FD	5,470,000	
CPO9420101 PUBLIC PARKING LOT IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	2,100,000	
CPO9440101 WATERFRONT DEVELOPMENT PROJECTS	PORT-CONTINUING PROJ-OPERATING FD	2,600,000	
GPO22801 STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	190,000	190,000
GPO23601 PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	75,000
GPO53601 MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	185,000
GPO54301 FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	487,000	487,000
GPO54801 ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	200,000	200,000
GPO55001 HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55101 A/E CNSLTING PRJT PLNNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	500,000	500,000
GPO55601 UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55701 OIL SPILL RESPONSE TRAINING & INVSTGTON	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO56501 SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO56801 PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	70,000	70,000
GPO57501 IS STRATEGIC PLAN IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	1,170,291	1,170,291
GPO57701 TREE REPLACEMENT & MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	200,000	200,000
GPO57801 GREENING/BEAUTIFICATION IMP - S.WATERFNT	PORT-OPERATING-ANNUAL PROJECTS	15,000	15,000
GPO62401 CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000
GPO63201 HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	74,000	74,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	565,000
Department :PRT Subtotal		34,597,572	5,803,572
Department : PUC PUBLIC UTILITIES COMMISSION			
CUH88701 SF ELECTRICAL RELIABILITY/TRANSBAY PRJCT	TRANSBAY CABLE	2,000,000	2,000,000
CUW25701 WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	500,000	500,000
CUW26501 LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,500,000	1,500,000
CUW27101 LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	3,124,596	3,124,596
FUH10001 HETCHY WATER/POWER FACILITIES MAINT	HETCHY OPERATING-ANNUAL PROJECTS	2,541,000	2,541,000
FUW10101 AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	1,500,000	1,500,000
FUW10201 WATER ENTERPRISE-WATERSHED PROTECTION	SFWD-OPERATING-ANNUAL PROJECTS	710,000	710,000
PUH5401 WECC/NERC COMPLIANCE	HETCHY OPERATING-ANNUAL PROJECTS	3,700,000	3,700,000
PUH50601 WECC/NERC TRANSMISSION LINE CLEARANCE	HETCHY OPERATING-ANNUAL PROJECTS	200,000	200,000
PUW51100 TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	3,304,000	3,304,000
PUW51100 TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,236,000	1,236,000
PUW51101 TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,331,000	1,331,000
PUW51401 525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	1,149,000	1,149,000
PUW51401 525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	692,000	692,000
PUW51401 525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	3,719,000	3,719,000
PUW51501 525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS	2,424,000	2,424,000
PUW51501 525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS	1,248,000	1,248,000
PUW51501 525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS	9,169,000	9,169,000
PUW51701 RETROFIT GRANT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	637,000	637,000
PWW10001 LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,000	681,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	CWP-OPERATING-ANNUAL PROJECTS	697,000	697,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06 YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,290,000	1,290,000
Department :PUC Subtotal		43,502,596	43,502,596

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : REC RECREATION AND PARK COMMISSION			
CRPACQ01 OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	2,886,550	3,011,950
CRPACQIN OS ACQUISITION INTEREST	OPEN SPACE-CONTINUING PROJECTS	720,000	
CRPADA01 ADA COMPLIANCE-BUDGET	GF-CONTINUING PROJECTS	500,000	500,000
CRPBCI01 BEACH CHALET IMPROVEMENTS	GF-CONTINUING PROJECTS	252,500	250,000
CRPBPCRO0001 BALBOA PARK REC AND OPEN SPACE - BUDGET	BALBOA PARK COMMUNITY IMPROVEMENT FUND	120,000	143,000
CRPBUC01 BUCHANAN STREET REVAMPING PRJCT - BUDGET	GF-CONTINUING PROJECTS	700,000	325,000
CRPCIVVE01 CIVIC CENTER VENTS	OPEN SPACE-CONTINUING PROJECTS	500,000	
CRPCON01 OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,731,930	1,807,170
CRPCPGMF01 CIVIC CENTER PG MAINTENANCE FUND	GF-CONTINUING PROJECTS		15,000
CRPCPM01 OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,500,000	1,500,000
CRPCPM02 OS CAPITAL PROGRAM - RECONCILIATION	OPEN SPACE-CONTINUING PROJECTS	726,466	
CRPCSN01 CONCESSION MAINTENANCE	GF-CONTINUING PROJECTS	400,000	400,000
CRPCSPBP10 2008 CLEAN&SAFE NP G.O. BOND-S2010B/D 03	2008 CLEAN & SAFE PARK BOND-2ND S 2010B	33,000	
CRPCSPBP10 2008 CLEAN&SAFE NP G.O. BOND-S2010B/D 03	2008 CLEAN & SAFE PARK;TAXBLE-3RD S2010D	28,000	
CRPCSPBP12 2008 CLEAN & SAFE PARK BOND 4TH S-2012B	2008 CLEAN & SAFE PARK BOND-4TH S2012B	1,459,000	
CRPCSPIN INTEREST	2008 CLEAN & SAFE PARK BOND-1ST S 2008B	24,000	
CRPDBW01 MARINA DBW LOAN RESERVE	R&P-MARINA YACHT HARBOR FUND	61,000	63,000
CRPDEF01 DEFERRED MAINTENANCE	GF-CONTINUING PROJECTS	700,000	300,000
CRPDPA01 GGP DOG PLAY AREA - BUDGET	GF-CONTINUING PROJECTS	20,000	
CRPEHR01 EAST HARBOR SEDIMENT REMEDIATION BUDGET	R&P-MARINA YACHT HARBOR FUND	1,817,592	
CRPENHCW0001 CENTRAL WATERFRONT	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,203,000	238,000
CRPENHGSF01 GENE FRIEND SOMA REC CENTER - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,350,000	
CRPENHGSAC01 GARFIELD SQUARE AQUATIC CENTER - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	4,313,000	
CRPENHJC0001 JURI COMMONS - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	500,000	
CRPENHJOPG01 JOSE CORONADO PLAYGROUND - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND		1,719,000
CRPENHJPPG01 JACKSON PLAYGROUND - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	1,000,000	
CRPENHMRC01 MISSION REC CENTER - BUDGET	EASTERN NEIGHBORHOOD PUBLIC BENEFIT FUND	2,740,000	
CRPERW01 EROSION CONTROL & RETAINING WALL REPL	GF-CONTINUING PROJECTS	500,000	500,000
CRPFOR01 FORESTRY	GF-CONTINUING PROJECTS	1,000,000	1,000,000
CRPFRH01 FIELD REHABILITATION-BUDGET	GF-CONTINUING PROJECTS	850,000	1,000,000
CRPFRR01 FRANCISCO RESERVOIR - BUDGET	GF-CONTINUING PROJECTS	150,000	
CRPGAR01 OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	250,000	250,000
CRPGBF01 GATEWAYS/BORDERS/BOLLARS/FENCING	GF-CONTINUING PROJECTS	350,000	350,000
CRPGEGBERN01 GENEVA CAR BARN - BUDGET	GF-CONTINUING PROJECTS	200,000	
CRPGEN01 GENERAL FACILITY RENEWAL BUDGET	GF-CONTINUING PROJECTS	265,000	300,000
CRPGGH01 GOLDEN GATE HEIGHTS PARK	GF-CONTINUING PROJECTS	50,000	
CRPGGP9A0001 NINTH AVENUE GATEWAY	OPEN SPACE-CONTINUING PROJECTS		200,000
CRPGGPAL0001 ALVORD LAKE	OPEN SPACE-CONTINUING PROJECTS	1,500,000	
CRPGGPM0001 MIDDLE LAKE GGP	OPEN SPACE-CONTINUING PROJECTS		1,000,000
CRPGGPWE0001 WEST END GOLDEN GATE PARK	OPEN SPACE-CONTINUING PROJECTS		1,000,000
CRPGLF01 GOLF PROGRAM	GOLF FUND -CONTINUING PROJECTS	330,000	330,000
CRPIDB900I01 INDIA BASIN	GF-CONTINUING PROJECTS	200,000	750,000
CRPIDB900I01 INDIA BASIN	OPEN SPACE-CONTINUING PROJECTS		300,000
CRPIRR01 IRRIGATION SYSTEMS	GF-CONTINUING PROJECTS	500,000	500,000
CRPJPP01 JAPANTOWN PEACE PLAZA BUDGET	OPEN SPACE-CONTINUING PROJECTS	250,000	
CRPLFBFLLG01 LAFAYETTE PARK LIGHTS - BUDGET	GF-CONTINUING PROJECTS		150,000
CRPMAT01 CAMP MATHER FACILITY RENEWAL BUDGET	GF-CONTINUING PROJECTS	737,500	737,500
CRPMOCMHPG01 MARGARET HAYWARD PLAYGROUND BUDGET	MARKET & OCTAVIA COMMUNITY IMPROVEMENT	4,100,000	
CRPNPNPBPB00 BALBOA PARK POOL INTEREST	2012-CLEAN & SAFE NP BONDS-1ST S2013A	1,100,000	
CRPNPNPGCSS SUSSEX STREET STEPS - BUDGET	GF-CONTINUING PROJECTS		266,000
CRPNPNBNPIN NEIGHBORHOOD PARKS INTEREST	2012-CLEAN & SAFE NP BONDS-2ND S2016B	240,000	
CRPNPNBNMP01 MOSCONE REC CENTER	2012-CLEAN & SAFE NP BONDS-2ND S2016B	1,087,500	
CRPNPNBNMP01 MOSCONE REC CENTER	GF-CONTINUING PROJECTS	121,000	
CRPNPNBNTU01 HYDE & TURK MINI PARK	GF-CONTINUING PROJECTS	700,000	
CRPNPBRP0001 CITYWIDE PARKS & PROGRAMS	2012-CLEAN & SAFE NP BONDS-2ND S2016B	(1,087,500)	
CRPNPG15HZ01 RESERVE	GF-CONTINUING PROJECTS	700,000	325,000
CRPNPGM2 MIRALOMA	GF-CONTINUING PROJECTS	50,000	
CRPNPGWPFGPS WEST PORTAL PG PLAY STRUCTURE REPLACEMENT	GF-CONTINUING PROJECTS	300,000	
CRPPAV01 PAVING	GF-CONTINUING PROJECTS	500,000	500,000
CRPPFR01 PLAYING FIELDS REPLACEMENT	GF-CONTINUING PROJECTS	1,000,000	2,000,000
CRPPFR01 PLAYING FIELDS REPLACEMENT	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	6,000,000	
CRPPRC01 PARKING-REVENUE CONTROL EQUIPMENT	GF-CONTINUING PROJECTS	1,000,000	1,000,000

CAPITAL PROJECTS

Project Title	Subfund Title	Proposed 2017-18	Proposed 2018-19
Department : REC RECREATION AND PARK COMMISSION			
CRPPRP01 PUMP REPLACEMENT PROJECT-BUDGET	GF-CONTINUING PROJECTS	500,000	500,000
CRPREC18CP01 FY17/18 CAPITAL PROGRAMS	GF-CONTINUING PROJECTS	450,000	
CRPRES01 EMERGENCY REPAIRS BUDGET	GF-CONTINUING PROJECTS	500,000	500,000
CRPSRF01 COURT RESURFACING	GF-CONTINUING PROJECTS	600,000	700,000
CRPSEC01 SECURITY AND LIGHTING SYSTEM-BUDGET	GF-CONTINUING PROJECTS	250,000	300,000
CRPSEC01 SECURITY AND LIGHTING SYSTEM-BUDGET	R&P-MARINA YACHT HARBOR FUND	150,000	
CRPSIS01 SIGNAGE & INFORMATION SYSTEM-BUDGET	GF-CONTINUING PROJECTS	125,000	250,000
CRPSSR01 SO SUNSET REC CTR CLUBHOUSE EXPAN BUDGET	GF-CONTINUING PROJECTS	250,000	
CRPTCDPS0001 TRANSIT CENTER -PORTSMOUTH SQUARE BUDGET	TRANSIT CENTER DISTRICT FUND	1,352,000	
CRPTCDRHP01 TRANSIT CENTER -GUY PLACE BUDGET	TRANSIT CENTER DISTRICT FUND	850,000	
CRPVVFHTBV01 VIS VALLEY REC PARK BUDGET	VISITACION VALLEY INFRASTRUCTURE FUND	1,336,000	1,137,000
CRPWAL01 WALTER HAAS	GF-CONTINUING PROJECTS	301,500	
CRPYHDM0001 MARINA DREDGING	R&P-MARINA YACHT HARBOR FUND	500,000	1,000,000
FRPGEN01 GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	735,000	735,000
FRPMAT01 MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	262,500	262,500
FRPYFM01 MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	338,000	338,000
PRP11N01 11TH STREET AND NATOMA PARK ACQUISITION	GF-CONTINUING PROJECTS	105,000	105,000
PRPMDP01 MISSION DOLORES PG FAC MAINT RESERVE	GF-CONTINUING PROJECTS	15,000	15,000
Department :REC Subtotal		56,849,538	28,573,120
Department : SCI ACADEMY OF SCIENCES			
CSCGSSGS GLASS AND SUN SHADE RENEWAL	GF-ANNUAL PROJECT	356,000	
CSCHTDTD HVAC TEMP AND DEHUMIDIFICATION	GF-ANNUAL PROJECT	556,000	500,000
CSCSCRRC AQUARIUM DESIGN AND REPAIR	GF-ANNUAL PROJECT		191,000
FSC06F0000FM SCI - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	262,086	275,190
Department :SCI Subtotal		1,174,086	966,190
Department : SHF SHERIFF			
CSHEPSCJ02 PHASE II 4	GF-CONTINUING PROJECTS	575,000	410,000
CSHESCCJ05 SAN BRUNO FACILITLY	GF-CONTINUING PROJECTS		2,650,000
CSHOTCJ12 REPLCE WTR HTR SET-UP BACKUP AT CJ1	GF-CONTINUING PROJECTS		550,000
CSHITRCJ05 CJ 5 INTERIOR	GF-CONTINUING PROJECTS	30,000	50,000
CSHROFCJ12 REPAIR TO PREVENT LEAKS	GF-CONTINUING PROJECTS	25,000	40,000
CSHSWRBSR COMPLIANCE WITH THE CJ#3R EIR	GF-CONTINUING PROJECTS	165,000	200,000
CSHUBFSBJR CJ 5 ROAD MAINTENANCE	GF-CONTINUING PROJECTS	25,000	50,000
CSHWTRCJ05 REHAB SBJ WATER SYS	GF-CONTINUING PROJECTS	250,000	250,000
FSH06F0000FM SHF - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	425,565	446,843
FSH06FCJ03FM SHF - JAIL MAINTENANCE - HOJ	GF-ANNUAL PROJECT	138,915	145,861
Department :SHF Subtotal		1,634,480	4,792,704
Department : TIS GENERAL SERVICES AGENCY - TECHNOLOGY			
CTIDIGO0 DIG ONCE IMPLEMENTATION	GF-CONTINUING PROJECTS	1,000,000	1,000,000
CTIFIB00 FIBER-WIFI CONNECTIVITY	GF-CONTINUING PROJECTS		300,000
CTIMOP00 PUBLIC SAFETY MONOPOLE	GF-CONTINUING PROJECTS	146,000	
Department :TIS Subtotal		1,146,000	1,300,000
Department : WAR WAR MEMORIAL			
CWM06R00DSEC DS ELEVATOR REFURBISHMENT	WAR MEMORIAL-CONTINUING PROJECTS	350,000	
CWMDVR01 DAVIES HALL TRANSFER SWITCH	WAR MEMORIAL-CONTINUING PROJECTS	150,000	
CWMLLF01 LOWER LOUNGE FLOOR REPLACEMENT	WAR MEMORIAL-CONTINUING PROJECTS		200,000
CWMMRF01 MANSARD ROOF REPLACEMENT	WAR MEMORIAL-CONTINUING PROJECTS		4,600,000
CWMOHR03 OPERA HOUSE ELEVATOR MODERNIZATION	WAR MEMORIAL-CONTINUING PROJECTS	350,000	
CWMTRR01 TAXI RAMP ROOF REPLACEMENT	WAR MEMORIAL-CONTINUING PROJECTS		200,000
FWM06F0000FM WAR - FACILITY MAINTENANCE	WAR MEMORIAL-ANNUAL PROJECTS	477,383	501,252
Department :WAR Subtotal		1,327,383	5,501,252
Capital Project Total		511,592,175	309,790,935



IT PROJECTS



INFORMATION & COMMUNICATION TECHNOLOGY PROJECTS

THE COMMITTEE ON INFORMATION TECHNOLOGY (COIT)

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

Every other year, COIT publishes the City's Information & Communication Technology Plan (ICT Plan) to proactively plan, fund, and implement the City's technology efforts to align with the City's goals of innovation, sustainability, and resilience over the following five fiscal years. The ICT Plan for Fiscal Years 2017-18 through 2021-22 was proposed by the Mayor and adopted by the Board in the Spring of 2017. The next Five Year ICT Plan will be proposed in the Spring of 2019.

ICT PLAN

The adopted Five Year ICT Plan presents a vision of improved city services through the enabled use of technology. Over the next five years, San Francisco will continue to build a community that is safe, diverse, and welcoming to all.

This builds on the progress made since the first plan was developed and provides a framework for how the City can proactively plan for and invest in technology. The Plan outlines a path to coordinate technology investments and improve city services.

The Plan identifies three strategic IT goals:

- Support, maintain, and secure critical city IT infrastructure;
- Improve efficiency and effectiveness of city operations; and,
- Increase public access to and transparency of local government.

FUTURE INITIATIVES

The fourth iteration of the ICT Plan also highlights several new strategic initiatives which are to be developed more thoroughly over the next two years.

City Employee Experience is a citywide effort to improve employee experience using city technology. The City Employee Experience Strategy will re-evaluate the end-to-end experience and build processes that seamlessly integrate technology into city onboarding operations. Future work may include evaluating change management strategies and providing trainings. In the next year, a working group will provide recommendations and new strategies to improve how we onboard new employees to the city family.

Strategic Sourcing & Procurement has become increasingly complex for local government, especially in the purchase of new technologies. Over the next five years, the City will re-examine its strategic sourcing in an effort to streamline the procurement of technological goods and services. A Procurement Working Group composed of staff from the Office of Contract Administration, the Department of Technology, and the Controller's Office will be tasked with analyzing administrative barriers to technology procurement and strategies to streamline the purchasing process. The working group will provide recommendations and help spread successful innovations in an effort to make technology procurement quicker and easier.

Data Architecture is fundamental to leverage data and analytics across programs, services, and applications. Over the next two years, DataSF will team up with the Committee on Information Technology (COIT) to develop a strategy for a shared data architecture. This effort will ensure that the City works together to leverage upcoming technology investments in a coordinated effort and build the foundation of a shared data architecture.

Cybersecurity - Following a recently passed citywide policy, City departments are required to build their cybersecurity operations in an effort to better secure the City's systems and data. Each department will be required to adopt a cybersecurity framework, appoint departmental leadership, and participate in citywide security events.

Disaster Preparedness, Recovery, Response, and Resilience (DPR3)

The emphasis of the City's recently adopted DPR3 policy is to promote the resilience of critical IT infrastructure, minimize the effects of a disaster on departmental operations, and restore critical IT services. Over the next two years, departments are required to develop a draft Continuity of Operations Plan by July 2017, and a complete plan by July 2018.

FISCAL YEARS 2017-18 AND 2018-19 PROPOSED ICT BUDGET

COIT recommends strategic investments in technology projects citywide through two funding streams:

Major IT Projects, which is designed to fund large, complex, often multi-year, projects to replace major legacy systems that represent a significant financial investment.

Annual Projects, which is designed to fund smaller scale projects.

MAJOR IT PROJECTS

The FY 2017-18 and FY 2018-19 proposed budget fully funds the COIT Major IT Projects Allocation in both years, providing record funding for the replacement of several critical legacy systems. The projects below have been identified as Major IT Projects, with \$39.0 million recommended in General Fund COIT allocations over the two year period.

1) Financial Systems Replacement Project (F\$P)

The City's new financial system will be the system of record for accounting, budget control, purchasing, and financial reporting for all city departments. The F\$P is fully funded and is expected to go live in early FY 2017-18.

2) Public Safety & Public Service Radio Replacement

The Public Safety & Public Service Radio Replacement Project will upgrade the citywide radio communications system used primarily by the City's public safety agencies. The new technology will support over 9,000 mobile and handheld radios, with ten City departments and four outside agencies operating daily on the system.

3) Replacement of the Property Assessment & Tax System

The Assessor seeks to replace their property tax system in order to better support document capture, reporting, storage maintenance, conversion migration services, and management.

4) Electronic Health Records (EHR)

A unified EHR system will allow the Department of Public Health to transition to performance-based medicine and better track patients and service.

ANNUAL PROJECTS

The FY 2017-18 and FY 2018-19 proposed budget fully funds the COIT Annual Projects Allocation, providing funding for prioritized projects that support smaller scale ICT infrastructure and services. Over the two year period, the proposed budget recommends \$24.4 million of General Fund COIT allocation to support 23 projects. Below are a few highlighted projects.

CITY CLOUD

The City & County of San Francisco uses four central data centers to support daily operations. The Department of Technology seeks to enhance the provisioning and functionality of Infrastructure-as-a-Service (IaaS) and Platform-as-a-Service (PaaS) services for City departments. Over the next year, the City will optimize data center space and on-premises cloud infrastructure, and investigate the adoption of a public cloud provider.

CYBERSECURITY

COIT has recommended significant investments to bolster the City's IT security, to ward off cybersecurity threats, improve detection of potential dangers, and reduce vulnerabilities. Funding has been allocated to provide a more secure citywide network, including enhanced Identity and Access Management (IAM), improved security log management, and a citywide Active Directory. The upgrades support efforts to identify, investigate, and respond to abnormal behavior and are critical to minimizing network impacts.

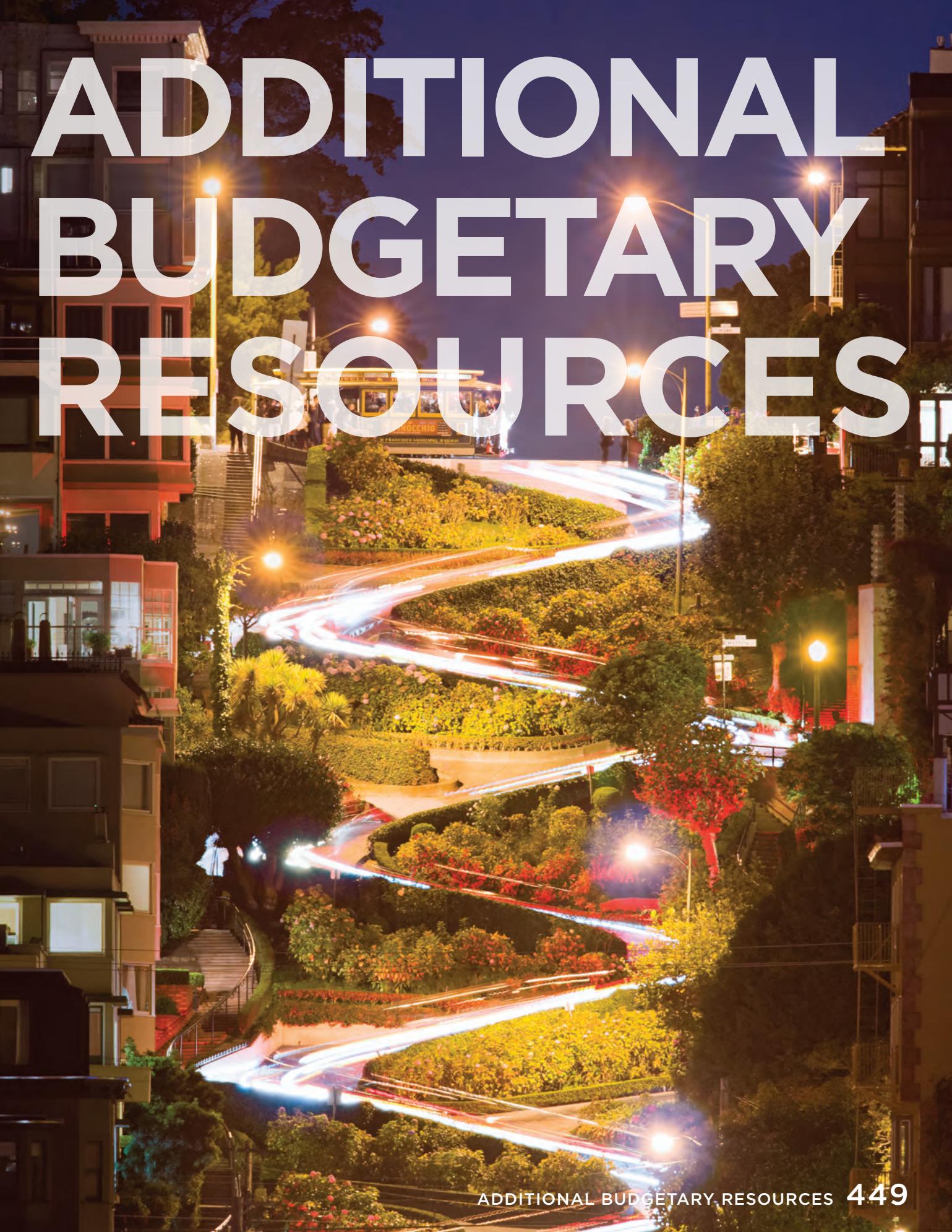
FOUNDATIONAL NETWORK SYSTEMS

The Police Department (SFPD) relies on a robust network in its operations, especially to connect to its central database systems called the Crime Data Warehouse. The current systems are insufficient to support the planned growth for technology at SFPD, including new mobile tools like e-Citations or advanced reporting for public dashboards. Working closely with the Department of Technology, the SFPD will work to upgrade the police network and build a robust infrastructure that meets the needs of all stakeholders.

UPGRADE THE NETWORK AND CONNECTIVITY

As a foundational system, all City departments rely on the City's fiber network to support their critical systems and applications. The proposed budget includes funding to support the continued work of the Department of Technology to redesign the network with the goal of making it more efficient and resilient.

ADDITIONAL BUDGETARY RESOURCES

A nighttime photograph of a city street, likely in San Francisco, showing the特有的 Lombard Street. The image is filled with long exposure light trails from moving vehicles, creating a sense of motion. Buildings, including a recognizable red brick building, are visible against a dark sky.

ADDITIONAL BUDGETARY RESOURCES

The Mayor's Proposed Fiscal Years (FY) 2017-18 and 2018-19 Budget for the City and County of San Francisco (the City), published for Enterprise and selected other departments on May 1, and for all other departments on June 1, is one of several financial documents that can be a resource to the public. Other sources of financial information include:

CONSOLIDATED BUDGET AND APPROPRIATION ORDINANCE, FY 2017-18 AND FY 2018-19

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

ANNUAL SALARY ORDINANCE, FY 2017-18 AND FY 2018-19

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

COMPREHENSIVE ANNUAL FINANCIAL REPORT

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2016 is currently available. The FY 2016-17 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

FIVE YEAR FINANCIAL PLAN AND JOINT REPORT

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

OBTAINING BUDGET DOCUMENTS AND RESOURCES

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

MAYOR'S OFFICE OF PUBLIC POLICY & FINANCE

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

sfmayor.org/budget

CONTROLLER'S OFFICE

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

sfcontroller.org

CLERK OF THE BOARD OF SUPERVISORS

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

sfbos.org

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

SF PERFORMANCE SCORECARDS

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

sfgov.org/scorecards

SF OPEN BOOK

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

openbook.sfgov.org

SF OPEN DATA

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

data.sfgov.org

COMMONLY USED TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DEFICIT – An excess of expenditures over revenues.

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

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

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

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

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

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

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

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

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

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

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

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

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

MEMORANDUM OF UNDERSTANDING (MOU)

– A binding agreement between two parties.

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

RAINY DAY CITY AND SCHOOL RESERVES

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

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

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

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

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

SURPLUS – An excess of revenue over expenditures.

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

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