

CITY & COUNTY OF SAN FRANCISCO, CALIFORNIA

MAYOR'S 2019-2020 & 2020-2021

# PROPOSED BUDGET

MAYOR LONDON N. BREED



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# Executive Summary





# Mayor's Letter

May 31, 2019

Dear Residents of San Francisco,

I am honored to present the proposed balanced budget for the City and County of San Francisco for Fiscal Year (FY) 2019-2020 and FY 2020-2021. This budget supports city departments and thousands of city employees who provide critical public services for our residents each and every day.

When crafting this budget, it was a priority that it be directly informed by our residents, merchants, nonprofit organizations, and community leaders. This proposed budget represents not only the hard work of numerous city employees, but also the input, suggestions, and ideas of hundreds of San Franciscans who took the time to attend town hall meetings, participate in budget roundtables, or share their ideas online. Through these conversations, I heard consistently that residents want to see more investment in addressing housing affordability, supporting our small businesses, cleaning our streets, reducing homelessness, supporting those with behavioral health needs, investing in transportation and infrastructure, creating safe communities, and ensuring that our young people have access to high quality education and employment opportunities.

While San Francisco has continued to benefit from a healthy economy, strong tax revenues, and continued federal and state support, we are focused on ensuring that these resources support all of our residents. With every decision we make, equity and accountability must be at the forefront. This means making sure we are reaching those who have too often been overlooked, and that every dollar we invest is spent effectively to best serve residents throughout our entire city.

With funding from this budget and our proposed housing bond for the November election, we have identified over \$1 billion in new investments for desperately needed affordable housing for our residents. To help those suffering on our streets, we are making the most significant investment in mental health and substance use disorder beds in a generation and fully funding our plan to add 1,000 new shelter beds by 2020. We are investing in housing subsidies and eviction defense, and investing in Opportunities for All to expand paid internships



for our high school students. We are also fully funding our Capital Plan to repave our streets, improve our parks and public spaces, and make our libraries, health clinics, and public safety buildings more resilient. We are making smart investments and financial decisions now in order to reduce long-term costs and be better prepared for the next economic downturn.

These investments will help not only our residents today, but they will help us to build and invest in a stronger San Francisco for tomorrow. I look forward to continuing to work with residents, the Board of Supervisors, and stakeholders to pass a budget that reflects these shared values.

A handwritten signature in black ink that reads "London Breed".

London N. Breed

Mayor



# Executive Summary

## SAN FRANCISCO'S BUDGET

The budget for the City and County of San Francisco (the City) for Fiscal Year (FY) 2019-20 and FY 2020-21 is \$12.3 billion and \$11.9 billion, respectively. Roughly half of the budget consists of self-supporting activities, primarily 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, housing, support for those experiencing homelessness, 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 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 table 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 2019-20 includes salaries and benefits for 31,830 employees. This represents a 0.8 percent growth in the labor force compared to the previously adopted FY 2019-20 budget. This modest expansion in full-time equivalent employees (FTEs) is related to targeted program enhancements detailed below, as well as other strategic departmental initiatives.

Total Department Uses by Major Service Area	FY 2019-20 (\$ millions)	FY 2020-21 (\$ millions)
Community Health	2,422.8	2,420.0
Culture and Recreation	488.9	484.2
General Administration and Finance	1,607.4	1,439.1
General City Responsibilities	2,004.2	1,615.5
Human Welfare and Neighborhood Development	1,804.6	1,725.7
Public Protection	1,724.7	1,785.9
Public Works, Transportation and Commerce	4,627.1	4,616.3
Less Transfer Adjustments	(2,418.8)	(2,131.5)
<b>Total Budget</b>	<b>12,260.9</b>	<b>11,955.2</b>

## 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. From February through May, the Mayor

and Mayor's Office of Public Policy and Finance staff conduct a comprehensive outreach process to understand the budget priorities of San Francisco's communities and address these priorities in the budget. For the proposed budget for FY 2019-20 and FY 2020-21, the Mayor held six budget policy round table meetings with neighborhood leaders, hosted two public town halls, and met with dozens of community groups and stakeholders to understand community members' neighborhood and citywide priorities for the upcoming budget. All San Franciscans also had the opportunity to share their budget priorities online through a new online feedback form. Feedback from these various forums was used to make decisions about the upcoming budget.

The Mayor presents a 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 her 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. Five departments have closed fixed two-year budgets (the Municipal Transportation Agency, the Public Utilities Commission, the Airport, the Port, and Child Support Services) in FY 2019-20. These five departments' budgets will open in FY 2020-21. All other departments retain a rolling two-year budget.

## THE FIVE-YEAR FINANCIAL PLAN AND BUDGET INSTRUCTIONS FOR FISCAL YEARS 2019-20 AND 2020-21

In January 2019, 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 \$107.4 million in FY 2019-20 and \$163.4 million in FY 2020-21. 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 setasides adopted over the past few years. As a result of this deficit projection, the Mayor's Budget Instructions

this year asked departments to provide two percent reductions in General Fund support in each of the next two fiscal years (as well as additional contingency proposals of one percent in each year), to help the Mayor's Office balance the budget.

Five Year General Fund Shortfall	FY 2019-20 (\$ millions)	FY 2020-21 (\$ millions)
Sources	182.0	466.0
Uses	(289.4)	(629.4)
Projected General Fund Deficit	<b>(107.4)</b>	<b>(163.4)</b>

## UPDATE TO PRIOR PROJECTIONS

In March 2019, the three offices released an update to the Five-Year Financial Plan. This report showed the fiscal outlook improved over the two-year period by approximately \$114.7 million, from a deficit of \$270.8 million to a deficit of \$156.1 million (comprised of deficits of \$30.6 million in FY 2019-20 and \$125.5 million in FY 2020-21). The improvement was primarily driven by stronger revenue and lower projected employer pension contributions from the January report.

Five Year General Fund Shortfall: March Update	FY 2019-20 (\$ millions)	FY 2020-21 (\$ millions)
Sources	274.6	525.0
Uses	(305.2)	(650.5)
Projected General Fund Deficit	<b>(30.6)</b>	<b>(125.5)</b>

In the fall of 2018, the Controller's Office issued a memo notifying policymakers of a material update to the current year revenue resulting from a reallocation of property tax revenue in the County's Educational Revenue Augmentation Fund (ERAF). A supplemental appropriation for the revenue attributed to the FY 2017-18 and FY 2018-19 ERAF correction was passed by the Board of Supervisors and approved by the Mayor in February 2019.

Under current law, the City would receive additional excess ERAF allocations in future years, but it is subject to significant risk given formula volatility, cash flow changes, and possible modifications to property tax allocation law by the State, which has occurred frequently in the past. Other counties with excess ERAF have responded to these risks by

adopting financial policies that limit some or all spending of these proceeds to one-time purposes. For these reasons, future allocations of ERAF were not included in the deficit.

Since the March Update, the Controller's Office recognized an additional retroactive ERAF allocation from FY 2016-17 and projected an excess ERAF allocation for FY 2019-20. The Mayor's proposed budget includes both of these funding sources to help fund priority programs and initiatives, but continues to acknowledge the special nature of ERAF revenues and considers them separate from General Fund balancing. More information on those proposed expenditures included in the proposed budget can be found following the General Fund balancing section.

## BALANCING THE BUDGET

The remaining projected General Fund deficit of approximately \$156 million over the next two years was driven largely by expenditure growth outpacing revenue growth. This budget represents the City's strategic investment in critical service areas while also continuing to implement fiscally responsible practices.

The Mayor's proposed budget was balanced through a combination of revenue and expenditure solutions. A central focus was on reprioritizing existing funds for their highest and best use and making smart investments with new revenue to address the most pressing needs of the City. The table below shows how the City balanced the General Fund budget and made strategic new investments in targeted areas:

	FY 2019-20 (\$ millions)	FY 2020-21 (\$ millions)
<b>Five Year Update Deficit Projection</b>	<b>(31)</b>	<b>(125)</b>
<b>Balancing Solutions:</b>		
Revenue: On-going and One-time Savings	47	114
State Cost Offset: In Home Supportive Services (IHSS)	17	24
Citywide: Debt Savings and Inflationary Pressures Absorbed	20	63
Departmental: Cost Reductions and Meet Target Proposals	35	10
<b>Subtotal Solutions</b>	<b>119</b>	<b>210</b>
<b>General Fund Investments:</b>		
Wage Increases and Other Labor Costs	(29)	(51)
Homelessness and Behavioral Health	(24)	(11)
Affordability - Small Business and Nonprofit Support	(13)	(4)
Street Safety and Cleanliness	(8)	(6)
Accountability and Responsiveness in Public Safety	(10)	(8)
Equity and Youth Services	(4)	(4)
<b>Subtotal General Fund Investments</b>	<b>(88)</b>	<b>(85)</b>
<b>Updated Deficit:</b>	-	-

The balancing solutions include:

- **Revenue:** better than expected current year and budget year revenues, particularly in real property transfer tax and business tax. Consistent with the Five-Year Financial Plan, the proposed budget utilizes approximately two-thirds of identified FY 2018-19 one-time fund balance, which is primarily driven by higher than budgeted citywide revenues received in the current year and a one-time surplus in Medi-Cal revenue at the Department of Public Health resulting from higher than expected patient census. On-going revenue growth is primarily driven by the strength in the City's business tax receipts including projected one-time payroll tax increase resulting from initial public offerings (IPOS) by local firms.
- **State Cost Offset:** the In-Home Supportive Services (IHSS) is an entitlement program which provides homecare services to 22,000 low-income elderly, disabled, and/or blind San Franciscans to live safely in their own homes. In FY 2017-18, the state budget reset the formula by which county contributions were calculated, shifting significant costs to counties. San Francisco's costs were anticipated to increase by \$125 million over the next two budget years compared to prior projections. The Governor's FY 2019-20 budget proposed further changes and are expected to partially offset San Francisco's increased obligation by \$41 million.
- **Citywide:** departments absorbing inflationary cost increases; not fully funding recommended levels for equipment and technology in the second year of the budget; better than previously projected health and pension rates; and delay in capital projects which impact debt service, and furniture, fixture, and equipment costs.
- **Departmental:** largely General Fund support reduction proposals made by departments to the Mayor's Office, in particular revenue proposals at the Department of Public Health due to increasing patient and insurance revenues at the Zuckerberg San Francisco General Hospital and increased support from the State budget to partially offset cost growth for the In Home Supportive Services program.

Increased General Fund expenditures include:

- **New General Fund investments:** The proposed budget includes funding to meet the negotiated wage and benefit increases agreed to during open contract negotiations with the City's miscellaneous labor unions, as well as increases associated with previously negotiated contracts. After funding negotiated labor cost increases, the Mayor's proposed budget focuses new, discretionary General Fund spending in many important priority areas. Funding in the area of homelessness and behavioral health will support the implementation of the Mayor's 1,000 bed shelter expansion, and an increase in critically needed behavioral health beds. The Mayor's proposed budget prioritizes the needs of the City's small businesses and nonprofits, recognizing the health of both of these sectors fuels the vibrancy and diversity of San Francisco.

The proposed budget includes resources to bolster existing street cleanliness and safety initiatives including an expansion of monitored public restrooms, and additional Community Ambassadors. Important investments to improve public safety accountability, transparency, and emergency response are funded in this proposed budget including staffing to support timely records disclosure and increased emergency response services through the EMS6 program.

The Mayor's proposed budget also funds the creation of an Office of Racial Equity, shores up safety net programs for children in the foster care system, and makes a significant investment in the continuation of Free City College and an expansion of the Mayor's Opportunities for All initiative, which provides paid internship opportunities to San Francisco youth. Additional details can be found in the next section entitled "Highlights from the Fiscal Years FY 2019-20 and 2020-21 budget."

Together, the solutions and expenditure increases noted above result in a balanced budget. However, the City is in the ninth year of economic expansion and recognizing that better than expected revenues may be temporary, many of the solutions above are not on-going. Therefore, it is important to continue to be mindful of projected deficits in future years identified in the City's Five-Year Financial Plan.

# SPENDING PRIORITIES FOR EXCESS EDUCATIONAL REVENUE AUGMENTATION FUND (ERAF)

The Governor's May Revised Budget affirmed that San Francisco will receive additional reimbursement for "excess ERAF" associated with FY 2016-17 property tax allocations. With the recognition of this additional reimbursement for FY 2016-17, the City will exceed its 10 percent target for economic stabilization reserves in the current fiscal year. As a result of the City's adopted reserve policies, 75 percent of those revenues would be slated to be deposited to reserves, including reserves for one-time uses. Given the critical need for more affordable housing the Mayor's Proposed Budget allocates \$109.5 million of the additional FY 2016-17 ERAF funds available to the City toward one-time affordable housing costs to expedite the construction of roughly 365 units and a onetime contribution to augment funding for City College. Utilization of these funds still maintains the City's critical, existing one-time reserve balances that are important tools to hedge against economic

uncertainty, while also meeting the demand to significantly expand affordable housing and support education. In addition to the \$109.5 million in discretionary spending, \$39.6 million is allocated to mandated baselines and reserves.

Additionally, the Mayor's proposed budget appropriates property tax allocations associated with FY 2019-20 excess ERAF revenues. This proposed budget allocates \$142.3 million of 2019-20 ERAF discretionary revenues to affordable housing production and preservation, homelessness, behavioral health, childcare capital needs, street safety, and firefighting equipment. Half of this funding is allocated to affordable housing and, as ERAF revenues are subject to formula volatility and legislative uncertainty at the State level, the majority of ERAF-backed expenditures are one-time in nature. In addition to the \$142.3 million in discretionary spending, \$43.0 million is spent on mandated baselines and reserves.

	FY 2019-20 (\$ millions)
<b>Discretionary Excess ERAF Sources</b>	
FY 2016-17 Excess ERAF	109.5
FY 2019-20 Excess ERAF	142.3
<b>Subtotal Sources</b>	<b>251.8</b>
<b>Discretionary Excess ERAF Investments</b>	
Affordable Housing Preservation, Production, and Subsidies	179.5
Homelessness and Behavioral Health Services and Facilities	35.0
Childcare Facilities, SFUSD Educator Stipends, and City College	30.8
Vision Zero and Emergency Response Equipment	6.5
<b>Subtotal Investments</b>	<b>251.8</b>

# HIGHLIGHTS FROM THE FISCAL YEAR 2019-20 AND 2020-21 BUDGET

The Mayor's proposed FY 2019-20 and FY 2020-21 budget supports the work of City departments and thousands of City employees who provide critical public services, but most importantly, is a reflection of the City's values and priorities. This section highlights the areas of greatest investment in the upcoming two-year budget. In particular, it provides additional details on:

- Addressing housing affordability;
- Preventing and reducing homelessness;
- Responding to critical health needs in our community;
- Making our streets cleaner and safer;
- Improving accountability and responsiveness in public safety;
- Supporting small businesses and workers;
- Strengthening the social safety net;
- Creating equitable opportunities; and,
- Making government more accountable to residents.

## **Addressing Housing Affordability**

Finding solutions for the affordable housing crisis facing San Francisco is a top priority for the Mayor and the residents of San Francisco. Too many San Franciscans struggle with housing affordability, and for too long, San Francisco has not built enough housing to support all of our residents. The Mayor is committed to finding creative ways to support and streamline the development of new affordable housing and providing the funding needed to enable the City to increase and expedite the planning, development, and construction of thousands of new affordable units.

Since taking office, the Mayor has designated \$1.0 billion in new funding for the production and preservation of affordable housing. This includes \$400.2 million in discretionary expenditure choices directed towards housing in FY 2018-19 and this proposed budget as well as the proposed \$600 million General Obligation (GO) Bond to be included on the November 2019 Ballot.

These discretionary expenditures are in addition to previously planned housing expenditures such as the \$496.0 million in pipeline expenditures at the Mayor's Office of Housing and Community Development (MOHCD), \$160.0 million in housing expenditures at the department of Homelessness and Supportive Housing (HSH), and \$286.4 million in new housing expenditures at the Office of Community Investment and Infrastructure (OCII), all of which are included in the Mayor's proposed FY 2019-20 and FY 2020-21 budget.

Below are highlights of important new housing investments in the proposed budget. Together, these will help create and preserve hundreds of units of affordable housing while preventing displacement of existing residents.

### **Affordable Housing Acquisition and Development**

The Mayor's proposed budget invests over \$118 million in new funding for land acquisition and the production of 100 percent affordable housing through the Mayor's Office of Housing and Community Development (MOHCD). This funding will enable MOHCD to purchase suitable sites for 100 percent affordable housing, support predevelopment work, such as site planning and design for pipeline projects, and provide needed gap funding to expedite the construction of large affordable housing projects. This funding will expedite the construction of approximately 900 units of permanently affordable housing at project sites throughout the City.

### **Affordable Housing Preservation**

The Mayor's proposed budget adds over \$28 million in new funding for the acquisition and rehabilitation of existing rental housing in order to preserve those units as permanently affordable. This includes a \$10 million investment in the San Francisco Housing Accelerator Fund, which will enable the Fund to raise an additional \$150 million by the end of the year. This funding will enable the City to preserve hundreds of units of permanently affordable rental housing, acquire new permanent supportive housing and, potentially, existing Single Room Occupancy (SRO) buildings, as well as provide faster financing and delivery approaches for low- and middle-income housing production.

### **Shallow Subsidy Pilot for Families and Seniors**

The budget includes \$12.5 million in new rental subsidies to help vulnerable residents remain housed and prevent displacement and possible homelessness. This includes \$2 million to fund housing subsidies for transgender and gender-non conforming San Franciscans for two years, and \$10.5 million to fund a first of its kind, five-year pilot program for shallow rental subsidies to assist 350 low income seniors and rent-burdened families access and keep housing.

### **Emergency Rental Assistance**

The budget includes \$1.6 million in new emergency rental assistance funding for tenants in both private and subsidized housing (including San Francisco Housing Authority units) who have fallen behind on rent and are in danger of being evicted. These emergency funds will help vulnerable residents avoid eviction and displacement.

### **Continue Right to Counsel**

The Mayor's budget is continuing to support the implementation of a Tenant Right to Counsel system through \$6.8 million in funding over two years. This investment funds a strong network of legal service organizations, along with the development of a centralized and coordinated referral system for client intake, referral and case management, in order to ensure that all residents facing eviction have access to high-quality legal representation.

### **Housing Trust Fund Contributions**

The proposed budget also includes a \$5.6 million increase over two years for the Housing Trust Fund, which will grow to \$36.8 million in FY 2019-20 and \$39.6 million in FY 2020-21. This increase will supplement the new funding and initiatives described above as well to maximize affordable housing preservation and production. In addition, \$20.3 million in proceeds from FY 2016-17 excess ERAF revenues were directed to the Housing Trust Fund to pay off \$14.4 million of existing debt and to cash fund \$5.9 million of future project needs. This funding, along with \$6.5 million currently committed to the Housing Trust Fund, allows the City to avoid the issuance of future debt, resulting in an estimated \$44.0 million in debt service cost savings over the term of the bonds.

### **Stabilizing the San Francisco Housing Authority**

After uncovering significant financial problems which resulted in major funding shortfalls in the San Francisco Housing Authority (SFHA), the U.S.

Department of Housing and Urban Development (HUD) found SFHA to be in default under both its Housing Choice Voucher (HCV) and Public Housing contracts. In its default letter dated March 7, HUD required that SFHA's essential functions, including the operations of both the HCV and Public Housing programs, be outsourced to third-party experts acceptable to HUD, and in addition, HUD requested that the City and County of San Francisco assume responsibility for oversight of SFHA's essential functions. The budget includes \$12.5 million to assist with this transition. This includes \$5 million in reserve funding to help mitigate future potential housing voucher shortfalls and protect over 12,000 low income households who rely on vouchers for their housing. The budget also includes funding to enable the City to assume oversight of the essential functions of the SFHA and provide skills and job assessments, training, support and job counseling to SFHA's employees, designed to provide options for such impacted employees, including and where possible and appropriate, pathways to employment with the City.

### **Preventing and Reducing Homelessness**

Addressing the homelessness crisis is a top priority for the City and its residents. The City is responding to this need by investing in evidence-based solutions across the continuum of care that prevent homelessness, provide critical services to people experiencing homelessness, and support those exiting homelessness and accessing permanent housing.

Despite the on-going challenges of addressing homelessness, San Francisco has achieved significant successes since Mayor Breed took office in July 2018, including:

- Helping over 1,300 people exit homelessness
- Opening 412 new temporary shelter beds
- Opening 200 new units of permanent supportive housing
- Passing a shelter crisis legislative package to expedite the opening of new shelters and navigation centers
- Facilitating a 33 percent reduction in the number of tents on the street

The Mayor's proposed FY 2019-20 and FY 2020-21 budget includes over \$100 million over the two years to support new homeless services across the continuum of care to ensure that the City's homeless response system is robust and effective. These

investments include new resources for the Healthy Streets Operations Center, Problem-solving efforts to prevent homelessness, a significant expansion of temporary shelters and Navigation Centers, Rapid Rehousing, and Permanent Supportive Housing. This funding increase relies on a number of revenue sources, including the General Fund, one-time State Homelessness Emergency Aid Program (HEAP) funds, and FY 2019-20 ERAF allocations. This budget also includes funding authorized by the Mayor's legislation allowing companies subject to November 2018's gross receipts tax, which is currently held up due to legal uncertainty, to voluntarily agree to waive their right to a refund should that legislation be found invalid by the courts (Prop C Waiver funds).

### **Preventing Homelessness**

Problem-solving is an approach to addressing homelessness that helps households exit homelessness quickly. Problem-solving provides a range of one-time assistance, including:

- Homlessness prevention
- Family reunification
- Mediation
- Move-in assistance
- Flexible grants to address issues related to housing and employment.

The Mayor's proposed budget includes a new \$5 million investment in Problem-solving to prevent homelessness when possible and divert people off the streets and back into housing as quickly as possible. This investment will help reduce the number of households who need shelter or long-term housing subsidies.

### **Temporary Shelters and Navigation Centers**

The Department of Homelessness and Supportive Housing (HSH) currently offers temporary shelter to approximately 2,500 people per night through traditional shelters, stabilization beds, navigation centers, and transitional housing. In spite of this, 65 percent of San Francisco's homeless population lives unsheltered on the city streets. Mayor Breed is committed to dramatically expanding shelters and navigation centers to provide a safe place for people to be off of the streets and connected to long-term services. In October 2018, Mayor Breed announced her plan to open 1,000 new shelter beds by the end of 2020—the largest expansion of shelter in the City in the last 30 years. Since setting that goal, the City

has opened 276 new shelters beds with an additional 280 beds planned to be opened in calendar year 2019.

The Mayor's proposed budget includes \$27 million for capital and two years of operating funding for new navigation centers and shelters. The budget also includes over \$2.7 million for shelter nurses, behavioral health workers, client advocates, and transportation resources to minimize vacancies and ensure clients are able to take advantage of all vacant beds in the City's shelter system.

This budget investment will enable the City to open 1,000 shelter beds by 2020.

The Mayor's proposed budget also includes \$0.5 million in new funding over the two years to support five new Eligibility Workers to connect clients at Navigation and SAFE (Shelter Access for Everyone) centers to Medi-Cal, CalFresh, and CAAP (County Adult Assistance) benefits. Benefits connectors will meet clients where they are, streamline business processes whenever possible, and provide personalized support to help them navigate application systems.

### **Reducing Homelessness through Housing**

Providing permanent housing is a critical intervention for persons experiencing homelessness in San Francisco, and the majority of City funds to address homelessness are devoted to housing. Housing assistance can range from short-term rental assistance to permanently affordable housing with on-site social services. Through the City's new Coordinated Entry System adults, families, and Transitional Age Youth (TAY) experiencing homelessness are prioritized for these housing interventions based on their vulnerabilities and needs.

HSH supports the City's approximately 7,809 units of permanent supportive housing as well as its rapid rehousing program for time-limited rental subsidies and support services. In 2019, the City added 300 new units of permanent supportive housing with the FY 2017-18 and FY 2018-19 Educational Revenue Augmentation Fund (ERAF) allocations. This budget continues to fund services and operations in those units for an additional year. The Mayor's proposed FY 2019-20 and FY 2020-21 budget also adds 349 new permanent supportive housing units through the Local Operating Subsidy Program and adds approximately 25 units in existing master-leased buildings to the permanent supportive housing portfolio. The Mayor's proposed budget also creates an additional 146 units by leveraging City funding and

a philanthropic partnership between Tipping Point Community and the San Francisco Housing Accelerator Fund. This budget will therefore fund 820 new permanent supportive housing units during the next two fiscal years. In addition, the budget proposes using roughly \$15 million in one-time State funding from the Homeless Emergency Aid Program (HEAP), to fund the acquisition and rehabilitation of additional masterleased buildings to add even more capacity to the permanent supportive housing portfolio.

The Mayor's proposed budget contains over \$44 million in targeted investments in housing for people exiting homelessness through:

- Masterleased housing
- Family rapid rehousing
- Scattered site housing
- Service enhancement in existing permanent supportive housing
- Permanent Supportive Housing development

#### **Healthy Streets Operation Center and Homeless Outreach**

The City launched the Healthy Streets Operations Center (HSOC) in January 2018 to coordinate the City's response both to homeless encampments and unhealthy street behavior. Given the complexity of these issues, many City departments play a role in a comprehensive and coordinated response.

In 2018 HSOC's work resulted in the resolution of 25 large homeless encampments, linking approximately 365 individuals to shelter through these efforts.

Additional HSOC outcomes include:

- A 40 percent reduction in tents throughout the city
- A 70 percent reduction in large tent encampments (those with five or more structures)
- A 33 percent reduction in homelessness related calls for services
- A 27 percent reduction in response time to homelessness-related 311 calls

To continue the positive work of HSOC and to ensure that HSOC continues to be a service-first approach to addressing unsheltered homelessness and unhealthy street behavior, the two-year budget includes over \$4.0 million to sustain existing services in participating departments with new funding directed towards additional staff at HSH and additional resources for medical respite at DPH.

#### **Responding to Critical Health Needs in our Community**

Addressing the behavioral health needs of our community is a critical part of ensuring the public health of all San Franciscans. While mental illness and substance use disorders impact people of all socio-economic statuses, low-income and homeless residents particularly struggle to have their behavioral health needs met. Approximately 40 percent of people experiencing chronic homelessness in San Francisco have a substance use disorder and 39 percent struggle with mental illness. The Mayor's proposed budget seeks to prioritize critical behavioral health services for homeless and vulnerable communities.

Through the Department of Public Health, the City will spend \$50 million over the upcoming two years to expand behavioral health and other health services for clients, many of whom are experiencing homelessness.

#### **Expanding Bed Capacity Across the Behavioral Health System**

The Mayor's proposed FY 2019-20 and FY 2020-21 budget includes funding to add over 100 new behavioral health treatment and recovery beds in addition to the 100 beds added during FY 2018-19—a historic expansion of the City's behavioral health service system of over 200 beds. These beds will provide opportunities for people to receive the most appropriate level of care, including people exiting the City's hospitals and criminal justice system. The beds supported in this budget provide multiple levels of care to meet the diverse needs of each individual client, from mental health, to substance use, to a combination of both, including:

- 52 residential treatment beds
- 64 behavioral health respite and assisted living beds
- 72 substance use residential step-down units
- 14 mental health rehabilitation beds at St. Mary's Healing Center

Notably, the Mayor's proposed budget includes funding to support 52 residential treatment beds for individuals with a dual diagnosis of behavioral health and substance use. The investment seeks to address a known gap in the City's existing behavioral health system by creating new placements and improving flow throughout the entire continuum of care.

## **Investing in Other Critical Health Services**

In addition to these additional behavioral health beds, the Mayor's proposed budget includes several initiatives to support health services for vulnerable residents across the system by expanding capacity, hours, outreach, and staffing. The proposed budget expands staff capacity at the medical respite and sobering center, and funds an additional behavioral health clinician for the Healthy Streets Operations Center (HSOC).

The proposed budget invests \$1.9 million over two years to expand the Fire Department's EMS6 Unit, a vital rapid response program that diverts high-system users of the City's public services, freeing up ambulances, hospital beds, and public safety resources. The investment will add an additional five EMS6 personnel, increasing available services to those experiencing homelessness and mental health issues in the City.

The Mayor's proposed budget also augments the Office of the Public Conservator in the Department of Aging and Adult Services (DAAS) to form a new specialized unit providing high intensity services to clients residing in community settings, and strengthen the management of clients with acute mental health needs. This budget supports two new positions to oversee cases from the Senate Bill 1045's Housing Conservatorship program, and expand existing community-based conservatorship programs. Working with mental health partners, the new team will oversee clients' mental health treatment and service usage, with the goal of promoting recovery and reducing acute hospitalization, incarceration, and homelessness.

## **Improving the Current Behavioral Health System**

Lastly, the Mayor's proposed budget supports the work of the newly appointed Director of Mental Health Reform to lead a strategic review of how San Francisco provides mental health and substance use services, and to make recommendations on how to reform the system to fill identified gaps and improve design and efficacy.

## **Making Our Streets Cleaner and Safer**

### **Enhancing Street Cleanliness**

The Mayor's proposed budget makes a significant investment in several programs promoting cleanliness on San Francisco's streets. The budget adds \$8.1 million to fund seven new staffed portable

Pit Stop public toilets, as well as 80 new BigBelly trash cans throughout the City. The funding will also help expand service hours at some existing Pit Stops. With these additional funds, the Pit Stop program will grow to 32 total pit stop locations citywide, and an increase of 100 trash cans since Mayor Breed took office.

An additional \$3.4 million in the proposed budget will enhance targeted street cleaning in highly-trafficked neighborhoods. This includes expanding the Tenderloin Clean block sweeper program by adding an afternoon and evening shift seven days a week, and continuing the weekend expansion of the Tenderloin Clean and SOMA Clean programs. This funding will also maintain Downtown Streets teams in the Mission and the Haight, and add funding for the Chinatown Clean program to operate five days a week. In addition to cleaning the streets, these programs also serve as workforce development initiatives to employ formerly incarcerated, homeless, and other individuals facing barriers to employment to do targeted street cleaning where it is most needed.

### **Vision Zero Improvements**

Under Mayor Breed's direction, the San Francisco Municipal Transportation Agency (SFMTA) will develop a policy that requires SFMTA staff to move forward with quick, near-term safety enhancements on high-injury corridors, including paint, safety posts, and temporary sidewalk extensions. The proposed budget adds \$2.5 million in FY 2019-20 to fund paint and signage projects that align with this expedited goal.

### **Investments in Fire Equipment and Safety**

The Mayor's proposed budget invests \$9.2 million over two years in critically needed equipment in the Fire Department, closing out a five-year initiative to address the department's aging equipment and fleet inventory. The investment will provide much-needed funding for tools, equipment, and vehicle replacement that are passed their useful life. In addition to five-year critical equipment funding initiative, \$4 million is included in the Mayor's proposed budget for four new hose tenders. These vehicles can be dynamically deployed to any area in the City and can use any water source, such as the Bay, a reservoir, or low pressure hydrants, ultimately improving fire safety.

## **Improving Accountability and Responsiveness in Public Safety**

### **Increasing Police Visibility and Addressing Property Crime**

Though violent crime has been on the decline in recent years, San Francisco has experienced an increase in property crime and a decline in street conditions. The San Francisco Police Department (SFPD) developed proactive strategies to address these issues using increased police visibility on the streets and enhanced investigation units. To properly staff these strategies, the FY 2018-19 budget initiated a four-year hiring plan using new academies and civilianization, seeking to deploy an additional 250 officers to field operations by FY 2021-22. The Mayor's proposed budget continues to fund the plan to get 250 additional officers, and capitalizes on additional civilianization of certain positions to meet the staffing levels quickly and efficiently. The budget phases in the hiring of 50 additional civilians to transition officers to operational duties. The Mayor's proposed budget redirects funding for one-time overtime increase in FY 2019-20 to provide more foot beats in neighborhoods and merchant corridors as the additional academy classes phase in over the course of the hiring plan. The additional officers and staff resources will be deployed to foot beats, neighborhood stations, and traffic and investigations units to address car-break-ins, property crimes, street conditions, and Vision Zero violations.

To further increase visibility and deter crime, the proposed budget includes \$0.7 million to pilot a Union Square Ambassador Program, which will strategically place 15 retired off-duty officers in high-traffic areas to enhance safety and help mitigate property crime in the area.

### **Commitment to Meet 911 Call Response Time Goals**

The Mayor's proposed budget includes funding to maintain the City's responsiveness to 911 emergency calls through continued support of increased personnel resources at the Department of Emergency Management and at the 311 Call Center for non-emergency calls. The continuing resources will support the Department of Emergency Management's commitment to answering 90 percent of 911 calls within 10 seconds of receipt.

### **Transparency and Accountability in Public Safety**

The City is committed to ensuring that public safety services are transparent and accountable to

residents. The Mayor's proposed budget allocates resources to San Francisco's Police and Sheriff Departments, as well as the Department of Police Accountability (DPA), to respond to new state-mandated disclosure requirements for officer personnel records. Under Senate Bill 1421 and Assembly Bill 748, law enforcement agencies must produce certain records of investigation of officers, going back several decades, as well as body-worn camera footage. The two-year budget includes \$7.4 million for both technology and staff to help departments comply with these laws.

Additionally, earlier this year DPA agreed to conduct an independent review of misconduct allegations at the Sheriff's Department. DPA took over several complex on-going investigations and will provide independent investigations of these allegations, as well as provide policy recommendations to the Sheriff's Department. The budget includes new staff to form an independent review unit that can handle the increased workload associated with these investigations.

## **Supporting Small Businesses and Workers**

### **Investing in San Francisco's Small Businesses**

The Mayor's proposed FY 2019-20 and FY 2020-21 budget includes a total of \$9 million of new investments to help small businesses start, stay, and thrive in San Francisco. The Office of Economic and Workforce Development's (OEWD) budget includes \$2 million over two years to expand the SF Shines program, which provides grants to small businesses for storefront and interior improvements. Another \$2 million investment will provide funding for small business fee assistance in FY 2019-20 to help mitigate the cost burden small business face from on-going regulatory fees. The proposed budget also reinvests \$1 million into OEWD's Small Business Revolving Loan Fund. This fund has removed barriers to starting and growing a small business by providing 177 small and mid-sized flexible loans to small business owners to date, 60 percent of which were to women-owned businesses and 53 percent of which were to minority-owned businesses. Lastly, the proposed budget invests \$4 million in a new Community Cornerstones program, which will provide financial assistance to small businesses and nonprofits for tenant improvements located within ground floor spaces in newly constructed affordable housing throughout San Francisco. This investment will support the retention and stability of

participating nonprofits and small businesses while fostering the economic health and well-being of neighborhoods across the city.

### **Minimum Compensation Ordinance**

In the fall of 2018, the Board of Supervisors passed, and the Mayor signed, changes to the Minimum Compensation Ordinance (MCO) raising the base wages above the San Francisco minimum wage for certain groups including nonprofit workers on City-funded contracts. Nonprofit workers on City contracts will receive a mandated minimum base wage of \$16.50 per hour beginning on July 1, 2019, which will increase with inflation in future years, provided that annual budget appropriations are available to support them.

The Mayor's proposed two-year budget includes \$6.6 million to increases, \$3.3 million per year, to nonprofit contracts impacted by these higher wages. Given previous estimates of the impact of the MCO on nonprofit wages, these funds should be sufficient to address the impact of wage increases for those to the new minimum funding level and to address wage compression for many nonprofit employees with wages above the required level for City contracted employees.

The Controller's Office is developing a process to administer efficient allocation of these funds to impacted nonprofit organizations, beginning with applications from organizations in June and final allocations determined following adoption of the budget by the Board of Supervisors. In future years, funds allocated through this program will be built into departmental base budgets.

### **In-Home Support Service Worker Wage Growth**

The In-Home Support Services (IHSS) program supports residents needing assistance with activities of daily living, so that individuals can remain in their homes and communities. IHSS is an alternative to out-of-home care, such as nursing or residential care facilities. The San Francisco IHSS program supports 22,000 low-income seniors and persons with disabilities. The changes to the MCO passed in fall 2018 included raises for IHSS workers. By FY 2022-23, the MCO base wage for IHSS care providers is slated to reach \$18.75 per hour, subject to annual appropriation, and increase by CPI on July 1 of every subsequent year, beginning in July 2023. The Mayor's proposed budget includes \$33.2 million over two years to support the cost of implementing

MCO for IHSS workers. Additionally, the Mayor's proposed budget covers additional costs to support the IHSS program which were previously funded by the state, but have shifted to local counties.

## **Strengthening the Social Safety Net**

### **Nonprofit Support**

Nonprofit organizations are important partners in providing essential services, including health care, homelessness services, child care, workforce development, domestic violence prevention, housing, social equity, and community development programs, among many others. However, rising costs in the City are making it harder for nonprofit organizations to operate in San Francisco. The Mayor's budget includes \$46.0 million over the two years to support a Cost of Doing Business (CODB) increase of 3 percent in FY 2019-20, a 0.5 percent increase from what was previously budgeted, and an additional 2.5 percent in FY 2020-21 for General Fund supported nonprofit contracts. This funding will help organizations address inflationary cost pressures, and will help ensure the sustainability of the City's nonprofit partners.

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 in FY 2016-17, and the proposed two-year budget adds an additional \$2 million in support, bringing the total funding for NSI to \$8 million over the two years of the budget to continue this important work.

### **CalFresh Eligibility and Program Growth**

The Mayor's proposed budget includes the resources necessary to meet increased caseload resulting from changes to the state's CalFresh program. The state recently reversed a longstanding law which prohibited supplemental security income (SSI) recipients from receiving CalFresh benefits. The Human Services Agency (HSA) estimates that approximately 12,600 SSI recipients in San Francisco will become newly eligible for CalFresh as a result of the policy change, and that an additional 4,200 existing CalFresh households with an SSI recipient will experience a change in their CalFresh benefit amount. In order to keep up with increased caseload, the Department has added 35 new positions, a majority of which are funded by state and federal

revenue sources, with the remaining cost supported through the Mayor's proposed budget.

### **CAAP Increased Funding**

San Francisco's County Adult Assistance Programs (CAAP) offers cash assistance and employment services for low-income adults without children, adults who cannot work, and refugees. San Francisco's CAAP ordinance states that maximum grant amounts for the CAAP program will increase with any cost of living adjustments implemented by the state in the CalWORKs program. Recent changes at the state level have resulted in a 23 percent increase in CalWORKs, leading to an increased cost of \$9.8 million over the two-year budget for CAAP grants.

### **Creating Equitable Opportunities**

#### **Opportunities For All**

In October 2018, Mayor Breed launched Opportunities for All, a youth workforce development program addressing economic inequality by ensuring that all young people can be a part of San Francisco's thriving economy. Opportunities for All provides all high-school aged youth in the City with access to career exploration and workforce development. The initiative includes paid internships, mentorships, and pathways to employment, and focuses on equitable access to these opportunities through connections, support, and resources for both job seekers and employers. The Mayor's proposed budget includes \$8 million over two years to support the cost of student stipends and expand programming throughout the school year.

#### **Supporting Equity in Education**

The Mayor's proposed budget invests \$15 million annually for 10 years to fully fund the Free City College program at the City College of San Francisco (CCSF), representing an enhancement of \$8.4 million annually. The proposed budget also includes a one-time payment of \$5.4 million to offset the costs incurred by the CCSF as a result of enrollment exceeding CCSF's original projections from 2016 over the past two academic years.

The proposed budget includes a \$10 million pilot for teacher stipends to retain credentialed educators at SFUSD's "High-Potential Schools," supplementing an existing SFUSD program. High-Potential Schools typically serve communities and schools which experience significant teacher turnover. The Mayor's proposed budget also invests \$2.0 million over two years for peer resources teachers and other staffing

to support the mental and physical wellbeing of high school and middle school students.

### **Workforce Opportunities**

The City and County of San Francisco is committed to a diverse, equitable, and inclusive workplace, where all employees are treated with fairness, dignity, and respect. In September 2018, the Mayor issued an Executive Directive with clear requirements and deliverables needed in order to meet this goal. The proposed budget creates an Office of Equity, Inclusion, and Belonging within the Department of Human Resources, which will advance the directives issued by the Mayor and coordinate citywide efforts toward making the City and County of San Francisco a diverse, equitable, and inclusive workplace. The proposed budget also makes targeted investments in the Department of Public Health and the Department of Homelessness and Supportive Housing to augment the work being done centrally in the Department of Human Resources.

#### **Office of Racial Equity**

To address racial inequities across the City and advance toward equitable outcomes for all communities, the Mayor's proposed budget dedicates over \$0.6 million to staff the new Office of Racial Equity within the Human Rights Commission. The office seeks to advance racial equity in the City and repair harm done by policies that have created, upheld, or exacerbated racial disparities. The Office of Racial Equity will analyze city policies for their potential impact on various racial groups, and consult with City departments to establish tailored plans to address racial disparities both within individual departments and within the communities they serve.

#### **Addressing Health Disparities**

The proposed FY 2019-20 and FY 2020-21 budget dedicates over \$22 million in revenue generated by the tax on sugar sweetened beverages to programs and services that seek to address health disparities in communities with high rates of sugary drink consumption and those populations disproportionately impacted by chronic disease such as diabetes, obesity, and heart disease. The proposed budget allocates funding for community-based grants to promote health education, physical activity, and healthy eating. The proposed budget also makes a significant investments in school and community-based oral health, targeting high-need populations.

Notably, the proposed budget also allocates \$4 million over the two years to offer free recreation programming to all youth under 18 and living in public and low-income subsidized housing, as well as youth living in the City's shelter system. In addition to the creation of new, local programming, this investment will also support increased outreach, access, and scholarships for existing recreation programs. This investment will seek to remove traditional barriers to access by providing hyper-local, culturally relevant programming, and will introduce participants to broader citywide programming.

### Promoting Equity in Cannabis

The passage of Proposition D in November 2018 authorized San Francisco to collect a tax on cannabis businesses with gross receipts over \$500,000. The proposed two year budget assumes \$6.7 million in new discretionary revenue which will be allocated to cannabis equity and small business assistance investments. These investments include new positions to help San Francisco's cannabis equity program applicants navigate city permitting processes and compliance regulations, and to connect CityGrow's apprenticeship program participants with cannabis employers.

### Criminal Justice

The Mayor's proposed budget includes funds that will enable San Francisco to become one of the first major cities in the nation to make phone calls in its jails completely free for incarcerated individuals and their support networks on the outside. Making these calls free removes an economic barrier for communities disproportionately impacted by the criminal justice system in San Francisco. Furthermore, national research has shown that communication between incarcerated individuals and their loved ones increase safety within jails, decreases recidivism, and improves reentry outcomes.

Additionally, the proposed two-year budget allocates funding to maintain the Pre-Trial Release Unit in the Public Defender's Office. Piloted in the FY 2017-18 budget, the Pre-Trial Release Unit provides pre-arrangement representation for low-income detainees who otherwise would be unable to afford a private attorney. Timely legal representation enables defendants to maintain jobs, child custody, and stable housing by being released sooner.

### Supporting the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Community

The proposed budget includes over \$3 million in targeted investments for transgender initiatives and LGBTQ services. Additional staff has been added to the Office of Transgender Initiatives to implement the Mayor's Executive Directive to expand gender and self-identifiers on City forms and applications and gender identity training for City employees. The budget also includes \$2 million over the two years to pilot a housing subsidy program for transgender and gender non-confirming (TGNC) individuals. These investments will prevent eviction and stabilize tenancies for some of San Francisco's most vulnerable residents. Additional resources are included to support homeless youth that identify as LGBTQ and to continue expanded service connection for LGBTQ youth.

### Making Government More Accountable to Residents

#### One-Stop Permit Center and Digitizing Permitting

The Permit Center and Digital Services teams of the City Administrator's Office will oversee a multi-year effort in collaboration with the City's permitting departments to fundamentally change the way permitting works in San Francisco, with a focus on making it less paper-based and easier to navigate for residents trying to open and run a business, build housing or host a community event. The new consolidated Permit Center at 49 South Van Ness will serve as an efficient and streamlined one-stop shop for construction, special events, and business permitting.

In addition to changing the physical space for permitting agencies, the Digital Services team will be working with departments to take permitting digital. This means giving residents the choice to apply for permits online through a seamless experience on the City's website. Electronic plan review, streamlined business processes, and integrated systems between departments are also vital to reducing paper usage and duplicative manual data entry. Ultimately, these changes to the physical and digital permitting world will make it much easier and faster to open and run a business, host a community event, and increase all types of housing in San Francisco.

## **Accountability and Equitable Outcome Plans**

The budget instructions issued by the Mayor to departments in December 2018 made it clear that accountability and ensuring equitable outcomes for all would be key themes for the upcoming budget. In order to ensure that the City is making every dollar count, certain budget initiatives included in the Mayor's proposed budget will be rigorously tracked and evaluated through a new Accountability and Equitable Outcome Plan. In collaboration with the Controller's Office, initiatives related to homelessness, health equity, and small business will be evaluated against established goals and performance measures, timelines, and expected outcomes. These program evaluations will be used in future budget deliberations to determine if funding for particular initiatives should continue.

## **Strategic One-time Investments in Capital, IT, and Equipment**

The Mayor's proposed budget fully funds the Pay-As-You-Go Capital Program at the Ten-Year Capital Plan recommended level - \$157.2 million in FY 2019-20 and \$168.2 million in FY 2020-21. This is the largest investment in the Pay-As-You-Go Program to date and reflects a 7 percent increase in funding year-over-year. 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. Investments are guided by priorities including protecting life safety, ensuring the preservation of City assets, and promoting economic development. The continued high levels of investment in capital demonstrate the City's 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.

The proposed budget includes funding to support the City's goal of achieving a street Pavement Condition Index (PCI) of 75 by 2024-25, bike and pedestrian safety initiatives such as Vision Zero and the Sidewalk Improvements and Repair and Accelerated Sidewalk Abatement programs, and portfolio-wide investment in facility renewals to replace and extend the useful life of building subsystems such as roofs, HVAC systems, and elevators.

Additionally, the two-year budget includes \$70.4 million in funding for information technology projects across multiple City departments. This funding includes investments to modernize the City's core technology infrastructure, including the City's property tax assessment system as well as radios and dispatch technology used by public safety agencies. IT projects are also focused on making government operations and services more efficient and effective. Such initiatives include a multi-year project to re-envision the City's hiring process and renewed investment in a user-oriented citywide website to transform City services, including permitting, into digital transactions.

On top of the capital and information technology investments, the proposed budget includes funds for other strategic one-time uses that will reduce liabilities in future years including \$27.4 million in General Fund for equipment and vehicle purchases.

# How to Use This Book

## MAYOR'S PROPOSED TWO-YEAR BUDGET

The Mayor's proposed Fiscal Year (FY) 2019-20 and 2020-21 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 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 AND 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 three-year period: FY 2018-19 budgeted, and the proposed FY 2019-20 and FY 2020-21 budgets. 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.
- Performance Measures illustrates the department's progress in meeting strategic goals.
- Budget Issues and Details explains any significant service level changes in Fiscal Year 2019-20 and 2020-21, 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 AND COMMUNICATION TECHNOLOGY PROJECTS**

**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.



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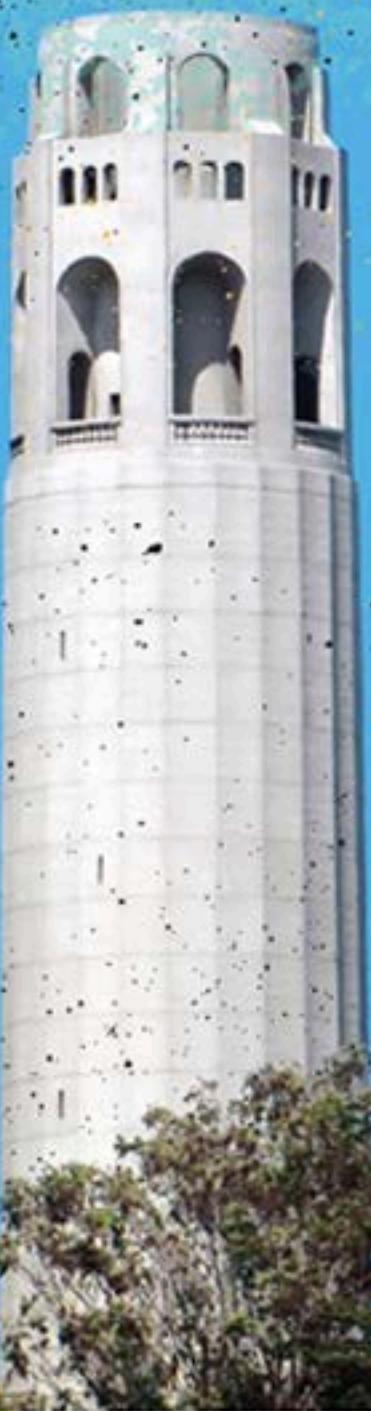
Executive Director

\*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, 2017. 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.



# 8 >> 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.

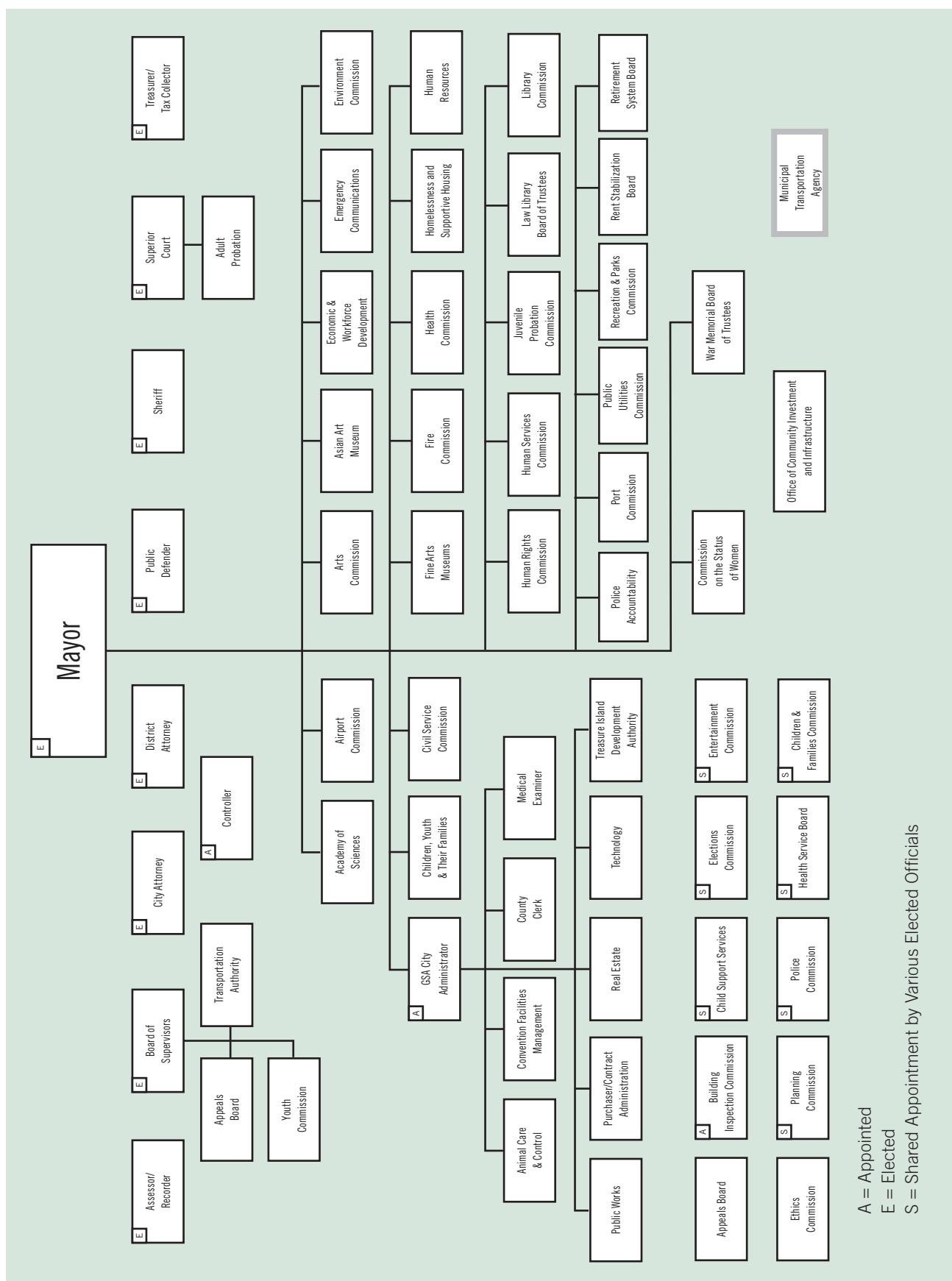
The Mayor and all 11 members of the Board of Supervisors serve four-year terms. Mayoral elections are held during odd-numbered years, while Board of Supervisors elections are held in even-numbered years. Elections for the Board of Supervisors are staggered, with five or six seats being open each

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

London N. Breed

## **Board of Supervisors**

Supervisor, District 1

Sandra Lee Fewer

Supervisor, District 2

Catherine Stefani

Supervisor, District 3

Aaron Peskin

Supervisor, District 4

Gordon Mar

Supervisor, District 5

Vallie Brown

Supervisor, District 6

Matt Haney

President, District 7

Norman Yee

Supervisor, District 8

Rafael Mandelman

Supervisor, District 9

Hillary Ronen

Supervisor, District 10

Shamann Walton

Supervisor, District 11

Ahsha Safaí

Assessor-Recorder

Carmen Chu

City Attorney

Dennis J. Herrera

District Attorney

George Gascón

Public Defender

Mano Raju

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)	Julie Rosenberg
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)	Joaquin Torres
Elections (REG)	John Arntz
Emergency Management (ECD/DEM)	Anne Kronenberg
Entertainment Commission	Maggie Weiland
Environment (ENV)	Deborah Raphael
Ethics (ETH)	LeeAnn Pelham
Fine Arts Museums (FAM)	Thomas Campbell
Fire (FIR)	Jeanine Nicholson

Health Service System (HSS)	Abbie Yant
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)	Michael Lambert
Medical Examiner	Michael Hunter, M.D.
Municipal Transportation Agency (MTA)	Ed Reiskin
Office of Early Care and Education (OECE)	Ingrid Mezquita
Police Accountability (DPA)	Paul Henderson
Police (POL)	William Scott
Port (PRT)	Elaine Forbes
Public Defender (PDR)	Mano Raju
Public Health (DPH)	Dr. Grant Colfax
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)	Linda Gerull
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	Mark Rocha

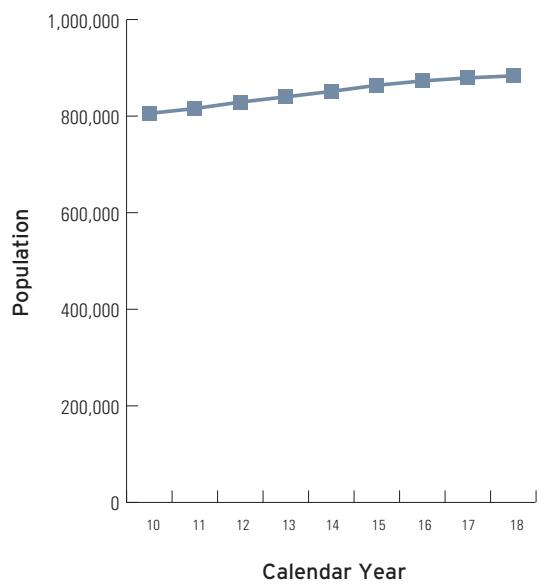
# DEMOGRAPHIC AND ECONOMIC STATISTICS

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.

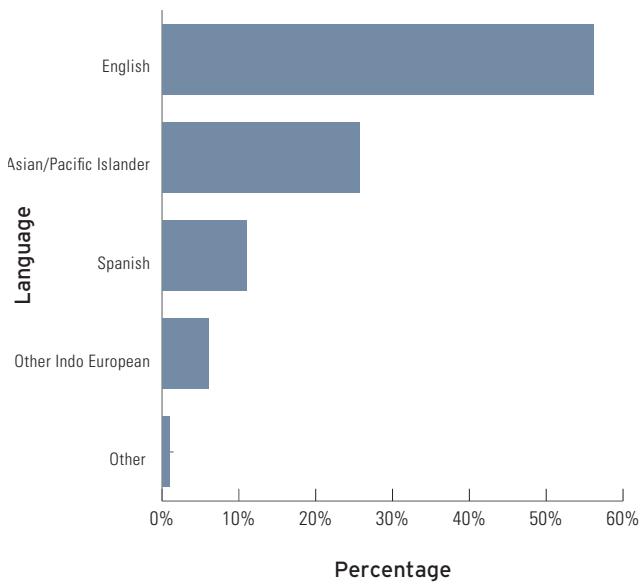
While government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. According to the latest estimates from the U.S. Census Bureau the City's

population was 883,305 in 2018, a 0.5 percent increase from 2017. Between 2010 and 2018, the City added 77,755 new 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. More than 36 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 positions the City's future labor force for success in the global economy.



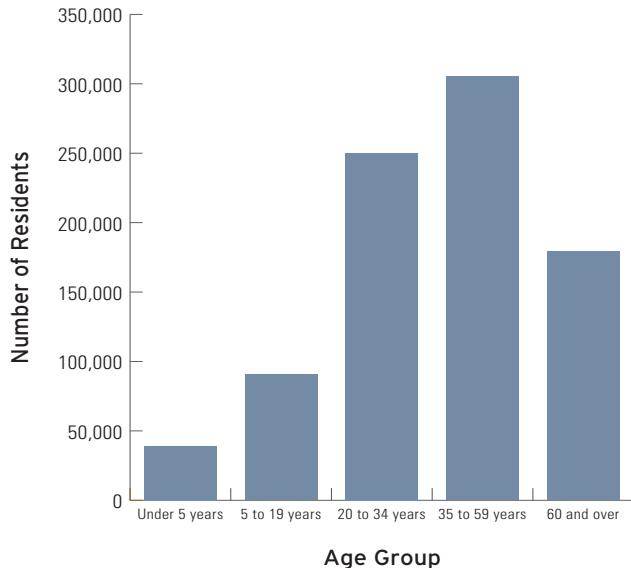
**TOTAL POPULATION.** Source: U.S. Census Bureau, *Estimates of Resident Population*.



**LANGUAGE SPOKEN AT HOME.** Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-year Estimates.

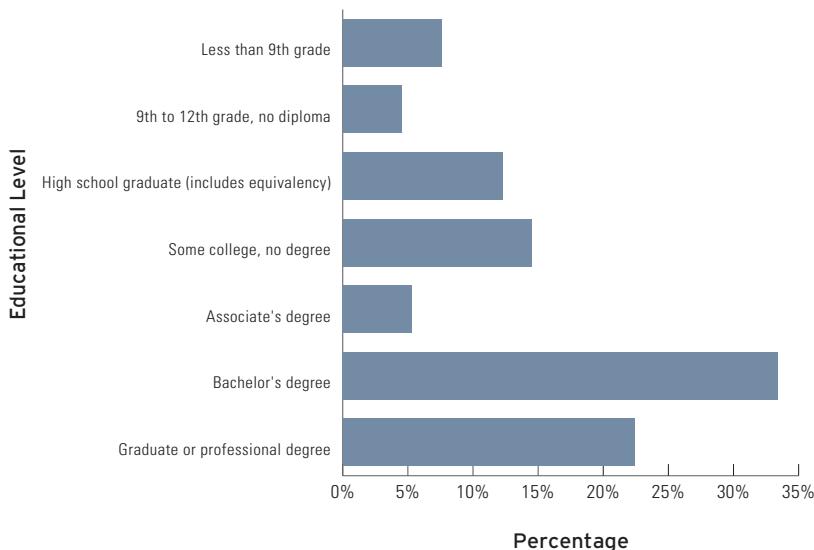
## POPULATION BY AGE. >

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-year Estimates.



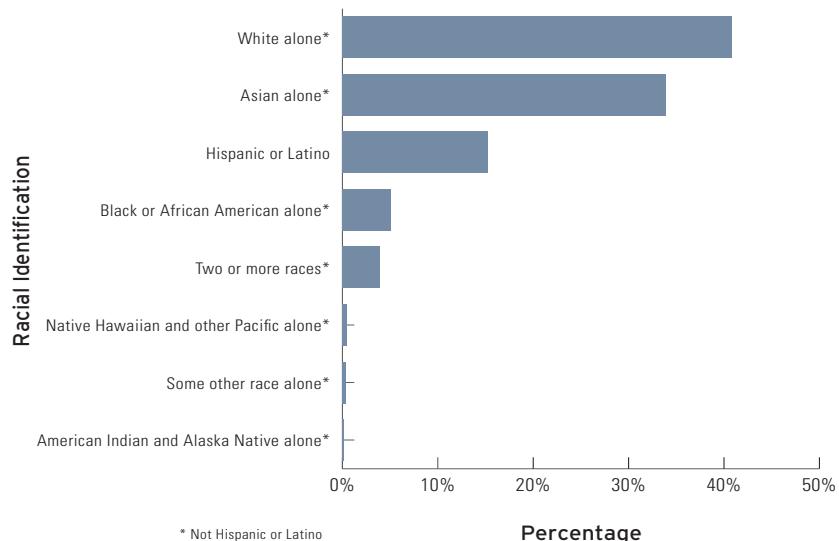
## EDUCATIONAL ATTAINMENT. >

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-year Estimates.



## RACE IDENTIFICATION. >

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-year Estimates.



# LOCAL ECONOMY

San Francisco is at the center of a dynamic and innovative region that 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 diverse 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, and healthcare, San Francisco is pushing to develop new and innovative fields in civic-based and green technologies to help grow its manufacturing sector. There are currently over 745,000 jobs in San Francisco—more than at any point in the City's history.

Though San Francisco has seen historically strong economic growth since the Great Recession, many San Franciscans have not experienced the benefits of the recovery, and some communities have felt left behind by the recent influx of wealth. To support disadvantaged populations and protect the middle class, the City is making significant investments into small business programs, neighborhood economic development, affordable housing, nonprofit sustainability, and workforce development. Each new initiative furthers the goal of building an inclusive, equitable economy where every San Franciscan has the opportunity to live, work, and thrive in the city.

## Leading the Regional and State Economy

As of April 2019, San Francisco is tied with Marin for the second-lowest unemployment rate (2.1 percent) among California's 58 counties. The current unemployment rate is at the same level as the previous year. By traditional metrics, San Francisco has been at virtually full employment for over a year. About 13,800 residents gained jobs between April 2018-April 2019, with the strongest growth coming from the technology sector at 11.1 percent, followed by the construction sector at 9.6 percent.

Growth in San Francisco continues to exceed expectations. The California Employment

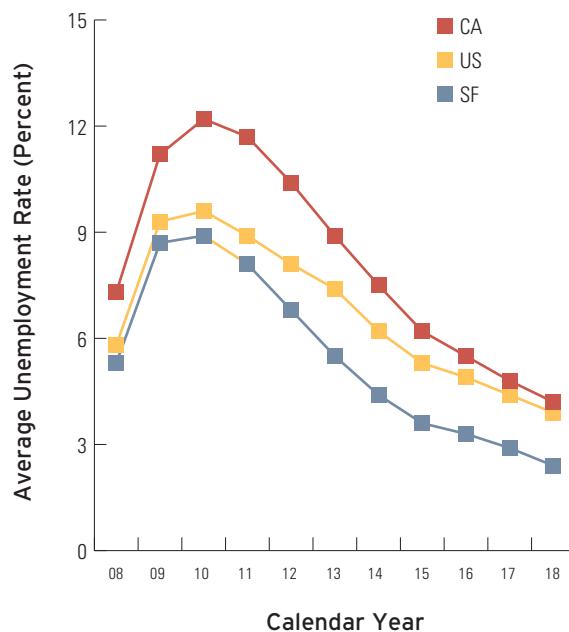
Development Department projected in 2016 that employment in the San Francisco Metro Division (which includes San Mateo County) would grow by 127,000 jobs between 2016 and 2026, a 10.7 percent increase. From 2016 to present, San Francisco alone added nearly 50,000 jobs, and the two counties combined have already added nearly 86,000 jobs during the same period.

Although San Francisco represents only 2.2 percent of the State's population, it accounted for 8.3 percent of Gross Domestic Product growth in California from 2012 to 2015. From 2012 to 2018, nearly 1 in 4 new jobs in the nine-county Bay Area was created in San Francisco.

## Economic Development Initiatives

The City makes targeted investments in key sectors to support the health of its strong economy, and create good, sustainable jobs for all residents, regardless of race, gender, class, or background. These sectors include: technology, professional services, manufacturing, nightlife and entertainment, tourism and hospitality, nonprofit, and retail.

In addition to citywide and neighborhood-based economic development initiatives, the City has



▲ UNEMPLOYMENT RATE. Source: Bureau of Labor Statistics.

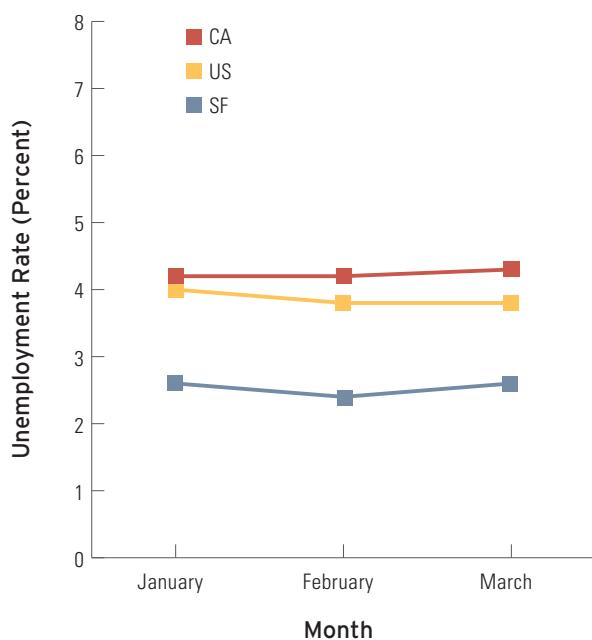
undertaken a number of joint development projects to stimulate further growth and build more affordable housing. These projects, including the Golden State Warriors' Chase Center, and developments at the Old Mint, Schlage Lock, Pier 70, 5M, Mission Rock, India Basin, Laurel Heights, and the Balboa Reservoir,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

## Workforce Development

San Francisco's continued investment in workforce development programs helps all San Franciscans 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. With the city at near full employment, workforce development efforts have focused on intensive barrier removal services and community outreach to better connect disadvantaged groups to career pathways. The City is also investing in San Francisco's youth, creating paid summer work opportunities and internships through programs like Opportunities for All.

The City funds job-driven training programs in key sectors such as construction, healthcare, 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 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 securing employment opportunities that will 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



▲ UNEMPLOYMENT RATE: 2019. Source: Bureau of Labor Statistics.

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. Additionally, investments in equity initiatives are making the economy more inclusive, with the goal of ensuring historically underserved communities can share in the City's success. 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 report updates about key performance metrics across eight policy areas. Residents, policymakers and City department leadership can track progress to set goals for important City services. Colored indicators represent progress—**green** for meeting target, **yellow** for needs improvement, **red** for not meeting target, and white for no target. Visit [sfgov.org/scorecards/](http://sfgov.org/scorecards/) to learn more or follow [twitter.com/SFCityScorecard](https://twitter.com/SFCityScorecard) for updates. Measures displayed below show Fiscal Year (FY) 2018-19 status-to-date and FY target, unless noted otherwise.

## LIVABILITY



LIVABILITY

The Livability scorecard summarizes results for street and sidewalk maintenance, parks, and libraries. San Francisco exceeded its target for pothole response times and met its target for street pavement condition.

However, responsiveness to street and sidewalk cleaning requests has remained significantly below target. Library visitors and circulation continued to meet targets. In FY 2017-18, the citywide average park score remained at 89 percent.

Metric (FY 2018-19 to date)	Status	Target
Street and Sidewalk Cleaning Response	76%	95%
Graffiti Service Requests	25,527	N/A
Pothole Response	96%	95%
Pavement Condition Index (PCI)	74	74
Total Library Visitors (July-December 2018)	3,023,650	6,000,000
Total Library Circulation (July-December 2018)	5,809,266	11,000,000
Average Park Maintenance Score (FY 2017-18)	89%	90%
Recreation Courses Enrollment (% classes above 70% filled)	81%	70%

## PUBLIC HEALTH



PUBLIC HEALTH

The Public Health scorecard tracks patient participation, access to services, and care experience throughout the San Francisco Health Network, the City's public health system. Initiatives by the Department of Public Health (DPH) and across its licensed hospitals and clinics are included in these metrics. The majority of patients are connected to urgent care services the same or next day, though occupancy at Zuckerberg San Francisco General Hospital (ZSFG) and Laguna Honda Hospital continue to be higher than expected. As part of the City's Getting to Zero initiative, HIV medical care continues to improve with more clients achieving viral suppression within a year of their diagnosis.

Metric (FY 2018-19 to date)	Status	Target
Health Network Enrollment	89,414	93,000
Urgent Care Access	94.3%	95%
Primary Care Patient Satisfaction	79.4%	82%
ZSFG Hospital Occupancy Rate	108%	95%
Avg Daily Population at Laguna Honda Hospital	759	755
Rehab Length of Stay at Laguna Honda Hospital (days)	66.1	60
Monthly Unique Substance Abuse Clients in Treatment	3,368	N/A
Monthly Unique Mental Health Clients in Treatment	9,816	N/A
People Living with HIV Achieving Viral Suppression	85%	85%
Health Insurance Coverage	98%	96.7%

## TRANSPORTATION



TRANSPORTATION

The Transportation scorecard includes metrics related to transit performance, safety, and congestion, representing 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. Several performance measures continue to remain below target, including percent of scheduled transit service hours delivered, traffic fatalities, Muni on-time performance, and percentage of citations for top five causes of collisions.

Metric (FY 2018-19 to date)	Status	Target
Muni Trips with Service Gaps	17.5%	17%
Ridership (monthly)	705,980	729,208
% of Scheduled Service Hours Delivered	94.2%	98.5%
Muni On-Time Performance	54.1%	85%
Traffic Fatalities (January-April 2019)	11	0
% of Citations for Top Five Causes of Collisions	39%	50%
Crimes on Muni per 100,000 miles	4.0	4.3
Muni Collisions per 100,000 miles	5.9	6.4
Sustainable Transportation Mode Share (FY 2016-17)	57%	58%
Congestion (mph in 2017)	12.2	N/A

## 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. On average, the City answered 91 percent of 9-1-1 calls within 10 seconds, surpassing the national standard of 90 percent for the first time in six years. Crime has decreased since the start of the fiscal year.

Metric (FY 2018-19 to date)	Status	Target
Property Crime per 100,000 residents	<b>36,567</b>	<b>50,617</b>
Violent Crime per 100,000 residents	<b>4,350</b>	<b>6,493</b>
911 Call Response (<10 Seconds)	<b>91%</b>	<b>90%</b>
Ambulance Emergency Response (<10 seconds)	<b>93%</b>	<b>90%</b>
Police Response to Serious Incidents (seconds)	<b>337</b>	<b>240</b>
County Jail Population	<b>1,342</b>	<b>1,285</b>
Active Probationers	<b>2,943</b>	<b>N/A</b>
Juvenile Hall Population	<b>47</b>	<b>N/A</b>

## SAFETY NET



**SAFETY NET** The Safety Net scorecard tracks the number of clients participating in social services, such as 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 Department of Homelessness and Supportive Housing are included in these metrics. Active client caseloads for social services continued to decline in FY 2018-19 though remain consistent with target projections.

Metric (FY 2018-19 to date)	Status	Target
County Adult Assistance Program Active Caseload	<b>4,731</b>	<b>4,770</b>
CalWORKs Active Caseload	<b>3,009</b>	<b>3,000</b>
CalFresh Active Caseload	<b>29,719</b>	<b>29,450</b>
Medi-Cal Enrollment	<b>113,976</b>	<b>114,015</b>
In-Home Supportive Services Active Caseload	<b>22,489</b>	<b>22,500</b>
Meals Delivered to Seniors (July-December 2018)	<b>973,071</b>	<b>1,692,624</b>
Children in Foster Care	<b>722</b>	<b>730</b>
Homeless Population (2017)	<b>7,499</b>	<b>N/A</b>
Direct Homeless Exits through City Programs (fiscal year 2017-18)	<b>1,601</b>	<b>1,620</b>
Poverty in San Francisco	<b>10%</b>	<b>N/A</b>

## ENVIRONMENT



**ENVIRONMENT** The Environment scorecard includes metrics essential to addressing the human causes of 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. In April 2019, the PUC met their target of enrolling all eligible accounts in CleanPowerSF and is exceeding their target of retaining 95 percent of customers. Landfill diversion and refuse to primary landfill are both trending below target.

Metric (FY 2018-19 to date)	Status	Target
CleanPowerSF Retention Rate	<b>97%</b>	<b>95%</b>
Water Sold to San Francisco Residential Customers (per capita per day)	<b>42 gal</b>	<b>50 gal</b>
Average SFPUC Water and Wastewater Bill	<b>1.43%</b>	<b>1.44%</b>
SFPUC Customer Service Rating	<b>85%</b>	<b>90%</b>
Days with an EPA Air Quality Rating of "Good" (2018)	<b>278</b>	<b>N/A</b>
Greenhouse Gas Emissions Reduction (compared to 1990 levels)	<b>36%</b>	<b>40% by 2025</b>
Residential and Small Business Landfill Diversion	<b>57.3%</b>	<b>62%</b>
Tons of Refuse to Primary Landfill	<b>1,615</b>	<b>1,600</b>

## 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.

Metric (FY 2018-19 to date)	Status
Total Employment, Metropolitan Division	<b>1,174,829</b>
Temporary Employment, Metropolitan Division	<b>21,265</b>
Unemployment Rate (March 2019)	<b>2.5%</b>
Zillow Home Price Index	<b>\$1.37M</b>
Zillow Rental Price Index	<b>\$4,388</b>
Office Vacancy Rate	<b>6.0%</b>
Commercial Direct Average Asking Rent (per sqft)	<b>\$81.78</b>
Hotel Occupancy Rate	<b>92.5%</b>
Average Daily Hotel Rate	<b>\$410.22</b>
Revenue Per Available Hotel Room	<b>\$643.60</b>
Sales Tax Collection (FY 2017-18)	<b>\$192.9M</b>

## FINANCE



The Finance scorecard measures the overall financial health of San Francisco government using 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 spending projections have generally been accurate in recent years while revenues continue to outperform estimates. Stabilization reserves and funding for retiree benefits continue to improve but remain just below target. Standard and Poor's credit rating agency joined Moody's in awarding its top rating for San Francisco's General Obligation bonds, which helps the City fund large projects at lower costs.

Metric (FY 2018-19 to date)	Status	Target
General Obligation Bond Rating (Moody's)	<b>Aaa</b>	<b>Aaa</b>
Unrestricted Fund Balance (FY2018)	<b>41.6%</b>	<b>16.7%</b>
Stabilization Reserves (FY2018)	<b>8.8%</b>	<b>10%</b>
Actual vs. Budgeted Expenditures	<b>-0.7%</b>	<b>0%</b>
Actual vs. Budgeted Revenues	<b>+4.3%</b>	<b>+/- 2%</b>
Pension Plan Funding Level (FY 2017-18)	<b>87.3%</b>	<b>100%</b>
Other Post-Employment Benefits (OPEB) Funding Level (FY 2016-17)	<b>4.5%</b>	<b>4%</b>

# Budget Process

APPENDIX  
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 2018-19 and FY 2019-20. Therefore, they are closed this year and will be proposing new fixed two-year budgets for FY 2020-21 and FY 2021-22; the rest of the City's departments will submit rolling two-year budgets over the same period. 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](http://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 21, 2018, as an update to the City's Five-Year Financial Plan for FY 2018-19 through FY 2022-23.

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

January 9, 2019, the Mayor proposed the City's fifth Five-Year Financial Plan for Fiscal Years 2019-20 through 2023-24, which was updated on March 19, 2019 and adopted by the Board of Supervisors on April 16, 2019.

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 this 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 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, and 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.

# ANNUAL BUDGET PROCESS

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 retained a variable two-year budget 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 and IT budgets: Capital and 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 of Public Policy and Finance staff conduct a comprehensive outreach process to understand the budget priorities of San Francisco's communities and address these priorities in the budget. For the proposed budget for FY 2019-20 and FY 2020-21, the Mayor held six budget policy round table meetings with neighborhood leaders, hosted two public town halls, and met with dozens of community groups to understand community members' neighborhood and citywide priorities for the upcoming budget. All San Franciscans also had the opportunity to note their budget priorities online through a new feedback website. All feedback was used to make decisions about the upcoming budget that reflect the needs and priorities of San Francisco community members.

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 another reading a week later. Final passage by the Board must occur before the August 1 deadline.

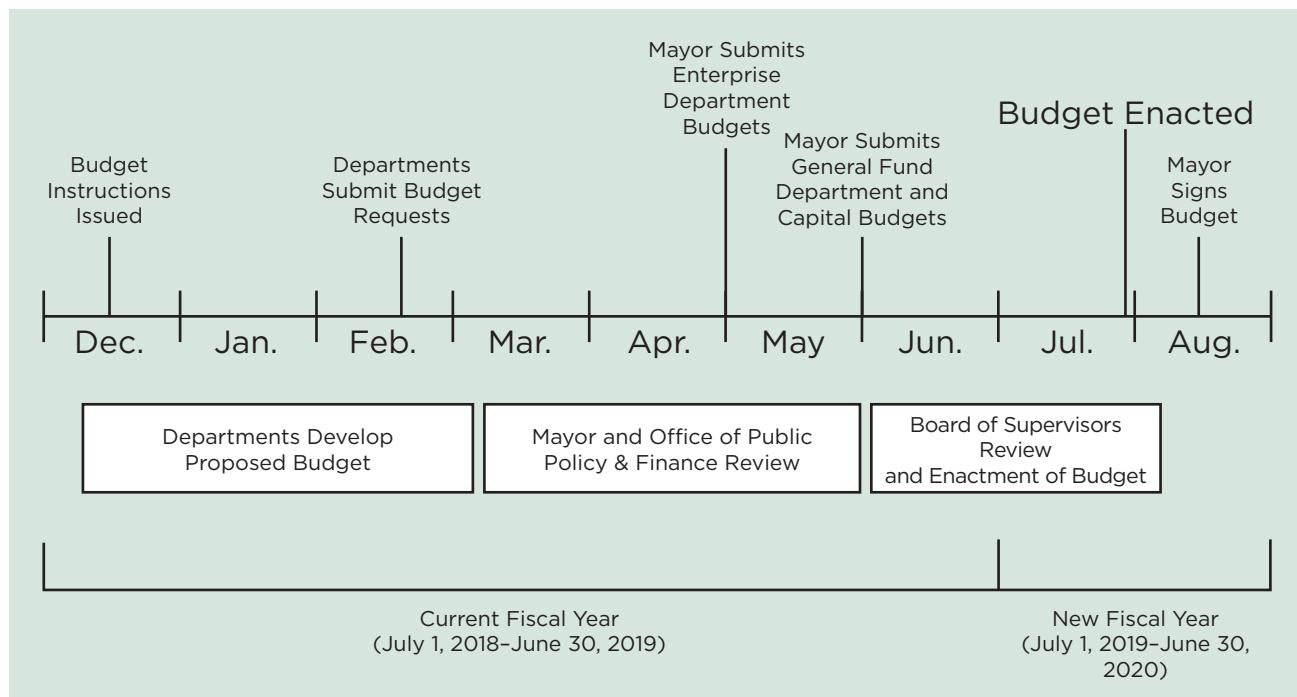
The Mayor has 10 days to approve the final budget, now called the Budget and Appropriation Ordinance. The Mayor may sign the budget as approved by the Board, making it effective immediately, or may veto any portion, whereupon the budget returns to the

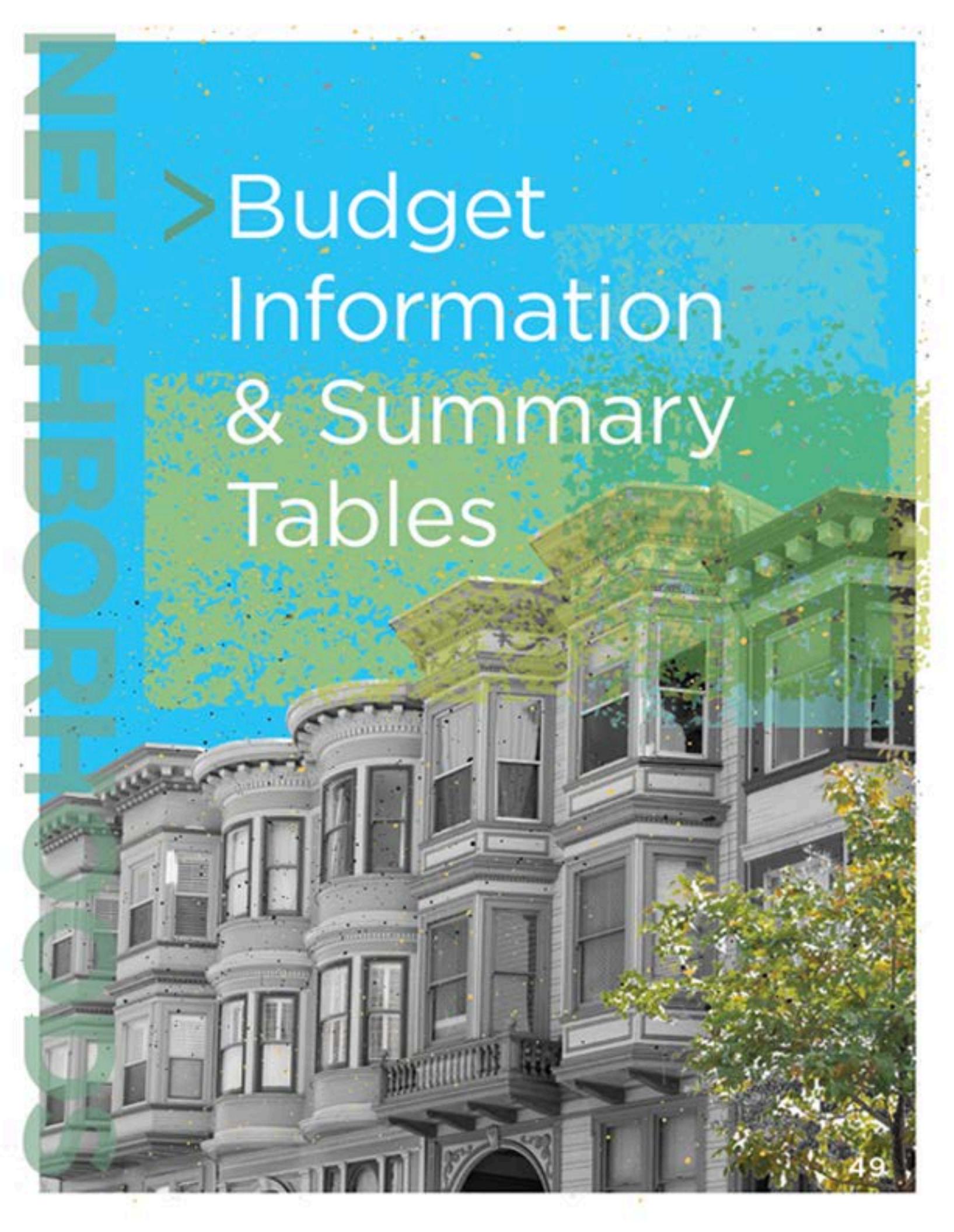
Board of Supervisors. The Board has ten-days to override any or all of the Mayor's vetoes with a two-thirds majority vote. In this case, upon Board vote, the budget is immediately enacted, thus completing the budget process for the fiscal year. Should the Mayor opt not to sign the budget within the ten-day 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.





The background features a photograph of a row of ornate, multi-story Victorian houses with intricate architectural details like bay windows and decorative moldings. In front of the houses, there are several mature trees with green and yellow foliage. The overall scene is a bright, sunny day.

## > 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 2018 and updated in March 2019. The update projected cumulative shortfalls of \$30.6 million, \$125.5 million, \$354.5 million, \$533.9 million and \$694.5 million for FY 2019-20 through FY 2023-24, respectively. In May, the Controller's Office FY 2018-19 Nine-Month Report showed a \$55.2 million improvement from current year projections contained in their prior Six-Month Report. Application of this

additional current year fund balance would reduce the March 2019 projected shortfalls to \$100.9 million over FY 2019-20 and FY 2020-21.

The City is legally required to balance its budget each year. The Mayor's Proposed Two-Year Budget for FY 2019-20 and FY 2020-21 balances the two-year \$100.9 million shortfall with a combination of strategies. The proposed FY 2019-20 budget totals \$12.3 billion, a \$1,223.6 million, or 11.1 percent, increase over the FY 2018-19 budget. The General Fund comprises \$6.1 billion of the total budget, reflecting a \$579.7 million, or 10.5 percent, increase compared to FY 2018-19. The proposed FY 2020-21 budget totals \$12.0 billion, a \$308.7 million, or 2.5 percent, decrease over the FY 2019-20 proposed budget. The General Fund comprises \$6.0 billion, an 80.4 million, or 1.3 percent, decrease over the FY 2019-20 proposed budget.

## 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 68.1 and 67.6 percent of total General Fund sources in FY 2019-20 and FY 2020-21, respectively.

General Fund revenues are budgeted to increase by \$587.8 million in FY 2019-20, 11.5 percent higher than the FY 2018-19 original budget; and decrease by \$103.3 million in FY 2020-21, 1.8 percent lower than the FY 2019-20 proposed budget. Total General Fund resources, including transfers, fund balance, and use of reserves, are projected to increase by \$582.6 million in FY 2019-20, or 10.6 percent above the FY 2018-19 original budget, and decrease by \$83.1 million, or 1.4 percent, in FY 2020-21. In FY 2019-20, overall General Fund tax revenue increases are largely in property, business, and transfer taxes, with increases of \$228.0 million (13.2 percent), \$171.2 million (19.5 percent), and \$68.1

million (29.8 percent) respectively. In FY2020-21, the General Fund tax revenue decrease is largely in property tax.

The proposed budget allocates \$440.2 million in General Fund year-end balance from prior years as a source, which is split \$157.3 million in FY 2019-20 and \$282.8 million in FY 2020-21. The budget also allocates \$94.8 million from prior year reserves in FY 2019-20, largely from the Rainy Day One-Time and Budget Stabilization Reserve One-Time reserves.

### General Fund Revenues

#### Property Tax Revenue

The FY 2019-20 General Fund share of property tax revenue is budgeted at \$1,956.01 million, which is \$228.0 million (13.2 percent) more than what was budgeted in FY 2018-19. The FY 2020-21 General Fund share of property tax revenue is budgeted at \$1,852.0 million, which is \$104.0 million (5.3 percent)

lower than the proposed FY 2019-20 budget. The largest driver of these year-to-year variances is the assumption of \$185 million of one-time excess Education Augmentation Fund (ERAF) payments in FY 2019-20. This revenue is not assumed in FY 2020-21 given the significant risk of formula volatility, cash flow changes, and possible modifications to property tax allocation by the State. State law requires each county to deposit a portion of local property tax revenue into an ERAF, from which it is allocated to schools and community colleges, reducing State funding required to meet their obligation to schools established under Proposition 98. Recent growth in local assessed valuations and prior year supplemental and escape revenue has increased both ERAF and direct property tax allocations to schools to a level that exceeds the State revenue limits of both the SFUSD and the CCD. Under State law, most of this overage—or “excess ERAF”—is returned to the entities that initially contributed property tax revenue ERAF, which in San Francisco is only the City.

In addition, the budget assumes secured roll growth of 7.27 percent in FY 2019-20, given changes to the roll through the end of April, and 4.70 percent in FY 2020-21 due to the annual inflation factor of 2 percent and additional roll growth assumed from transactions. Revenue from escape assessments, which is realized when new construction and changes in ownership that occurred in prior periods is brought onto the rolls, is projected to decline from approximately \$38 million in FY 2018-19 to just under \$5.0 million in the budget years, reflecting the successful elimination enrollment backlogs. These revenues were a significant driver of revenue increases in FY 2015-16 through FY 2017-18.

#### **Business Tax Revenue**

FY 2019-20 business tax revenue is budgeted at \$1,050.6 million, which is \$171.2 million (19.5 percent) more than what was budgeted in FY 2018-19. FY 2020-21 business tax revenue is budgeted at \$1,095.9 million, which is an additional \$45.3 million (4.3 percent) higher than the proposed FY 2019-20 budget. Business tax revenue is comprised of payroll tax, business registration fee, administrative office tax, and gross receipts tax.

Revenues from business tax and registration fees follow economic conditions in the City—primarily

employment and wage growth—and have grown strongly between FY 2010-11 and FY 2018-19, corresponding to the underlying strength of San Francisco’s economy. The City added an average of 24,000 new jobs per year from 2010 to 2017, fueled by the technology industry, whose share of private sector payroll grew from 9 percent to 22 percent in the same period. Most industry sectors continue to add jobs more rapidly than the same sectors in the U.S. as a whole. Budgeted revenues reflect that these trends are projected to continue, albeit at a slowing pace in Fiscal Years 2018-19 and 2019-20. The budget also assumes \$30 million in one-time payroll tax revenue during the budget period is generated from the compensation created as a result of initial public offerings (IPOs) by local firms.

#### **Sales Tax Revenue**

In FY 2019-20, local sales tax revenue is budgeted at \$204.1 million, which is \$7.2 million (3.7 percent) more than what was budgeted in FY 2018-19. FY 2020-21 local sales tax revenue is budgeted at \$206.0 million, which is \$1.9 million (1.0 percent) higher than the proposed FY 2019-20 budget. In FY 2020-21, minimal growth in local sales tax is projected due to continued decline in sales of general consumer goods 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 2019-20 General Fund share of hotel tax revenue is budgeted at \$389.1 million, which is \$13.3 million (3.5 percent) more than what was budgeted in FY 2018-19. FY 2020-21 revenue is budgeted at \$397.0 million, an increase of \$4.9 million (2.0 percent) from the proposed FY 2019-20 budget. Total hotel tax revenues are projected to increase 7.3 percent in FY 2019-20 and 2.0 percent in FY 2020-21 due primarily to continuing increases in room rates. In addition, revenue growth in FY 2019-20 reflects the annualized value of the newly-expanded Moscone Convention Center, which was re-opened in January 2019. General Fund revenues grow at a slower pace than total revenue due to the passage of a November 2018 ballot initiative (Prop S) that dedicated a portion of hotel tax proceeds to arts programs beginning in January 2019. Allocations of hotel tax outside the General Fund are growing from \$16.0 million in FY 2018-19 to \$33.4 million in FY 2019-20, and \$34.1 million in FY 2020-21.

### **Access Line and Utility User Tax Revenues**

Fiscal Year FY 2019-20 access line tax revenue is budgeted at \$48.9 million, which is \$3.0 million (5.7 percent) less than what was budgeted in FY 2018-19. FY 2020-21 revenue is budgeted at \$50.3 million, or \$1.4 million (2.8 percent) higher than the proposed FY 2019-20 budget. Budgets reflect anticipated proposed inflationary increases to the access line tax rate as described in Business and Tax Regulations Code Section 784.

Fiscal Year FY 2019-20 utility user tax revenue is budgeted at \$98.7 million, which is \$0.4 million (0.4 percent) less than what was budgeted in FY 2018-19. FY 2019-20 revenue is budgeted at \$99.9 million, which is \$1.2 million (1.2 percent) higher than the proposed FY 2019-20 budget. The budget assumes telephone user tax revenue remains flat, as the cost of telecommunications is decreasing, as well as slow growth for gas, electric, steam, and water user tax revenue. Utility users tax includes prepaid mobile telephony services surcharge due to the passage of AB 1717.

### **Parking Tax Revenue**

Parking tax revenue is budgeted at \$83.0 million in FY2019-20, which is \$2.5 million (3.0 percent) less than what was budgeted in FY 2018-19, and FY 2020-21 revenue is budgeted at the same level. 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 \$338.7 million in FY 2019-20, representing an increase of \$68.1 million (29.8 percent) above what was budgeted in FY 2018-19. In FY 2020-21, revenue is budgeted at \$253.4 million (14.4 percent) below the proposed FY 2019-20 budget. The budget assumes transfers of commercial properties peaks in FY 2018-19 and returns to its long-term average by FY 2020-21. 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.

Board of Supervisors.

### **Sugar Sweetened Beverage Tax**

Sugar sweetened beverage tax revenue is budgeted at \$16.0 in FY 2019-20, representing an increase of \$1.0 million (6.7 percent) from what was budgeted in FY 2018-19. Revenues are projected to remain flat in FY 2020-21. This reflects the value of the tax revenue before mandated contributions to baselines and reserves. This tax was passed by voters in November 2016 Prop V and took effect on January 1, 2018.

### **State and Federal Revenue**

General Fund federal grants and subventions are budgeted at \$279.4 million in FY 2019-20, which is \$1.0 million (0.4 percent) more than what was budgeted in FY 2018-19. In FY 2020-21, federal grants and subventions are budgeted at \$284.6 million, which is an additional \$5.2 million (1.9 percent) higher than the proposed FY 2019-20 budget. General Fund state grants and subventions are budgeted at \$804.8 million in FY 2019-20, which is \$43.8 million (5.8 percent) more than what was budgeted in FY 2018-19. In FY 2020-21, General Fund state grants and subventions are budgeted at \$796.3 million, which is \$8.6 million (1.1 percent) less than the proposed FY 2019-20 budget.

### **Charges for Services**

General Fund charges for services are budgeted at \$232.3 million in FY 2019-20, which is \$16.1 million (6.5 percent) less than what was budgeted in FY 2018-19. General Fund charges for services are budgeted at \$233.7 million in FY 2020-21, which is \$1.4 million (0.6 percent) higher than the proposed FY 2019-20 budget.

### **Operating Transfers In**

Gross transfers in to the General Fund are budgeted to decrease by \$7.2 million (4.2 percent) in FY 2019-20 as compared to the FY 2018-19 original budget, then decrease by \$10.5 million (6.4 percent) in FY 2020-21. The reduction in transfers-in is primarily due to decreases from the Department of Public Health related to the Electronic Health Records project and intergovernmental payments. These decreases are partially offset by increases from Airport concessions revenue.

# EXPENDITURE TRENDS

## Personnel Expenses

The proposed budget includes an increase in total labor costs of \$391.7 million, or 7.6 percent, and an additional increase of \$275.0 million, or 4.9 percent, for all funds in FY 2019-20 and FY 2020-21, respectively. This total increase includes an increase in General Fund labor costs of \$198.9 million (8.1 percent) in FY 2019-20 and an additional increase of \$111.6 million (4.2 percent) in FY 2020-21. The increase in FY 2019-20 is largely due to the cost of recently negotiated contract extensions for most of the City's miscellaneous employees, which stipulated salary increases of 3.0 percent on July 1, 2019, 1.0 percent on December 28, 2019, 3.0 percent on July 1, 2020, 0.5 percent on December 26, 2020, 3.0 percent on July 1, 2021, and 0.5 percent on January 8, 2022, 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 \$380.9 million (12.5 percent) to \$3.4 billion in FY 2019-20 and will decrease by \$192.0 million (5.6 percent) to \$3.2 billion in FY 2020-21. The budget includes a Cost of Doing Business

(CODB) increase for local nonprofit organizations in each year, which equates to \$39.7 million or 5.0 percent over the two-year budget. The CODB 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 nonprofit contracts have been included in departmental budgets as needed.

## Transfers Out

Transfers Out of the General Fund are budgeted at \$1.3 billion and \$1.3 billion in Fiscal Years 2019-20 and 2020-21, respectively, representing a increase of \$87.7 million in FY 2019-20 from the previous year and an increase of \$0.4 million in FY 2020-21. Changes are primarily due to growth in baseline funded requirements offset by reductions in General transfers to the Convention Facilities Fund and Arts programs dedicating hotel tax to the arts. Notable changes include the continuation of two recently adopted 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 2019-20 and 2020-21, the General Fund will represent 49.7 and 50.3 percent of the City's total budget, respectively. General Fund discretionary spending capacity, however, is less than 30 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, Dignity Fund, Street Tree Maintenance Fund, required reserve deposits, and Police and Fire Department minimum staffing requirements. These requirements are 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 2019.

# 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.

An **account** is a unique six digit code that identifies the general nature of a source or use, at its lowest level of detail. A value between 400000 and 499999 denotes a source, while a value between 500000 and 599999 denotes a use.

Accounts can be summarized at different levels. For the reports contained in this book, accounts are summarized at Level 5, into a 4 digit code. For example, accounts 501010 - Permanent Salaries and 501070 - Holiday Pay roll up to an Account Level 5 of 5010 - Salaries.



# Budget Summary Tables

## CONSOLIDATED SCHEDULE OF SOURCES AND USES

Sources of Funds	2019-2020			2020-2021		
	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Prior Year Fund Balance	154,415,126	194,952,077	349,367,203	282,448,465	240,789,876	523,238,341
Prior Year Reserves	94,793,051	6,050,000	100,843,051	0	1,450,000	1,450,000
Regular Revenues	5,678,690,652	6,131,964,911	11,810,655,563	5,575,377,763	5,855,011,985	11,430,389,748
Transfers Into the General Fund	163,454,967	(163,454,967)	0	152,960,433	(152,960,433)	0
<b>Sources of Funds Total</b>	<b>6,091,353,796</b>	<b>6,169,512,021</b>	<b>12,260,865,817</b>	<b>6,010,786,661</b>	<b>5,944,291,428</b>	<b>11,955,078,089</b>
Uses of Funds	2019-2020			2020-2021		
	General Fund	Self Supporting	Total	General Fund	Self Supporting	Total
Gross Expenditures	5,200,694,651	7,284,930,484	12,485,625,135	5,138,106,955	7,189,272,157	12,327,379,112
Less Interdepartmental Recoveries	(558,491,421)	(555,562,974)	(1,114,054,395)	(560,379,447)	(574,717,559)	(1,135,097,006)
Capital Projects	114,778,208	279,340,189	394,118,397	105,088,297	189,122,082	294,210,379
Facilities Maintenance	9,648,330	56,866,132	66,514,462	10,323,984	41,295,071	51,619,055
Reserves	72,416,391	356,245,827	428,662,218	64,922,208	352,044,341	416,966,549
Transfers From the General Fund	1,252,307,637	(1,252,307,637)	0	1,252,724,664	(1,252,724,664)	0
<b>Uses of Funds Total</b>	<b>6,091,353,796</b>	<b>6,169,512,021</b>	<b>12,260,865,817</b>	<b>6,010,786,661</b>	<b>5,944,291,428</b>	<b>11,955,078,089</b>

# CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP, FY 2019-20

(IN THOUSANDS OF DOLLARS)

Governmental Funds								
Sources	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Prior Year Fund Balance - 6/30/18 (est.)	154,415	65,946	1,620	-	126,450	874	63	349,367
Prior Year Reserves	94,793	-	6,050	-	-	-	-	100,843
<b>Prior Year Sources Total</b>	<b>249,208</b>	<b>65,946</b>	<b>7,670</b>	<b>0</b>	<b>126,450</b>	<b>874</b>	<b>63</b>	<b>450,210</b>
Property Taxes	1,956,008	235,060	-	520,623	-	-	-	2,711,691
Other Local Taxes	1,144,376	33,441	-	-	-	-	-	1,177,817
Business Taxes	1,050,620	22,100	-	-	-	-	-	1,072,720
Rents & Concessions	15,141	67,037	-	-	634,061	825	12,020	729,083
Fines and Forfeitures	3,125	8,053	-	17,877	112,740	-	-	141,795
Interest & Investment Income	76,590	2,128	-	-	34,208	-	310	113,236
Licenses, Permits & Franchises	30,750	10,728	-	-	19,797	-	-	61,275
Intergovernmental - State	804,820	179,238	850	800	121,826	-	-	1,107,534
Intergovernmental - Federal	279,429	164,723	11,771	-	27,073	-	-	482,996
Intergovernmental - Other	2,733	2,865	-	-	113,844	70	-	119,512
Charges for Services	245,260	155,262	-	-	3,301,004	555	311	3,702,393
Other Revenues	69,839	35,503	650	-	150,729	-	131,134	387,855
Other Financing Sources	-	-	2,750	-	-	-	-	2,750
<b>Current Year Sources Total</b>	<b>5,678,691</b>	<b>916,137</b>	<b>16,022</b>	<b>539,299</b>	<b>4,515,283</b>	<b>1,450</b>	<b>143,775</b>	<b>11,810,656</b>
Contribution Transfers In	-	472,186	4,000	14,400	761,722	-	-	1,252,308
Operating Transfer In	163,455	1,339	-	1,242	285,658	6,875	-	458,568
<b>Transfers In Total</b>	<b>163,455</b>	<b>473,524</b>	<b>4,000</b>	<b>15,642</b>	<b>1,047,379</b>	<b>6,875</b>		<b>1,710,876</b>
<b>Available Sources Total</b>	<b>6,091,354</b>	<b>1,455,608</b>	<b>27,691</b>	<b>554,941</b>	<b>5,689,112</b>	<b>9,199</b>	<b>143,837</b>	<b>13,971,742</b>
<b>Uses</b>								
Community Health	(950,890)	(138,437)	-	(1,232)	(1,282,682)	-	-	(2,373,240)
Culture & Recreation	(172,649)	(306,078)	(5,120)	-	-	-	(115)	(483,962)
General Administration and Finance	(600,388)	(221,711)	(350)	-	-	(2,312)	(50,180)	(874,940)
General City Responsibilities	(199,948)	-	-	(553,709)	-	-	-	(753,657)
Human Welfare & Neighborhood Development	(1,183,163)	(530,242)	-	-	-	-	-	(1,713,405)
Public Protection	(1,497,537)	(58,854)	(3,200)	-	(108,273)	-	-	(1,667,863)
Public Works, Transportation & Commerce	(204,592)	(191,973)	(15,021)	-	(3,801,486)	-	-	(4,213,072)
<b>Current Year Uses Total</b>	<b>(4,809,166)</b>	<b>(1,447,295)</b>	<b>(23,691)</b>	<b>(554,941)</b>	<b>(5,192,440)</b>	<b>(2,312)</b>	<b>(50,295)</b>	<b>(12,080,140)</b>
Contribution Transfers Out	(1,118,915)	(10)	-	-	(210,738)	(6,875)	-	(1,336,539)
Operating Transfer Out	(133,392)	(8,620)	-	-	(232,324)	-	-	(374,337)
<b>Transfers Out Total</b>	<b>(1,252,308)</b>	<b>(8,630)</b>			<b>(443,063)</b>	<b>(6,875)</b>		<b>(1,710,876)</b>
<b>Proposed Uses Total</b>	<b>(6,061,474)</b>	<b>(1,455,925)</b>	<b>(23,691)</b>	<b>(554,941)</b>	<b>(5,635,503)</b>	<b>(9,187)</b>	<b>(50,295)</b>	<b>(13,791,016)</b>
Fund Balance - 6/30/19 (est.)	29,880	(317)	4,000	0	53,609	12	93,542	180,726

# CITY AND COUNTY OF SAN FRANCISCO MAJOR FUND BUDGETARY RECAP, FY 2020-21 (IN THOUSANDS OF DOLLARS)

Governmental Funds								
Sources	General Fund	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Service	Other Agency/Trust	Total All Funds
Prior Year Fund Balance - 6/30/19 (est.)	282,448	40,707	-	-	198,582	1,438	63	523,238
Prior Year Reserves	-	-	1,450	-	-	-	-	1,450
<b>Prior Year Sources Total</b>	<b>282,448</b>	<b>40,707</b>	<b>1,450</b>	<b>0</b>	<b>198,582</b>	<b>1,438</b>	<b>63</b>	<b>524,688</b>
Property Taxes	1,852,000	245,992	-	437,359	-	-	-	2,535,351
Other Local Taxes	1,118,372	34,110	-	-	-	-	-	1,152,482
Business Taxes	1,095,900	2,100	-	-	-	-	-	1,098,000
Rents & Concessions	15,371	69,682	-	-	634,061	825	12,020	731,959
Fines and Forfeitures	3,127	8,710	-	15,305	112,740	-	-	139,882
Interest & Investment Income	86,590	2,128	-	-	34,208	-	310	123,236
Licenses, Permits & Franchises	31,657	10,733	-	-	19,797	-	-	62,187
Intergovernmental - State	798,261	131,033	-	800	118,826	-	-	1,046,919
Intergovernmental - Federal	284,620	164,116	-	-	5,073	-	-	453,809
Intergovernmental - Other	2,745	2,778	-	-	113,844	71	-	119,439
Charges for Services	246,644	156,435	-	-	3,215,170	469	311	3,619,029
Other Revenues	42,090	30,662	-	-	142,961	-	132,384	348,097
Other Financing Sources	-	-	-	-	-	-	-	0
<b>Current Year Sources Total</b>	<b>5,575,378</b>	<b>858,478</b>	<b>0</b>	<b>453,464</b>	<b>4,396,680</b>	<b>1,366</b>	<b>145,025</b>	<b>11,430,390</b>
Contribution Transfers In	-	387,946	-	-	864,779	-	-	1,252,725
Operating Transfer In	152,960	1,339	-	528	301,137	5,010	-	460,974
<b>Transfers In Total</b>	<b>152,960</b>	<b>389,285</b>	<b>0</b>	<b>528</b>	<b>1,165,916</b>	<b>5,010</b>	<b>-</b>	<b>1,713,699</b>
<b>Available Sources Total</b>	<b>6,010,787</b>	<b>1,288,470</b>	<b>1,450</b>	<b>453,992</b>	<b>5,761,178</b>	<b>7,814</b>	<b>145,087</b>	<b>13,668,777</b>
Uses	-	-	-	-	-	-	-	-
Community Health	(943,085)	(107,213)	(1,000)	(518)	(1,318,026)	-	-	(2,369,841)
Culture & Recreation	(178,613)	(299,579)	(450)	-	-	-	(115)	(478,757)
General Administration and Finance	(465,083)	(190,116)	-	-	-	(2,804)	(51,531)	(709,533)
General City Responsibilities	(222,358)	-	-	(453,474)	-	-	-	(675,832)
Human Welfare & Neighborhood Development	(1,189,728)	(444,895)	-	-	-	-	-	(1,634,624)
Public Protection	(1,539,502)	(57,280)	-	-	(132,279)	-	-	(1,729,060)
Public Works, Transportation & Commerce	(199,243)	(176,844)	-	-	(3,813,480)	-	-	(4,189,567)
<b>Current Year Uses Total</b>	<b>(4,737,612)</b>	<b>(1,275,927)</b>	<b>(1,450)</b>	<b>(453,992)</b>	<b>(5,263,785)</b>	<b>(2,804)</b>	<b>(51,646)</b>	<b>(11,787,215)</b>
Contribution Transfers Out	(1,229,312)	(10)	-	-	(226,218)	(5,010)	-	(1,460,550)
Operating Transfer Out	(23,413)	(12,478)	-	-	(217,258)	-	-	(253,149)
<b>Transfers Out Total</b>	<b>(1,252,725)</b>	<b>(12,488)</b>	<b>-</b>	<b>(443,476)</b>	<b>(5,010)</b>	<b>-</b>	<b>(1,713,699)</b>	
<b>Proposed Uses Total</b>	<b>(5,990,337)</b>	<b>(1,288,415)</b>	<b>(1,450)</b>	<b>(453,992)</b>	<b>(5,707,261)</b>	<b>(7,814)</b>	<b>(51,646)</b>	<b>(13,500,913)</b>
<b>Fund Balance - 6/30/20 (est.)</b>	<b>20,450</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>53,917</b>	<b>-</b>	<b>93,442</b>	<b>167,864</b>

# SOURCES AND USES OF FUNDS EXCLUDING FUND TRANSFERS

	2018-2019 Budget	2019-2020 Proposed	Change from 2018-2019	2020-2021 Proposed	Change from 2019-2020
<b>Sources of Funds</b>					
Local Taxes	4,120,783,436	4,962,227,710	841,444,274	4,785,833,082	(176,394,628)
Licenses & Fines	198,786,990	203,069,484	4,282,494	202,068,986	(1,000,498)
Use of Money or Property	748,579,859	842,318,698	93,738,839	855,194,704	12,876,006
Intergovernmental Revenue - Federal	483,628,988	482,996,108	(632,880)	453,808,525	(29,187,583)
Intergovernmental Revenue - State	1,030,481,728	1,107,533,865	77,052,137	1,046,919,287	(60,614,578)
Intergovernmental Revenue - Other	142,474,133	119,511,781	(22,962,352)	119,438,573	(73,208)
Charges for Services	3,446,805,737	3,702,392,870	255,587,133	3,619,029,171	(83,363,699)
Other Revenues	411,807,827	390,605,047	(21,202,780)	348,097,420	(42,507,627)
Use of / (Deposit to) Fund Balance	470,906,372	450,210,254	(20,696,118)	524,688,341	74,478,087
<b>Sources of Funds Subtotals</b>	<b>11,054,255,070</b>	<b>12,260,865,817</b>	<b>1,206,610,747</b>	<b>11,955,078,089</b>	<b>(305,787,728)</b>
<b>Uses of Funds</b>					
Salaries & Wages	3,606,048,546	3,843,110,821	237,062,275	3,976,862,902	133,752,081
Fringe Benefits	1,574,981,508	1,727,323,931	152,342,423	1,868,608,672	141,284,741
Overhead	(103,878,123)	(87,987,723)	15,890,400	(93,127,647)	(5,139,924)
Professional & Contractual Services	2,315,811,083	2,506,218,912	190,407,829	2,308,074,332	(198,144,580)
Aid Assistance / Grants	1,207,622,910	1,450,641,553	243,018,643	1,307,165,687	(143,475,866)
Materials & Supplies	340,664,826	361,228,996	20,564,170	363,749,093	2,520,097
Equipment	42,425,773	52,406,902	9,981,129	31,084,846	(21,322,056)
Debt Service	1,189,248,138	1,647,271,959	458,023,821	1,563,050,655	(84,221,304)
Services of Other Departments	903,354,391	985,409,784	82,055,393	1,001,910,572	16,500,788
Expenditure Recovery	(997,713,490)	(1,114,054,395)	(116,340,905)	(1,135,097,006)	(21,042,611)
Budgetary Reserves	380,254,166	428,662,218	48,408,052	416,966,549	(11,695,669)
Facilities Maintenance	67,773,548	66,514,462	(1,259,086)	51,619,055	(14,895,407)
Capital Renewal	127,750,240	120,266,683	(7,483,557)	133,457,919	13,191,236
Capital Projects	399,911,554	273,851,714	(126,059,840)	160,752,460	(113,099,254)
<b>Uses of Funds Subtotals</b>	<b>11,054,255,070</b>	<b>12,260,865,817</b>	<b>1,206,610,747</b>	<b>11,955,078,089</b>	<b>(305,787,728)</b>

# USES BY SERVICE AREA AND DEPARTMENT

## Service Area: COMMUNITY HEALTH

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Public Health	2,369,898,228	2,422,774,041	52,875,813	2,420,028,748	(2,745,293)
<b>COMMUNITY HEALTH Total</b>	<b>2,369,898,228</b>	<b>2,422,774,041</b>	<b>52,875,813</b>	<b>2,420,028,748</b>	<b>(2,745,293)</b>

## Service Area: CULTURE & RECREATION

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Academy Of Sciences	6,467,045	6,351,684	(115,361)	6,147,794	(203,890)
Arts Commission	22,941,493	28,017,473	5,075,980	25,900,084	(2,117,389)
Asian Art Museum	11,997,993	12,104,198	106,205	11,888,674	(215,524)
Fine Arts Museum	22,520,741	19,400,288	(3,120,453)	20,622,692	1,222,404
Law Library	2,160,788	2,140,990	(19,798)	2,316,544	175,554
Public Library	160,612,490	173,808,645	13,196,155	169,290,895	(4,517,750)
Recreation & Park Commsn	230,857,939	219,484,346	(11,373,593)	216,082,258	(3,402,088)
War Memorial	27,467,271	27,621,396	154,125	31,942,171	4,320,775
<b>CULTURE &amp; RECREATION Total</b>	<b>485,025,760</b>	<b>488,929,020</b>	<b>3,903,260</b>	<b>484,191,112</b>	<b>(4,737,908)</b>

## Service Area: GENERAL ADMINISTRATION & FINANCE

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Assessor / Recorder	43,885,808	42,668,116	(1,217,692)	47,252,217	4,584,101
Board of Supervisors	16,006,268	17,268,730	1,262,462	17,554,197	285,467
City Attorney	85,706,075	91,776,125	6,070,050	95,532,559	3,756,434
City Planning	53,355,987	55,164,225	1,808,238	57,836,180	2,671,955
Civil Service Commission	1,262,072	1,336,124	74,052	1,392,655	56,531
Controller	67,823,480	74,708,119	6,884,639	77,077,008	2,368,889
Elections	19,280,746	26,751,119	7,470,373	20,939,417	(5,811,702)
Ethics Commission	6,458,045	11,556,718	5,098,673	6,468,452	(5,088,266)
City Administrator's Office	476,146,601	526,370,919	50,224,318	533,695,213	7,324,294
Health Service System	11,632,022	12,172,648	540,626	12,659,035	486,387
Human Resources	100,967,482	112,137,346	11,169,864	110,484,949	(1,652,397)
Mayor	161,258,202	330,282,041	169,023,839	152,136,808	(178,145,233)
Retirement System	111,733,816	127,995,919	16,262,103	129,121,051	1,125,132
Treasurer/Tax Collector	39,414,713	41,948,119	2,533,406	41,937,466	(10,653)
City Administrator's Office - Technology	123,633,740	139,216,308	15,582,568	135,045,520	(4,170,788)
<b>GENERAL ADMINISTRATION &amp; FINANCE Total</b>	<b>1,318,565,057</b>	<b>1,611,352,576</b>	<b>292,787,519</b>	<b>1,439,132,727</b>	<b>(172,219,849)</b>

## Service Area: GENERAL CITY RESPONSIBILITIES

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
General City / Unallocated	1,404,156,959	2,000,164,365	596,007,406	1,615,487,168	(384,677,197)
<b>GENERAL CITY RESPONSIBILITIES Total</b>	<b>1,404,156,959</b>	<b>2,000,164,365</b>	<b>596,007,406</b>	<b>1,615,487,168</b>	<b>(384,677,197)</b>

## Service Area: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Child Support Services	13,564,119	13,565,487	1,368	13,620,033	54,546
Children & Families Commsn	29,797,518	31,032,712	1,235,194	30,838,373	(194,339)
Children;Youth & Families	244,577,346	296,018,736	51,441,390	278,079,769	(17,938,967)
County Education Office	116,000	0	(116,000)	0	0
Environment	21,745,648	25,899,200	4,153,552	27,445,578	1,546,378
Homelessness Services	284,528,389	364,633,192	80,104,803	287,618,983	(77,014,209)
Human Rights Commission	4,741,736	6,341,135	1,599,399	5,905,464	(435,671)
Human Services Agency	971,834,727	1,039,024,617	67,189,890	1,062,899,769	23,875,152
Rent Arbitration Board	8,543,912	9,144,677	600,765	9,563,220	418,543
Status of Women	9,418,874	18,972,300	9,553,426	9,684,400	(9,287,900)
<b>HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT Total</b>	<b>1,588,868,269</b>	<b>1,804,632,056</b>	<b>215,763,787</b>	<b>1,725,655,589</b>	<b>(78,976,467)</b>

# USES BY SERVICE AREA AND DEPARTMENT

## Service Area: PUBLIC PROTECTION

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Adult Probation	40,404,320	42,304,666	1,900,346	43,560,565	1,255,899
District Attorney	68,444,312	73,731,299	5,286,987	74,411,437	680,138
Emergency Management	95,248,365	96,431,631	1,183,266	97,144,983	713,352
Fire Department	397,834,807	424,338,305	26,503,498	427,712,112	3,373,807
Juvenile Probation	41,104,372	43,852,561	2,748,189	46,114,300	2,261,739
Police	629,838,175	695,718,415	65,880,240	738,689,486	42,971,071
Police Accountability	8,363,576	11,400,009	3,036,433	11,625,046	225,037
Public Defender	38,806,306	41,307,002	2,500,696	43,263,904	1,956,902
Sheriff	248,593,015	261,042,408	12,449,393	268,461,282	7,418,874
Superior Court	34,363,427	34,614,412	250,985	34,934,097	319,685
<b>PUBLIC PROTECTION Total</b>	<b>1,603,000,675</b>	<b>1,724,740,708</b>	<b>121,740,033</b>	<b>1,785,917,212</b>	<b>61,176,504</b>

## Service Area: PUBLIC WORKS, TRANSPORTATION & COMMERCE

Department	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Airport Commission	1,108,572,997	1,219,373,518	110,800,521	1,185,087,951	(34,285,567)
Board Of Appeals - PAB	1,372,300	1,173,692	(198,608)	1,158,533	(15,159)
Building Inspection	76,836,503	96,120,047	19,283,544	88,116,235	(8,003,812)
Economic & Wrkfrce Dvlpmnt	67,469,484	84,731,821	17,262,337	70,033,823	(14,697,998)
GSA Public Works	374,137,829	385,183,055	11,045,226	376,921,740	(8,261,315)
Municipal Transprtn Agncy	1,217,463,609	1,282,007,927	64,544,318	1,317,497,151	35,489,224
Port	173,631,820	146,847,821	(26,783,999)	152,659,321	5,811,500
Public Utilities Commissn	1,296,900,195	1,411,624,371	114,724,176	1,424,841,952	13,217,581
<b>PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE Total</b>	<b>4,316,384,737</b>	<b>4,627,062,252</b>	<b>310,677,515</b>	<b>4,616,316,706</b>	<b>(10,745,546)</b>
<b>Expenditure Subtotals</b>	<b>13,085,899,685</b>	<b>14,679,655,018</b>	<b>1,593,755,333</b>	<b>14,086,729,262</b>	<b>(592,925,756)</b>
<b>Less Interdepartmental Recoveries And Transfers</b>	<b>(2,031,644,615)</b>	<b>(2,418,789,201)</b>	<b>(387,144,586)</b>	<b>(2,131,651,173)</b>	<b>287,138,028</b>
<b>Net Uses</b>	<b>11,054,255,070</b>	<b>12,260,865,817</b>	<b>1,206,610,747</b>	<b>11,955,078,089</b>	<b>(305,787,728)</b>

# USES BY SERVICE AREA, DEPARTMENT AND DIVISION

## Service Area: COMMUNITY HEALTH

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Public Health	HAD Public Health Admin	143,282,969	158,719,860	15,436,891	161,720,586	3,000,726
	HBH Behavioral Health	393,831,948	444,510,923	50,678,975	425,821,941	(18,688,982)
	HGH Zuckerberg SF General	952,418,170	988,676,363	36,258,193	1,018,383,307	29,706,944
	HHH Health At Home	8,206,050	8,695,411	489,361	9,032,648	337,237
	HJH Jail Health	35,893,354	36,848,925	955,571	38,244,902	1,395,977
	HLH Laguna Honda Hospital	330,400,664	298,554,443	(31,846,221)	304,466,126	5,911,683
	HNS Health Network Services	295,916,173	263,931,344	(31,984,829)	244,583,349	(19,347,995)
	HPC Primary Care	101,027,803	101,181,744	153,941	97,162,793	(4,018,951)
	HPH Population Health Division	108,921,097	121,655,028	12,733,931	120,613,096	(1,041,932)
<b>Public Health Total</b>		<b>2,369,898,228</b>	<b>2,422,774,041</b>	<b>52,875,813</b>	<b>2,420,028,748</b>	<b>(2,745,293)</b>
<b>COMMUNITY HEALTH Total</b>		<b>2,369,898,228</b>	<b>2,422,774,041</b>	<b>52,875,813</b>	<b>2,420,028,748</b>	<b>(2,745,293)</b>

## Service Area: CULTURE & RECREATION

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
Academy Of Sciences		6,467,045	6,351,684	(115,361)	6,147,794	(203,890)
<b>Academy Of Sciences Total</b>		<b>6,467,045</b>	<b>6,351,684</b>	<b>(115,361)</b>	<b>6,147,794</b>	<b>(203,890)</b>
Arts Commission	ART Administration	5,591,880	6,942,012	1,350,132	7,375,097	433,085
	ART Civic Design	251,250	255,758	4,508	171,708	(84,050)
	ART Community Investments	12,447,758	18,234,404	5,786,646	15,656,063	(2,578,341)
	ART Municipal Galleries	642,825	768,354	125,529	773,659	5,305
	ART Public Art & Collections	3,558,460	1,643,867	(1,914,593)	1,745,144	101,277
	ART Street Artist Program	449,320	173,078	(276,242)	178,413	5,335
<b>Arts Commission Total</b>		<b>22,941,493</b>	<b>28,017,473</b>	<b>5,075,980</b>	<b>25,900,084</b>	<b>(2,117,389)</b>
Asian Art Museum		11,997,993	12,104,198	106,205	11,888,674	(215,524)
<b>Asian Art Museum Total</b>		<b>11,997,993</b>	<b>12,104,198</b>	<b>106,205</b>	<b>11,888,674</b>	<b>(215,524)</b>
Fine Arts Museum		22,520,741	19,400,288	(3,120,453)	20,622,692	1,222,404
<b>Fine Arts Museum Total</b>		<b>22,520,741</b>	<b>19,400,288</b>	<b>(3,120,453)</b>	<b>20,622,692</b>	<b>1,222,404</b>
Law Library		2,160,788	2,140,990	(19,798)	2,316,544	175,554
<b>Law Library Total</b>		<b>2,160,788</b>	<b>2,140,990</b>	<b>(19,798)</b>	<b>2,316,544</b>	<b>175,554</b>
Public Library		160,612,490	173,808,645	13,196,155	169,290,895	(4,517,750)
<b>Public Library Total</b>		<b>160,612,490</b>	<b>173,808,645</b>	<b>13,196,155</b>	<b>169,290,895</b>	<b>(4,517,750)</b>
Recreation & Park Commsn	REC Admin Services	(628,295)	(1,581,239)	(952,944)	(2,331,153)	(749,914)
	REC Capital Division	49,730,188	29,117,479	(20,612,709)	19,845,351	(9,272,128)
	REC Operations	177,571,246	187,763,306	10,192,060	194,383,260	6,619,954
	REC Zoo	4,184,800	4,184,800	0	4,184,800	0
<b>Recreation &amp; Park Commsn Total</b>		<b>230,857,939</b>	<b>219,484,346</b>	<b>(11,373,593)</b>	<b>216,082,258</b>	<b>(3,402,088)</b>
War Memorial		27,467,271	27,621,396	154,125	31,942,171	4,320,775
<b>War Memorial Total</b>		<b>27,467,271</b>	<b>27,621,396</b>	<b>154,125</b>	<b>31,942,171</b>	<b>4,320,775</b>
<b>CULTURE &amp; RECREATION Total</b>		<b>485,025,760</b>	<b>488,929,020</b>	<b>3,903,260</b>	<b>484,191,112</b>	<b>(4,737,908)</b>

# USES BY SERVICE AREA, DEPARTMENT AND DIVISION

## Service Area: GENERAL ADMINISTRATION & FINANCE

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>Assessor / Recorder</b>	ASR Administration	5,967,186	6,830,597	863,411	7,076,068	245,471
	ASR Exemptions	702,544	512,848	(189,696)	533,374	20,526
	ASR Personal Property	3,544,292	4,278,556	734,264	4,468,205	189,649
	ASR Public Service	1,138,132	1,364,318	226,186	1,420,447	56,129
	ASR Real Property	26,132,511	25,026,576	(1,105,935)	28,935,916	3,909,340
	ASR Recorder	4,879,604	2,804,382	(2,075,222)	2,891,772	87,390
	ASR Technical Services	0	0	0	0	0
<b>Assessor / Recorder Total</b>	ASR Transactions	1,521,539	1,850,839	329,300	1,926,435	75,596
		<b>43,885,808</b>	<b>42,668,116</b>	<b>(1,217,692)</b>	<b>47,252,217</b>	<b>4,584,101</b>
<b>Board of Supervisors</b>	BOS Assessment Appeals Board	663,423	770,615	107,192	792,656	22,041
	BOS Budget & Legis Analysis	2,290,451	2,363,745	73,294	2,363,745	0
	BOS Clerk Of The Board	3,987,877	4,465,957	478,080	4,409,088	(56,869)
	BOS Local Agency Formation Comm	297,342	297,342	0	297,342	0
	BOS Sunshine Ord Task Force	149,237	156,832	7,595	162,968	6,136
	BOS Supervisors	8,312,227	8,891,832	579,605	9,193,311	301,479
<b>Board of Supervisors Total</b>	BOS Youth Commission	305,711	322,407	16,696	335,087	12,680
		<b>16,006,268</b>	<b>17,268,730</b>	<b>1,262,462</b>	<b>17,554,197</b>	<b>285,467</b>
<b>City Attorney</b>		85,706,075	91,776,125	6,070,050	95,532,559	3,756,434
<b>City Attorney Total</b>		<b>85,706,075</b>	<b>91,776,125</b>	<b>6,070,050</b>	<b>95,532,559</b>	<b>3,756,434</b>
<b>City Planning</b>	CPC Administration	16,541,399	19,433,248	2,891,849	20,313,267	880,019
	CPC Citywide Planning	11,268,632	11,766,594	497,962	12,736,742	970,148
	CPC Current Planning	14,136,212	13,321,851	(814,361)	13,772,248	450,397
	CPC Environmental Planning	8,139,482	7,580,076	(559,406)	7,865,464	285,388
	CPC Zoning Admin & Compliance	3,270,262	3,062,456	(207,806)	3,148,459	86,003
<b>City Planning Total</b>		<b>53,355,987</b>	<b>55,164,225</b>	<b>1,808,238</b>	<b>57,836,180</b>	<b>2,671,955</b>
<b>Civil Service Commission</b>		1,262,072	1,336,124	74,052	1,392,655	56,531
<b>Civil Service Commission Total</b>		<b>1,262,072</b>	<b>1,336,124</b>	<b>74,052</b>	<b>1,392,655</b>	<b>56,531</b>
<b>Controller</b>	CON Accounting	11,192,757	11,965,015	772,258	12,431,962	466,947
	CON Administration	1,347,075	1,492,617	145,542	1,751,669	259,052
	CON Budget & Analysis	1,924,280	2,223,760	299,480	2,261,905	38,145
	CON City Services Auditor	18,812,533	20,079,495	1,266,962	19,644,555	(434,940)
	CON Citywide Systems	30,005,981	34,583,528	4,577,547	36,439,490	1,855,962
	CON Economic Analysis	557,056	581,786	24,730	601,596	19,810
	CON Payroll	3,011,139	3,293,387	282,248	3,438,292	144,905
<b>Controller Total</b>	CON Public Finance	972,659	488,531	(484,128)	507,539	19,008
		<b>67,823,480</b>	<b>74,708,119</b>	<b>6,884,639</b>	<b>77,077,008</b>	<b>2,368,889</b>
<b>Elections</b>	REG Elections Services	19,193,570	26,658,861	7,465,291	20,843,443	(5,815,418)
	REG Elections-Commission	87,176	92,258	5,082	95,974	3,716
<b>Elections Total</b>		<b>19,280,746</b>	<b>26,751,119</b>	<b>7,470,373</b>	<b>20,939,417</b>	<b>(5,811,702)</b>
<b>Ethics Commission</b>		6,458,045	11,556,718	5,098,673	6,468,452	(5,088,266)
<b>Ethics Commission Total</b>		<b>6,458,045</b>	<b>11,556,718</b>	<b>5,098,673</b>	<b>6,468,452</b>	<b>(5,088,266)</b>
<b>City Administrator's Office</b>	ADM Administration	15,636,286	16,736,919	1,100,633	19,455,100	2,718,181
	ADM Animal Care And Control	10,533,698	26,229,152	15,695,454	8,779,322	(17,449,830)
	ADM City Administrator Prog	78,837,640	43,852,117	15,014,477	88,736,000	(5,116,117)
	ADM Community Invest-Infrastr	284,617	300,961	16,344	312,649	11,688
	ADM Convention Facilities Mgmt	117,710,971	96,295,478	(21,415,493)	111,433,780	15,138,302
	ADM Entertainment Commission	1,003,898	1,085,653	81,755	1,232,945	147,292
	ADM Internal Services	242,210,524	280,690,032	38,479,508	292,056,346	11,366,314
	ADM Medical Examiner	9,928,967	11,180,607	1,251,640	11,689,071	508,464
<b>City Administrator's Office Total</b>		<b>476,146,601</b>	<b>526,370,919</b>	<b>50,224,318</b>	<b>533,695,213</b>	<b>7,324,294</b>
<b>Health Service System</b>		11,632,022	12,172,648	540,626	12,659,035	486,387
<b>Health Service System Total</b>		<b>11,632,022</b>	<b>12,172,648</b>	<b>540,626</b>	<b>12,659,035</b>	<b>486,387</b>
<b>Human Resources</b>	HRD Administration	4,462,090	8,650,859	4,188,769	3,911,365	(4,739,494)
	HRD Employee Relations	6,603,736	4,722,592	(1,881,144)	4,852,953	130,361
	HRD Equal Emplmnt Opportunity	4,370,593	4,907,551	536,958	5,101,561	194,010
	HRD Recruit-Assess-Client Svc	11,336,150	11,459,376	123,226	11,785,165	325,789
	HRD Workers Compensation	71,964,903	79,234,074	7,269,171	81,483,933	2,249,859

# USES BY SERVICE AREA, DEPARTMENT AND DIVISION

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>Human Resources</b>	HRD Workforce Development	2,230,010	3,162,894	932,884	3,349,972	187,078
<b>Human Resources Total</b>		<b>100,967,482</b>	<b>112,137,346</b>	<b>11,169,864</b>	<b>110,484,949</b>	<b>(1,652,397)</b>
<b>Mayor</b>	MYR Housing & Community Dev	151,578,420	320,705,808	169,127,388	142,281,194	(178,424,614)
	MYR Office Of The Mayor	9,679,782	9,576,233	(103,549)	9,855,614	279,381
<b>Mayor Total</b>		<b>161,258,202</b>	<b>330,282,041</b>	<b>169,023,839</b>	<b>152,136,808</b>	<b>(178,145,233)</b>
<b>Retirement System</b>	RET Administration	7,459,341	8,700,471	1,241,130	8,772,927	72,456
	RET Health Care Trust	80,865,138	94,356,386	13,491,248	94,416,386	60,000
	RET Investment	8,080,268	8,604,370	524,102	9,058,027	453,657
	RET Retirement Services	13,747,802	14,750,628	1,002,826	15,254,564	503,936
	RET SF Deferred Comp Program	1,581,267	1,584,064	2,797	1,619,147	35,083
<b>Retirement System Total</b>		<b>111,733,816</b>	<b>127,995,919</b>	<b>16,262,103</b>	<b>129,121,051</b>	<b>1,125,132</b>
<b>Treasurer/Tax Collector</b>	TTX Collection	22,120,701	23,616,666	1,495,965	24,436,285	819,619
	TTX Management	10,435,824	10,924,852	489,028	9,876,827	(1,048,025)
	TTX Treasury	6,858,188	7,406,601	548,413	7,624,354	217,753
<b>Treasurer/Tax Collector Total</b>		<b>39,414,713</b>	<b>41,948,119</b>	<b>2,533,406</b>	<b>41,937,466</b>	<b>(10,653)</b>
<b>ADM - Technology</b>	DT Administration	45,673,273	52,200,964	6,527,691	51,411,517	(789,447)
	DT Capital And Equipment	500,000	2,460,523	1,960,523	1,179,676	(1,280,847)
	DT Chief Technology Officer	2,104,068	2,030,530	(73,538)	2,114,852	84,322
	DT Client Services	9,775,154	10,352,990	577,836	10,962,069	609,079
	DT Communications	7,210,997	6,846,501	(364,496)	6,983,690	137,189
	DT Cybersecurity	6,527,131	6,100,036	(427,095)	6,577,995	477,959
	DT Digital Services	4,358,896	4,843,047	484,151	4,856,879	13,832
	DT Innovation	973,507	993,836	20,329	1,010,332	16,496
	DT JUSTIS	3,561,510	3,377,094	(184,416)	3,453,838	76,744
	DT Open Data	932,206	1,306,446	374,240	1,346,852	40,406
	DT Public Safety	11,942,090	12,596,829	654,739	12,903,501	306,672
	DT SD Service Delivery	30,074,908	36,107,512	6,032,604	32,244,319	(3,863,193)
<b>ADM - Technology Total</b>		<b>123,633,740</b>	<b>139,216,308</b>	<b>15,582,568</b>	<b>135,045,520</b>	<b>(4,170,788)</b>
<b>GENERAL ADMINISTRATION &amp; FINANCE Total</b>		<b>1,318,565,057</b>	<b>1,611,352,576</b>	<b>292,787,519</b>	<b>1,439,132,727</b>	<b>(172,219,849)</b>

## Service Area: GENERAL CITY RESPONSIBILITIES

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>General City / Unallocated</b>		1,404,156,959	2,000,164,365	596,007,406	1,615,487,168	(384,677,197)
<b>General City / Unallocated Total</b>		<b>1,404,156,959</b>	<b>2,000,164,365</b>	<b>596,007,406</b>	<b>1,615,487,168</b>	<b>(384,677,197)</b>
<b>GENERAL CITY RESPONSIBILITIES Total</b>		<b>1,404,156,959</b>	<b>2,000,164,365</b>	<b>596,007,406</b>	<b>1,615,487,168</b>	<b>(384,677,197)</b>

## Service Area: HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>Child Support Services</b>		13,564,119	13,565,487	1,368	13,620,033	54,546
<b>Child Support Services Total</b>		<b>13,564,119</b>	<b>13,565,487</b>	<b>1,368</b>	<b>13,620,033</b>	<b>54,546</b>
<b>Children &amp; Families Commsn</b>		29,797,518	31,032,712	1,235,194	30,838,373	(194,339)
<b>Children &amp; Families Commsn Total</b>		<b>29,797,518</b>	<b>31,032,712</b>	<b>1,235,194</b>	<b>30,838,373</b>	<b>(194,339)</b>
<b>Children;Youth &amp; Families</b>		244,577,346	296,018,736	51,441,390	278,079,769	(17,938,967)
<b>Children;Youth &amp; Families Total</b>		<b>244,577,346</b>	<b>296,018,736</b>	<b>51,441,390</b>	<b>278,079,769</b>	<b>(17,938,967)</b>
<b>County Education Office</b>		116,000	0	(116,000)	0	0
<b>County Education Office Total</b>		<b>116,000</b>	<b>0</b>	<b>(116,000)</b>	<b>0</b>	<b>0</b>
<b>Environment</b>		21,745,648	25,899,200	4,153,552	27,445,578	1,546,378
<b>Environment Total</b>		<b>21,745,648</b>	<b>25,899,200</b>	<b>4,153,552</b>	<b>27,445,578</b>	<b>1,546,378</b>
<b>Homelessness Services</b>	HOM ADMINISTRATION	7,761,646	9,714,984	1,953,338	9,205,425	(509,559)
	HOM PROGRAMS	276,766,743	354,918,208	78,151,465	278,413,558	(76,504,650)
<b>Homelessness Services Total</b>		<b>284,528,389</b>	<b>364,633,192</b>	<b>80,104,803</b>	<b>287,618,983</b>	<b>(77,014,209)</b>
<b>Human Rights Commission</b>		4,741,736	6,341,135	1,599,399	5,905,464	(435,671)
<b>Human Rights Commission Total</b>		<b>4,741,736</b>	<b>6,341,135</b>	<b>1,599,399</b>	<b>5,905,464</b>	<b>(435,671)</b>
<b>Human Services Agency</b>	HSA Admin Support (HSA)	122,097,801	129,965,420	7,867,619	135,965,735	6,000,315
	HSA Aging & Adult Svc (DAAS)	334,689,970	372,621,707	37,931,737	394,070,229	21,448,522
	HSA Early Care & Education	106,382,412	107,184,996	802,584	98,189,565	(8,995,431)
	HSA Human Services (DHS)	408,664,544	429,252,494	20,587,950	434,674,240	5,421,746
<b>Human Services Agency Total</b>		<b>971,834,727</b>	<b>1,039,024,617</b>	<b>67,189,890</b>	<b>1,062,899,769</b>	<b>23,875,152</b>
<b>Rent Arbitration Board</b>		8,543,912	9,144,677	600,765	9,563,220	418,543
<b>Rent Arbitration Board Total</b>		<b>8,543,912</b>	<b>9,144,677</b>	<b>600,765</b>	<b>9,563,220</b>	<b>418,543</b>
<b>Status of Women</b>		9,418,874	18,972,300	9,553,426	9,684,400	(9,287,900)
<b>Status of Women Total</b>		<b>9,418,874</b>	<b>18,972,300</b>	<b>9,553,426</b>	<b>9,684,400</b>	<b>(9,287,900)</b>
<b>HUMAN WELFARE &amp; NEIGHBORHOOD DEVELOPMENT Total</b>		<b>1,588,868,269</b>	<b>1,804,632,056</b>	<b>215,763,787</b>	<b>1,725,655,589</b>	<b>(78,976,467)</b>

# USES BY SERVICE AREA, DEPARTMENT AND DIVISION

## Service Area: PUBLIC PROTECTION

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>Adult Probation</b>		40,404,320	42,304,666	1,900,346	43,560,565	1,255,899
<b>Adult Probation Total</b>		<b>40,404,320</b>	<b>42,304,666</b>	<b>1,900,346</b>	<b>43,560,565</b>	<b>1,255,899</b>
<b>District Attorney</b>		68,444,312	73,731,299	5,286,987	74,411,437	680,138
<b>District Attorney Total</b>		<b>68,444,312</b>	<b>73,731,299</b>	<b>5,286,987</b>	<b>74,411,437</b>	<b>680,138</b>
<b>Emergency Management</b>	DEM Administration	29,428,322	27,561,976	(1,866,346)	26,780,540	(781,436)
	DEM Emergency Communications	36,916,873	39,410,905	2,494,032	40,818,058	1,407,153
	DEM Emergency Services	3,514,204	4,063,443	549,239	4,151,078	87,635
	DEM Homeland Security Grants	25,388,966	25,395,307	6,341	25,395,307	0
<b>Emergency Management Total</b>		<b>95,248,365</b>	<b>96,431,631</b>	<b>1,183,266</b>	<b>97,144,983</b>	<b>713,352</b>
<b>Fire Department</b>	FIR Administration	26,557,294	25,846,770	(710,524)	26,800,288	953,518
	FIR Airport	28,381,635	30,200,452	1,818,817	31,485,647	1,285,195
	FIR Capital Project & Grants	4,060,002	4,541,822	481,820	1,903,913	(2,637,909)
	FIR Fireboat	635,883	3,538,958	2,903,075	3,092,243	(446,715)
	FIR Investigation	2,416,518	2,586,208	169,690	2,596,340	10,132
	FIR Nert	583,612	603,082	19,470	611,666	8,584
	FIR Operations	287,317,961	304,423,935	17,105,974	306,800,619	2,376,684
	FIR Prevention	19,474,001	22,934,598	3,460,597	23,880,378	945,780
	FIR Support Services	24,280,796	25,031,816	751,020	25,803,273	771,457
	FIR Training	4,127,105	4,630,664	503,559	4,737,745	107,081
<b>Fire Department Total</b>		<b>397,834,807</b>	<b>424,338,305</b>	<b>26,503,498</b>	<b>427,712,112</b>	<b>3,373,807</b>
<b>Juvenile Probation</b>	JUV Children'S Baseline	3,401,287	2,136,852	(1,264,435)	2,422,207	285,355
	JUV Community Programs	1,071,561	0	(1,071,561)	0	0
	JUV General	10,714,236	11,930,908	1,216,672	12,751,033	820,125
	JUV Juvenile Hall	14,698,095	17,592,031	2,893,936	18,179,264	587,233
	JUV Probation Services	11,219,193	12,192,770	973,577	12,761,796	569,026
<b>Juvenile Probation Total</b>		<b>41,104,372</b>	<b>43,852,561</b>	<b>2,748,189</b>	<b>46,114,300</b>	<b>2,261,739</b>
<b>Police</b>	POL - Airport	60,852,566	78,072,176	17,219,610	100,793,509	22,721,333
	POL - FOB - Field Operations	404,332,813	439,782,505	35,449,692	453,687,143	13,904,638
	POL - SOB - Special Operations	41,799,568	44,071,154	2,271,586	45,258,744	1,187,590
	POL Admin	122,853,228	133,792,580	10,939,352	138,950,090	5,157,510
<b>Police Total</b>		<b>629,838,175</b>	<b>695,718,415</b>	<b>65,880,240</b>	<b>738,689,486</b>	<b>42,971,071</b>
<b>Police Accountability</b>		8,363,576	11,400,009	3,036,433	11,625,046	225,037
<b>Police Accountability Total</b>		<b>8,363,576</b>	<b>11,400,009</b>	<b>3,036,433</b>	<b>11,625,046</b>	<b>225,037</b>
<b>Public Defender</b>		38,806,306	41,307,002	2,500,696	43,263,904	1,956,902
<b>Public Defender Total</b>		<b>38,806,306</b>	<b>41,307,002</b>	<b>2,500,696</b>	<b>43,263,904</b>	<b>1,956,902</b>
<b>Sheriff</b>		248,593,015	261,042,408	12,449,393	268,461,282	7,418,874
<b>Sheriff Total</b>		<b>248,593,015</b>	<b>261,042,408</b>	<b>12,449,393</b>	<b>268,461,282</b>	<b>7,418,874</b>
<b>Superior Court</b>		34,363,427	34,614,412	250,985	34,934,097	319,685
<b>Superior Court Total</b>		<b>34,363,427</b>	<b>34,614,412</b>	<b>250,985</b>	<b>34,934,097</b>	<b>319,685</b>
<b>PUBLIC PROTECTION Total</b>		<b>1,603,000,675</b>	<b>1,724,740,708</b>	<b>121,740,033</b>	<b>1,785,917,212</b>	<b>61,176,504</b>

## Service Area: PUBLIC WORKS, TRANSPORTATION & COMMERCE

Department	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>Airport Commission</b>	AIR Airport Director	9,494,955	9,807,838	312,883	9,932,156	124,318
	AIR Bureau Of Admin & Policy	34,213,069	35,826,215	1,613,146	37,190,306	1,364,091
	AIR Business & Finance	567,134,000	661,171,644	94,037,644	662,437,256	1,265,612
	AIR Capital Projects	42,555,945	33,110,000	(9,445,945)	1,010,000	(32,100,000)
	AIR Chief Operating Officer	42,942,888	43,522,598	579,710	44,347,019	824,421
	AIR Communications & Mrktng	20,658,435	21,226,400	567,965	21,502,668	276,268
	AIR Design & Construction	11,944,199	13,236,524	1,292,325	13,439,914	203,390
	AIR Facilities	197,168,779	206,219,417	9,050,638	211,084,600	4,865,183
	AIR Facilities; Maintenance	15,000,000	15,500,000	500,000	0	(15,500,000)
	AIR Fire Bureau	772,510	717,494	(55,016)	681,674	(35,820)
	AIR General	56,129,063	61,034,240	4,905,177	66,231,713	5,197,473
	AIR Operations & Security	87,990,480	94,132,694	6,142,214	94,786,933	654,239
	AIR Planning Division	8,646,840	8,280,844	(365,996)	8,395,225	114,381
	AIR Police Bureau	13,921,834	15,587,610	1,665,776	14,048,487	(1,539,123)
<b>Airport Commission Total</b>		<b>1,108,572,997</b>	<b>1,219,373,518</b>	<b>110,800,521</b>	<b>1,185,087,951</b>	<b>(34,285,567)</b>
<b>Board Of Appeals - PAB</b>		1,372,300	1,173,692	(198,608)	1,158,533	(15,159)
<b>Board Of Appeals - PAB Total</b>		<b>1,372,300</b>	<b>1,173,692</b>	<b>(198,608)</b>	<b>1,158,533</b>	<b>(15,159)</b>
<b>Building Inspection</b>	DBI Adminstration	19,595,884	26,611,057	7,015,173	23,100,332	(3,510,725)
	DBI Inspection Services	40,742,294	50,731,446	9,989,152	45,744,712	(4,986,734)
	DBI Permit Services	16,498,325	18,777,544	2,279,219	19,271,191	493,647
<b>Building Inspection Total</b>		<b>76,836,503</b>	<b>96,120,047</b>	<b>19,283,544</b>	<b>88,116,235</b>	<b>(8,003,812)</b>

# USES BY SERVICE AREA, DEPARTMENT AND DIVISION

<b>Economic &amp; Wrkfrce Dvlpmnt</b>	ECN Economic Development	1,820,000	32,503,461	30,683,461	22,768,844	(9,734,617)
	ECN Economic and Workforce Dev	64,194,484	92,422	(64,102,062)	57,056	(35,366)
	ECN Film Commission	0	1,452,390	1,452,390	1,452,390	0
	ECN Office of Small Business	0	2,575,487	2,575,487	2,791,913	216,426
	ECN Real Estate Development	0	17,176,129	17,176,129	17,529,915	353,786
	ECN Workforce Development	1,455,000	30,931,932	29,476,932	25,433,705	(5,498,227)
<b>Economic &amp; Wrkfrce Dvlpmnt Total</b>		<b>67,469,484</b>	<b>84,731,821</b>	<b>17,262,337</b>	<b>70,033,823</b>	<b>(14,697,998)</b>
<b>ADM - Public Works</b>	DPW Administration	902,030	(18,077,942)	(18,979,972)	(18,981,625)	(903,683)
	DPW Buildings	40,217,722	33,061,171	(7,156,551)	31,881,091	(1,180,080)
	DPW Infrastructure	161,765,437	165,862,663	4,097,226	159,340,139	(6,522,524)
	DPW Operations	171,252,640	204,337,163	33,084,523	204,682,135	344,972
<b>ADM - Public Works Total</b>		<b>374,137,829</b>	<b>385,183,055</b>	<b>11,045,226</b>	<b>376,921,740</b>	<b>(8,261,315)</b>
<b>Municipal Transprt Agncy</b>	MTAAW Agency-wide	131,114,698	141,801,017	10,686,319	150,159,399	8,358,382
	MTABD Board Of Directors	728,516	764,569	36,053	794,045	29,476
	MTACC CV-Captl Progr & Constr	80,057,948	70,428,707	(9,629,241)	70,341,991	(86,716)
	MTACO Communications	6,974,244	7,261,098	286,854	7,479,459	218,361
	MTAED Executive Director	836,803	866,728	29,925	889,078	22,350
	MTAFA Fit Finance & Info Tech	105,525,030	117,537,132	12,012,102	120,299,027	2,761,895
	MTAGA Government Affairs	1,317,578	1,375,057	57,479	1,421,413	46,356
	MTAHR Human Resources	36,412,956	37,621,954	1,208,998	38,554,757	932,803
	MTASA Safety	4,268,111	4,416,859	148,748	4,541,330	124,471
	MTASM Street Management	170,496,897	175,567,512	5,070,615	172,587,433	(2,980,079)
	MTATS Transit Svc Division	647,549,361	690,444,012	42,894,651	716,264,874	25,820,862
	MTATZ Taxi & Accessible Svc	32,181,467	33,923,282	1,741,815	34,164,345	241,063
<b>Municipal Transprt Agncy Total</b>		<b>1,217,463,609</b>	<b>1,282,007,927</b>	<b>64,544,318</b>	<b>1,317,497,151</b>	<b>35,489,224</b>
<b>Port</b>	PRT Engineering	6,202,534	6,497,813	295,279	6,730,194	232,381
	PRT Executive	6,511,865	6,611,029	99,164	6,699,857	88,828
	PRT Finance And Administration	22,355,924	26,745,098	4,389,174	27,073,397	328,299
	PRT Maintenance	39,612,571	41,015,218	1,402,647	47,818,770	6,803,552
	PRT Maritime	14,018,318	14,389,486	371,168	14,533,319	143,833
	PRT Planning & Development	4,352,598	3,391,677	(960,921)	3,525,668	133,991
	PRT Port Commission (Portwide)	68,363,024	35,582,694	(32,780,330)	33,444,773	(2,137,921)
	PRT Real Estate	(1)	0	1	0	0
	PRT Real Estate & Development	12,214,987	12,614,806	399,819	12,833,343	218,537
<b>Port Total</b>		<b>173,631,820</b>	<b>146,847,821</b>	<b>(26,783,999)</b>	<b>152,659,321</b>	<b>5,811,500</b>
<b>Public Utilities Commissn</b>	HHP CleanPowerSF	157,032,754	212,909,309	55,876,555	212,909,309	0
<b>Department</b>	Division Description	2018-2019 Budget	2019-2020 Proposed	Change From 2018-2019	2020-2021 Proposed	Change From 2019-2020
<b>Public Utilities Commissn</b>	HHP Hatch Hatchy Water & Power	226,309,512	230,139,708	3,830,196	232,782,188	2,642,480
	PUB Public Utilities Bureaus	259,600	291,600	32,000	291,600	0
	WTR Water Enterprise	570,085,760	604,657,573	34,571,813	610,583,322	5,925,749
	WWE Wastewater Enterprise	343,212,569	363,626,181	20,413,612	368,275,533	4,649,352
<b>Public Utilities Commissn Total</b>		<b>1,296,900,195</b>	<b>1,411,624,371</b>	<b>114,724,176</b>	<b>1,424,841,952</b>	<b>13,217,581</b>
<b>PUBLIC WORKS, TRANSPORTATION &amp; COMMERCE Total</b>		<b>4,316,384,737</b>	<b>4,627,062,252</b>	<b>310,677,515</b>	<b>4,616,316,706</b>	<b>(10,745,546)</b>
<b>Expenditure Subtotals</b>		<b>13,085,899,685</b>	<b>14,679,655,018</b>	<b>1,593,755,333</b>	<b>14,086,729,262</b>	<b>(592,925,756)</b>
<b>Less Interdepartmental Recoveries And Transfers</b>		<b>(2,031,644,615)</b>	<b>(2,418,789,201)</b>	<b>(387,144,586)</b>	<b>(2,131,651,173)</b>	<b>287,138,028</b>
<b>Net Uses</b>		<b>11,054,255,070</b>	<b>12,260,865,817</b>	<b>1,206,610,747</b>	<b>11,955,078,089</b>	<b>(305,787,728)</b>

# AUTHORIZED POSITIONS, GRAND RECAP DETAIL

	Position Detail	2018-2019 Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
<b>Operating</b>	Permanent	33,735.24	34,319.41	584.17	34,569.15	249.74
	Temporary	779.84	852.11	72.27	809.56	(42.55)
<b>Non-Operating</b>	Capital/Other	2,299.50	2,408.81	109.31	2,408.38	(0.43)
	Grant	315.71	325.16	9.45	318.09	(7.07)
<b>Authorized Positions Total</b>		<b>37,130.29</b>	<b>37,905.49</b>	<b>775.20</b>	<b>38,105.18</b>	<b>199.69</b>
<b>Unfunded Positions</b>	Attrition Savings	(3,219.31)	(3,286.33)	(67.02)	(3,261.14)	25.19
	Capital/Other	(2,679.50)	(2,788.81)	(109.31)	(2,788.38)	0.43
<b>Unfunded Positions Total</b>		<b>(5,898.81)</b>	<b>(6,075.14)</b>	<b>(176.33)</b>	<b>(6,049.52)</b>	<b>25.62</b>
<b>Net Funded Positions</b>		<b>31,231.48</b>	<b>31,830.35</b>	<b>598.87</b>	<b>32,055.66</b>	<b>225.31</b>

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

## Service Area: A Public Protection

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
ADULT PROBATION	153.08	156.66	3.58	154.41	(2.25)
DISTRICT ATTORNEY	276.14	275.96	(0.18)	275.82	(0.14)
EMERGENCY MANAGEMENT	267.93	280.22	12.29	279.95	(0.27)
FIRE DEPARTMENT	1,667.15	1,675.58	8.43	1,669.61	(5.97)
JUVENILE PROBATION	218.24	218.61	0.37	222.12	3.51
POLICE	3,053.40	3,210.68	157.28	3,376.98	166.30
POLICE ACCOUNTABILITY	44.91	51.87	6.96	53.25	1.38
PUBLIC DEFENDER	186.08	189.29	3.21	189.97	0.68
SHERIFF	1,019.73	1,031.38	11.65	1,037.37	5.99
<b>Service Area: A Total</b>	<b>6,886.66</b>	<b>7,090.25</b>	<b>203.59</b>	<b>7,259.48</b>	<b>169.23</b>

## Service Area: B Public Works, Transportation & Commerce

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
AIRPORT COMMISSION	1,587.04	1,591.48	4.44	1,590.81	(0.67)
BOARD OF APPEALS	5.00	5.00	0.00	5.00	0.00
BUILDING INSPECTION	268.99	271.23	2.24	271.07	(0.16)
ECONOMIC AND WORKFORCE DEVELOPMENT	102.08	108.53	6.45	109.55	1.02
CITY ADMINISTRATOR'S OFFICE - PUBLIC WORKS	1,057.38	1,075.77	18.39	1,081.76	5.99
MUNICIPAL TRANSPRTN AGNCY	5,338.42	5,477.28	138.86	5,499.51	22.23
PORT	245.23	246.15	0.92	245.95	(0.20)
PUBLIC UTILITIES COMMISSN	1,676.43	1,690.00	13.57	1,689.30	(0.70)
<b>Service Area: B Total</b>	<b>10,280.57</b>	<b>10,465.44</b>	<b>184.87</b>	<b>10,492.95</b>	<b>27.51</b>

## Service Area: C Human Welfare & Neighborhood Development

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
CHILD SUPPORT SERVICES	75.36	76.73	1.37	70.91	(5.82)
CHILDREN AND FAMILIES COMMISSION	15.00	15.00	0.00	15.00	0.00
CHILDREN; YOUTH & THEIR FAMILIES	54.55	55.06	0.51	54.91	(0.15)
ENVIRONMENT	65.31	65.68	0.37	65.58	(0.10)
HOMELESSNESS AND SUPPORTIVE HOUSING	121.92	138.75	16.83	141.36	2.61
HUMAN RIGHTS COMMISSION	19.04	22.46	3.42	23.38	0.92
HUMAN SERVICES	2,093.79	2,145.97	52.18	2,148.08	2.11
RENT ARBITRATION BOARD	36.67	37.42	0.75	37.64	0.22
STATUS OF WOMEN	6.28	6.10	(0.18)	6.10	0.00
<b>Service Area: C Total</b>	<b>2,487.92</b>	<b>2,563.17</b>	<b>75.25</b>	<b>2,562.96</b>	<b>(0.21)</b>

## Service Area: D Community Health

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
PUBLIC HEALTH	6,866.17	6,883.83	17.66	6,885.44	1.61
<b>Service Area: D Total</b>	<b>6,866.17</b>	<b>6,883.83</b>	<b>17.66</b>	<b>6,885.44</b>	<b>1.61</b>

## Service Area: E Culture & Recreation

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
ACADEMY OF SCIENCES	12.00	12.00	0.00	12.00	0.00
ARTS COMMISSION	30.31	31.12	0.81	31.11	(0.01)

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

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
ASIAN ART MUSEUM	58.17	58.05	(0.12)	57.95	(0.10)
FINE ARTS MUSEUM	109.92	109.41	(0.51)	109.34	(0.07)
LAW LIBRARY	3.00	3.00	0.00	3.00	0.00
PUBLIC LIBRARY	696.31	701.06	4.75	700.96	(0.10)
RECREATION AND PARK COMMISSION	926.88	940.55	13.67	959.04	18.49
WAR MEMORIAL	70.67	70.95	0.28	70.81	(0.14)
<b>Service Area: E Total</b>	<b>1,907.26</b>	<b>1,926.14</b>	<b>18.88</b>	<b>1,944.21</b>	<b>18.07</b>

## Service Area: F General Administration & Finance

	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
ASSESSOR / RECORDER	168.59	174.76	6.17	175.97	1.21
BOARD OF SUPERVISORS	75.93	76.05	0.12	76.01	(0.04)
CITY ATTORNEY	309.44	311.65	2.21	311.59	(0.06)
CITY PLANNING	219.18	218.99	(0.19)	218.21	(0.78)
CIVIL SERVICE COMMISSION	6.02	6.01	(0.01)	6.01	0.00
CONTROLLER	250.93	250.30	(0.63)	250.18	(0.12)
ELECTIONS	49.04	75.97	26.93	56.94	(19.03)
ETHICS COMMISSION	23.50	23.26	(0.24)	22.47	(0.79)
CITY ADMINISTRATOR'S OFFICE	882.49	920.31	37.82	954.14	33.83
HEALTH SERVICE SYSTEM	50.57	50.15	(0.42)	50.12	(0.03)
HUMAN RESOURCES	166.40	173.40	7.00	173.86	0.46
MAYOR	63.09	77.89	14.80	77.31	(0.58)
RETIREMENT SYSTEM	105.71	108.09	2.38	108.02	(0.07)
CITY ADMINISTRATOR'S OFFICE-TECHNOLOGY	224.73	225.07	0.34	226.09	1.02
TREASURER/TAX COLLECTOR	207.28	209.62	2.34	203.70	(5.92)
<b>Service Area: F Total</b>	<b>2,802.90</b>	<b>2,901.52</b>	<b>98.62</b>	<b>2,910.62</b>	<b>9.10</b>
<b>Report Grand Total:</b>	<b>31,231.48</b>	<b>31,830.35</b>	<b>598.87</b>	<b>32,055.66</b>	<b>225.31</b>

# Department Budgets





# Academy of Sciences

## MISSION

The Academy of Sciences is an aquarium, planetarium, rainforest, and natural history museum in the heart of San Francisco's Golden Gate Park. It is a leading institution for biodiversity research and exploration, environmental education, and sustainability across the globe.

## Services

Although the Academy 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	6,467,045	6,351,684	(115,361)	6,147,794	(203,890)
Total FTE	12	12	0	12	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Educate and inspire the world</b>					
• Number of visitors	1,295,000	1,350,000	1,248,300	1,259,000	1,271,000
• Number of volunteer hours	59,988	65,000	63,000	65,000	65,000
• Percentage of staff who commute sustainably to the Academy	33%	30%	30%	30%	30%
• Recycling rate of Academy waste	81%	81%	81%	81%	81%
<b>Ensure unencumbered access to science learning experiences</b>					
• City cost per visitor (SCI)	\$4.09	\$4.04	\$4.92	\$4.92	\$4.92
• Number of visitors attending on San Francisco Neighborhood Free Days and Quarterly Free Days	37,900	36,500	36,800	41,000	41,800
<b>Maintain the Steinhart aquarium as a world class leading aquarium</b>					
• Number of public floor visitor engagements with education staff	2,966,453	2,900,000	2,900,000	3,000,000	3,000,000
• Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	94%	90%	90%	90%	90%
<b>Promote workforce inclusivity</b>					
• Percent of management positions held by women	54%	50%	50%	50%	50%
<b>Provide STEM education opportunities to all members of the community</b>					
• Number of Careers in Science Program interns	51	49	50	50	50
• Number of hours worked by Careers in Science interns	19,424	12,000	10,000	10,000	12,000
• Number of school-aged children participating in an Academy educational program	148,686	150,000	150,000	150,000	155,000



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$6.4 million for the Academy of Sciences does not represent a significant change from the FY 2018-19 budget. The FY 2020-21 proposed budget of \$6.2 million for the Academy of Sciences is \$0.2 million, or 3.2 percent, lower than the FY 2019-20 proposed budget. This change is largely due to the Academy receiving additional funding for capital projects and facilities maintenance in FY 2019-20.

### Capital Commitments

In FY 2019-20, the Academy is renewing critical portions of its building, and specifically the Steinhart Aquarium. Structural columns and concrete that have been affected by salt water intrusion from aquarium tanks will be reinforced. Claude, the Aquarium's iconic albino American alligator, will also be getting an expanded thermal basking platform. Claude will continue to grow his whole life, so these expansions are necessary to ensure his long-term health and safety. Steinhart Aquarium exhibits will

also be receiving some necessary repairs that will benefit living collections and visitor experience.

### Equity and Access

The California Academy of Sciences is committed to opening its doors to everyone in the Bay Area, especially children, so they can enjoy the economic and civic benefits of scientific literacy. As a leading cultural institution, lowering the barriers to the Academy—including cost, access, and language—is among its highest priorities. Through its *Field Trips* program, students from more than 1,600 schools visit the Academy each year. School field trips are available year-round for school groups bringing preschoolers and K-12 students. The Academy is also a proud partner of the San Francisco Public Utilities Commission, and together have designed and are in the second year of running the *Bayview Science Institute*. This serves K-5 teachers in the Bayview district to build professional development communities and gain valuable time and experience learning more about science curriculum and best practices.

The Academy is also participating in the Mayor's summer pilot initiative, *San Francisco Museums for All*. The summer-long program will allow low-income residents to visit the Academy at greatly reduced admission pricing. This effort will help increase diversity and financial accessibility at the City's cultural institutions, expanding awareness in new communities.

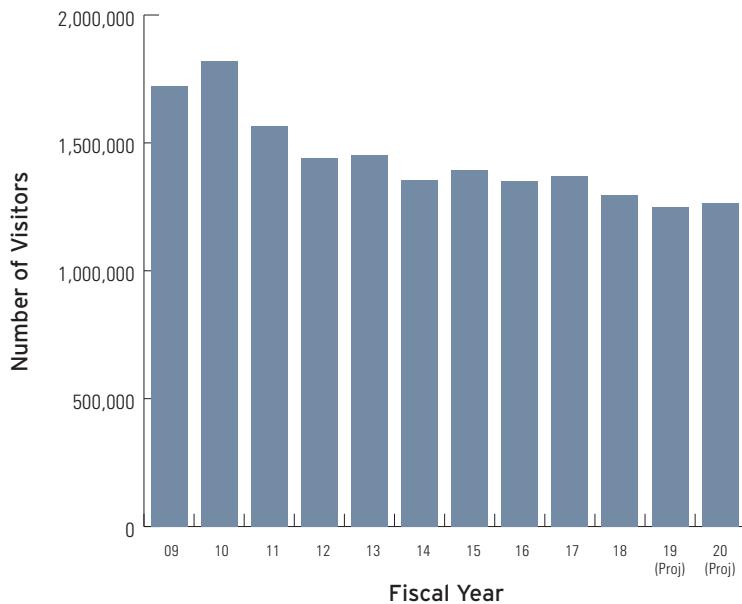
## Hope for Reefs

Through a strong partnership between the Academy, SECORE International, and The Nature Conservancy, along with local stakeholders, the Academy is spearheading breakthrough techniques in reproductive biology to rear larvae of ecologically-important coral species. In the Academy's recently built Coral Spawning Laboratory in the Steinhart Aquarium—only the

second of its kind in the world—scientists are able to manipulate light and temperature to simulate spawning conditions. This helps them better understand how to help corals reproduce more successfully in the wild, where spawning events are incredibly rare. In an exciting initial success, spawning occurred just months after the lab began operating. These corals are then “seeded” directly back onto damaged reefs to support genetic diversity and give reefs a chance to recover and thrive. This research is an important aspect of the Academy's *Hope for Reefs* global initiative, which leverages world-renowned scientists, outstanding public engagement, and pioneering work with advanced genomics and technical deep diving. This work aims to advance efforts already underway in the Caribbean to restore damaged reefs.

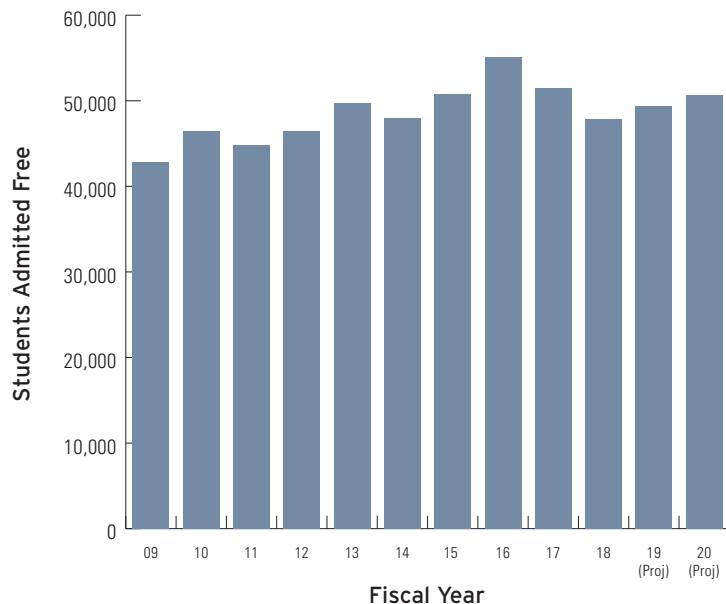
### ANNUAL VISITORS. >

*On average, the Academy hosts nearly 1.5 million visitors each year.*



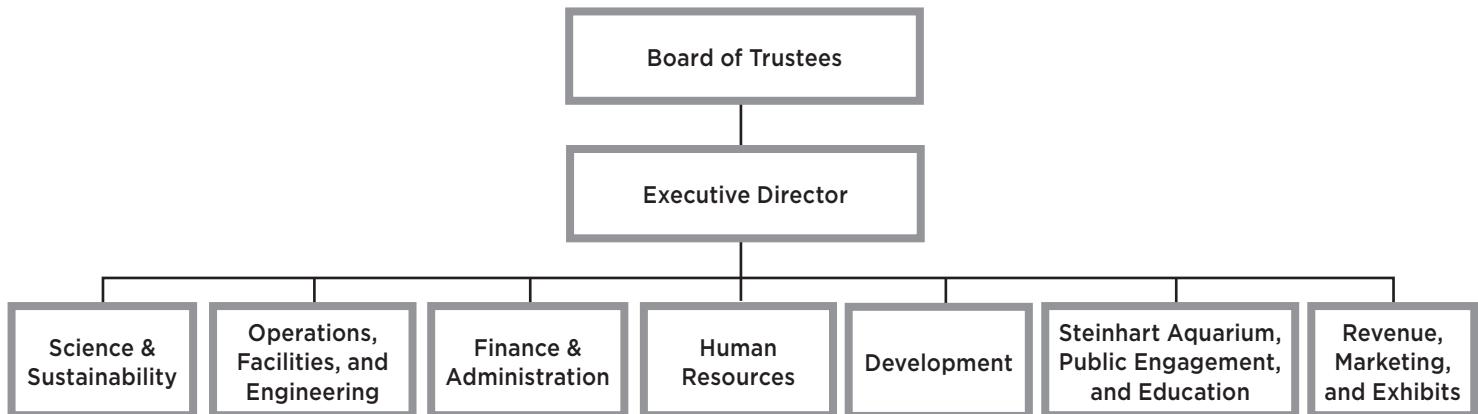
### SAN FRANCISCO STUDENTS ADMITTED FREE. >

*The Academy continues to expand its free admission program for San Francisco school groups.*





# Academy of Sciences Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	12.00	12.00		12.00	
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>	<b>12.00</b>	<b>0.00</b>
General Fund Support	6,467,045	6,351,684	(115,361)	6,147,794	(203,890)
<b>Sources Total</b>	<b>6,467,045</b>	<b>6,351,684</b>	<b>(115,361)</b>	<b>6,147,794</b>	<b>(203,890)</b>
<b>Uses - Operating Expenditures</b>					
Salaries	1,351,377	1,424,782	73,405	1,472,456	47,674
Mandatory Fringe Benefits	543,159	586,256	43,097	621,326	35,070
Non-Personnel Services	1,699,468	1,624,468	(75,000)	1,624,468	
Capital Outlay	1,055,879	775,000	(280,879)	368,000	(407,000)
Facilities Maintenance	275,190	288,950	13,760	303,398	14,448
Services Of Other Depts	1,541,972	1,652,228	110,256	1,758,146	105,918
<b>Uses Total</b>	<b>6,467,045</b>	<b>6,351,684</b>	<b>(115,361)</b>	<b>6,147,794</b>	<b>(203,890)</b>
<b>Uses - Division Description</b>					
SCI Academy Of Sciences	6,467,045	6,351,684	(115,361)	6,147,794	(203,890)
<b>Uses by Division Total</b>	<b>6,467,045</b>	<b>6,351,684</b>	<b>(115,361)</b>	<b>6,147,794</b>	<b>(203,890)</b>

# Adult Probation

## MISSION

The San Francisco 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 6,500 adult clients who are on court-ordered formal probation supervision, post release community supervision, mandatory supervision and diversion programs.

## Services

The Adult Probation Department provides services through the following divisions:

**INVESTIGATIONS AND COURT SERVICES** prepares presentence investigations 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 or technical violations. The reports include an evidence-based risk and needs assessment to aid the courts in sentencing decisions that are risk-based. Court Unit staff represent ADP at court hearings.

**COMMUNITY SUPERVISION SERVICES** provides supervision services, wraparound care, and referrals to treatment services to promote clients' success, and ensure compliance with the terms and conditions of their probation.

**SPECIALIZED SERVICES** closely monitors clients who have committed domestic violence related offenses and clients aged 18 to 25 years, who are assigned to the Department's Transitional Age Youth Units. Staff support both the Young Adult Court and the Interrupt, Predict and Organize (IPO) Program.

**INTENSIVE SUPERVISION SERVICES** provides intensive supervision of clients released from state prison who are on post release community supervision, clients sentenced to mandatory supervision, and clients convicted of sex offenses. The Pre-Release Team coordinates the releases of individuals from county jail and state prison to community supervision by ADP.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	40,404,320	42,304,666	1,900,346	43,560,565	1,255,899
Total FTE	153	157	4	154	(3)

*Services (continued)*

**TRAINING AND SPECIAL PROGRAMS** oversees compliance with Proposition 63, ensuring that clients with a legal designation as a “prohibited person” do not own or possess firearms or ammunition. Staff also ensure that all mandatory training standards are met for both sworn and non-sworn staff.

**REENTRY** oversees the operation of ADP’s Community Assessment and Services Center (CASC), a one-stop multi-service reentry center that specializes in working with individuals aged 18 and older who are justice-involved. Through the coordination of a seamless continuum of care and support, the Department aims to increase successful outcomes and reduce recidivism.

**ADMINISTRATIVE SERVICES** provides victim restitution services, policy and applied research, fiscal management, personnel and payroll services, grants and contract administration, operational and performance analysis, capital improvements, and management information services.

Performance Measures		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Provide services that break the cycle of crime</b>						
• Number of COMPAS risk/needs assessments and reassessments conducted	1,051	1,200	1,200	1,200	1,200	1,200
• Number of visits to the department by clients under community supervision	22,156	22,000	22,000	22,000	22,000	22,000
• Number of visits to the department by non-clients, including victims, members of the public, and justice system partners	200	150	200	200	200	200
• Percentage of individuals who successfully completed (terminated) probation	72%	80%	60%	80%	80%	80%
• Percentage of individuals who successfully completed a term of Mandatory Supervision	63%	85%	60%	80%	80%	80%
• Percentage of individuals who successfully completed Post Release Community Supervision after being on PRCS for at least 12 months	62%	75%	75%	75%	80%	80%
• Percentage of reports submitted to the Court prior to sentencing	93%	100%	100%	100%	100%	100%
• Total Supervised Population*	N/A	N/A	6,419	N/A	N/A	N/A
• Total Active Probationers	3,035	N/A	2,928	N/A	N/A	N/A
<b>Support victims of crimes</b>						
• Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	99%	100%	99%	100%	100%	100%

\*This measure was added in FY19. Historical data will be updated as it becomes available.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$42.3 million for the Adult Probation Department is \$1.9 million, or 4.7 percent, higher than the FY 2018-19 budget of \$40.4 million. This increase was largely due to negotiated salary and benefits increases, expanding overtime funding for Healthy Streets Intervention Program, and electronic monitoring.

The FY 2020-21 proposed budget of \$43.6 million Department is \$1.3 million, or 3.0 percent, higher than the FY 2019-20 budget of \$42.3 million. This increase is due to salary and benefits costs.

## Supervision of High Risk Individuals

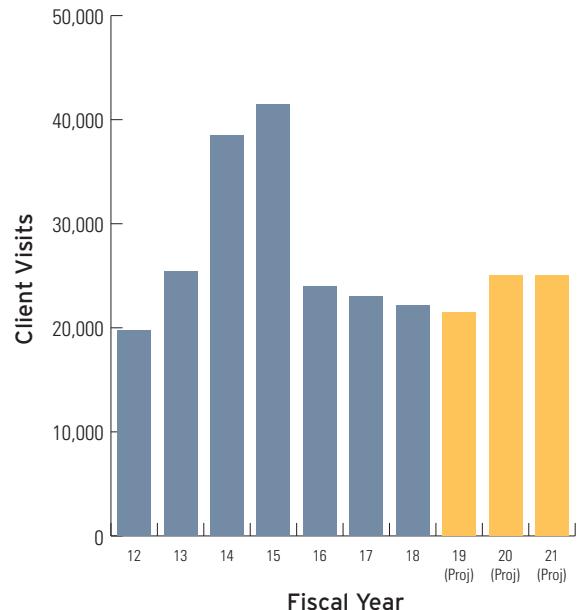
The majority of ADP's client population is assessed as high-risk to reoffend and high-need for therapeutic services. Clients require intensive supervision and services in the community.

Skilled community supervision and high quality trauma-informed, culturally competent reentry services which address critical destabilizers such as substance use, homelessness, unemployment, mental health issues, lack of education, anger management, and effective parenting skills are crucial in supporting the success of those served by the Department. ADP continues to implement evidence-based supervision strategies that are effective in reducing recidivism and improving outcomes. The department's enhanced service delivery model provided through our Community Assessment and Services Center (CASC) and other community-based partnerships continues to support the City's efforts toward public safety by investing in reentry and rehabilitative services.

## Targeted Diversion Strategies

In alignment with efforts to reduce the jail population through the offering of assessments and services, ADP continues to be a partner in the Law Enforcement Assisted Diversion (LEAD) Program, a pre-booking diversion program for individuals with lower level drug offenses. The LEAD Program, which serves as an alternative to arrest or jail time, better meets clients' needs and reduces criminal behavior.

Additionally, ADP continues to participate as a partner in the Healthy Streets Intervention Program (HSIP). This participation includes staffing specific to street outreach with the Police Department, the Department of Public Health (DPH), and other



## CLIENT VISITS TO ADULT PROBATION OFFICES

**OFFICES.** In FY 2017-18, over 22,000 people came to the Department's offices for supervision visits or services.

City and community partners. ADP also provides staffing at the CASC with DPH to ensure linkages to assessments and services. The HSIP effort currently requires the CASC to remain open after normal business hours approximately one day per week, allowing individuals who are justice-involved access to services after normal business hours.

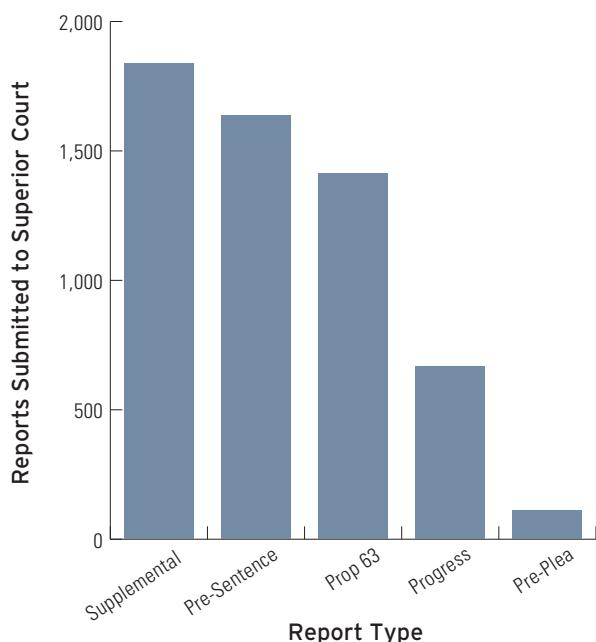
## Targeted Recidivism Prevention

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 of recidivism. The program supports participants in GED studies, placement into paying jobs to build job experience, anger management counseling, parenting classes, and more. ADP is committed to increasing public safety through engagement with individuals in community supervision. By connecting clients, including transitional-aged youth with specialized programming and social services, the Department will increase the well-being of our clients and the likelihood for long-term success.

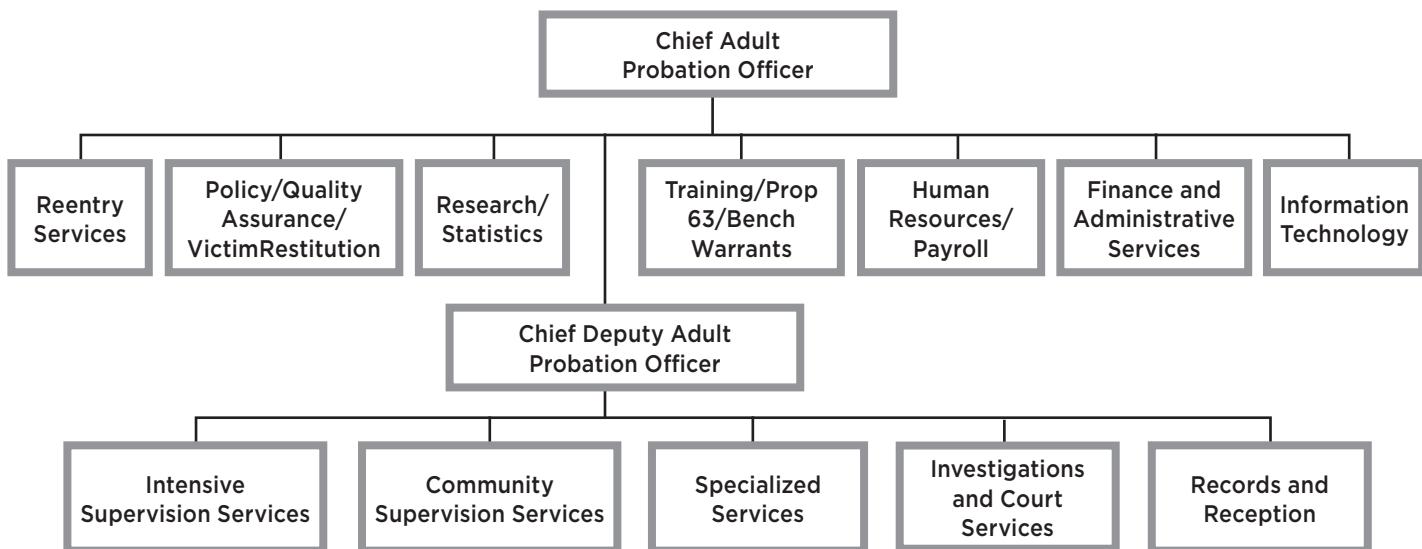
## Quality Assurance

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. ADP is also in the process of updating its case management system. The new system will automate standardized operational practices in accordance with evidence-based practices, and automate the data collection necessary for policy decisions, program planning, and utilization of resources, research, and evaluation. This new system will further assist in reducing recidivism through the use of evidence-based practices and technology to track and monitor clients' criminogenic needs, referrals to services, program completions, technical and criminal violations, rewards and sanctions, and supervision and treatment outcomes.



**SUPPLEMENTAL REPORTS, FY 2018-19.** In FY 2018-19, the Department submitted over 5,000 reports to the Superior Court. Prop 63 reports, related to the relinquishment of firearms, are newly required this year.

## Adult Probation Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	159.71	157.66	(2.05)	154.41	(3.25)
Non-Operating Positions (cap/other)	(6.63)	(1.00)	5.63		1.00
<b>Net Operating Positions</b>	<b>153.08</b>	<b>156.66</b>	<b>3.58</b>	<b>154.41</b>	<b>(2.25)</b>

## Sources

InterGovernmental Rev-Federal	699,111	358,848	(340,263)	358,848	
Intergovernmental Rev-State	16,597,049	17,224,112	627,063	17,519,112	295,000
Charges for Services	2,500	2,500		2,500	
Other Revenues		368,225	368,225		(368,225)
General Fund Support	23,105,660	24,350,981	1,245,321	25,680,105	1,329,124
<b>Sources Total</b>	<b>40,404,320</b>	<b>42,304,666</b>	<b>1,900,346</b>	<b>43,560,565</b>	<b>1,255,899</b>

## Uses - Operating Expenditures

Salaries	16,031,264	17,103,640	1,072,376	17,464,873	361,233
Mandatory Fringe Benefits	6,902,659	7,771,463	868,804	8,403,881	632,418
Non-Personnel Services	8,315,617	8,982,283	666,666	9,235,901	253,618
City Grant Program	4,146,609	3,765,358	(381,251)	4,037,158	271,800
Capital Outlay		53,700	53,700		(53,700)
Materials & Supplies	425,724	498,724	73,000	483,724	(15,000)
Services Of Other Depts	4,582,447	4,129,498	(452,949)	3,935,028	(194,470)
<b>Uses Total</b>	<b>40,404,320</b>	<b>42,304,666</b>	<b>1,900,346</b>	<b>43,560,565</b>	<b>1,255,899</b>

## Uses - Division Description

ADP Adult Probation	40,404,320	42,304,666	1,900,346	43,560,565	1,255,899
<b>Uses by Division Total</b>	<b>40,404,320</b>	<b>42,304,666</b>	<b>1,900,346</b>	<b>43,560,565</b>	<b>1,255,899</b>



# 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 41 international and nine domestic airline carriers offering non-stop links to 84 U.S. destinations and 49 international markets.

## 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 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 (CIP). 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	1,108,572,997	1,219,373,518	110,800,521	1,185,087,951	(34,285,567)
Total FTE	1,587	1,591	4	1,591	0

Services (continued)

**EXTERNAL AFFAIRS** provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities; markets opportunities for new or expanded airline services, on-site parking, and concessions to increase airport revenue; oversees customer service programs; and works to advance SFO's strategic and policy objectives with external stakeholders.

**MUSEUMS** provide a broad range of attractions for the traveling public including 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.

Performance Measures		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Achieve net zero energy and zero waste by 2021</b>						
• Campus wide water savings in gallons per passenger relative to 2013 baseline	2.10	2.50	2.25	2.50	3.00	
<b>Be the industry leader in safety and security</b>						
• Annual percent of the Airport tenants' ground support equipment inventory that has had safety inspections conducted through its Ground Support Equipment Safety Inspection Program.	15.1%	15.0%	15.0%	15.0%	15.0%	
• Number of Airport-controlled runway incursions	4	0	0	0	0	
• Number of Annual Access Control Events (ACE) classified as "Security Breach"	0	0	1	0	0	
<b>Care for and protect our airport communities</b>						
• All Title 21 requirements met (1 equals yes) California Code of Regulations Title 21 Chapter 6 "Noise Standards"	1	1	1	1	1	
• Annual recordable injury rate per 100 employees	6.9	6.8	6.3	6.2	6.1	
<b>Deliver exceptional business performance</b>						
• Amount of annual service payment to the City's General Fund, in millions	\$46.55	\$46.60	\$48.44	\$51.52	\$54.70	
• Annual percent of Non-Airline Revenue (as % of Total Operating Revenue)	51.0%	49.1%	50.5%	48.5%	47.6%	



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
• Percent of small business participation in Concession Sector	43%	30%	30%	30%	30%
• Percent of small business participation in Construction Sector	19%	15%	17%	15%	15%
• Percent of tenant businesses with active Green Business certifications	16.6%	40.0%	28.8%	50.0%	60.0%
• Total Annual Non-Airline Revenue	\$506,846,996	\$505,110,000	\$524,557,409	\$541,206,000	\$567,352,223
• Total concession revenue per enplaned passenger	\$10.53	\$10.38	\$10.90	\$11.13	\$11.69
<b>Nurture a competitive air service market</b>					
• Airline cost per enplaned passenger in nominal dollars	\$16.89	\$17.91	\$17.79	\$19.23	\$20.72
• Annual percent of total international passengers market share (as % of total SFO passenger traffic)	23.9%	24.3%	25.2%	24.4%	26.1%
• Average passport processing times in SFO's customs area (in minutes) compared to other US airports of comparable passenger traffic.	N/A	7.00	7.50	7.00	8.00
• Percent change in domestic air passenger volume	7.0%	1.4%	-1.0%	1.3%	-1.6%
<b>Revolutionize the passenger experience</b>					
• Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	4.11	4.09	4.05	4.11	4.13



# Budget Issues and Details

The FY 2019-20 proposed budget of \$1.22 billion for the Airport is \$110.8 million, or 10.0 percent, higher than the FY 2018-19 approved budget of \$1.1 billion. This increase is largely due to negotiated salary and benefit costs and capital expenditures.

The Airport has two-year fixed operating and capital budgets, and FY 2019-20 represents the second year of the current two-year cycle. The Department is therefore working within its two-year fixed budget for FY 2019-20 and is not updating its FY 2020-21 budget in this proposed budget.

The Airport continues to remain focused on addressing this growth, ensuring new service can be accommodated and customer service levels keep pace with demand—especially as they relate to groundside transportation and roadside congestion. By attracting new and expanded airline services, the Airport supports tourism and international trade while

promoting competition that benefits travelers. Increased service also bolsters local business activity, creates new jobs, and increases Airport revenues to support operations.

In addition to growth, SFO will also continue focusing on efforts to diversify non-airline revenue sources. The Airport's operating budget is fully supported by Airport generated revenues. SFO receives no General Fund support from the City.

## Enhancing Safety and Security

Passengers, employees, airlines, and tenants depend on Airport systems and processes to provide a safe and secure travel environment. The Airport is committed to exceeding all aviation safety and security regulations. Through the use of advanced technology, implementation of best practices, and industry expert assessments, the Airport continues to advance its safety and security profile.

## Revolutionizing the Guest Experience

The Airport strives to revolutionize its guest experience by offering services and amenities that provide a seamless “door-to-door” passenger journey. A major priority for the Airport is to ensure exceptional levels of hospitality. An enhanced guest experience benefits both the traveling public and SFO concessionaires, many of which are local. Close to 70 percent of concession sales are earned by local owners.

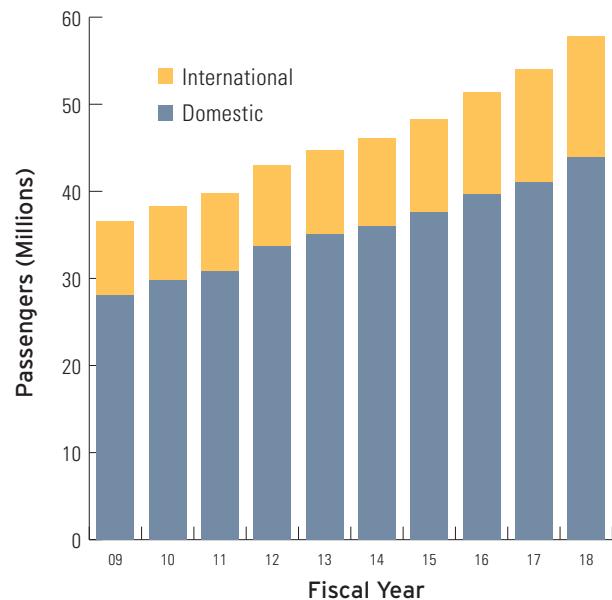
Additionally, the Airport’s continued investment in hospitality has resulted in SFO being one of the nation’s top performing airports for retail, food, and beverage concessions.

## Investing in Capital

The budget continues to support the implementation of the Airport’s Capital Improvement Plan (CIP). The \$7.6 billion CIP focuses on accommodating passenger growth,

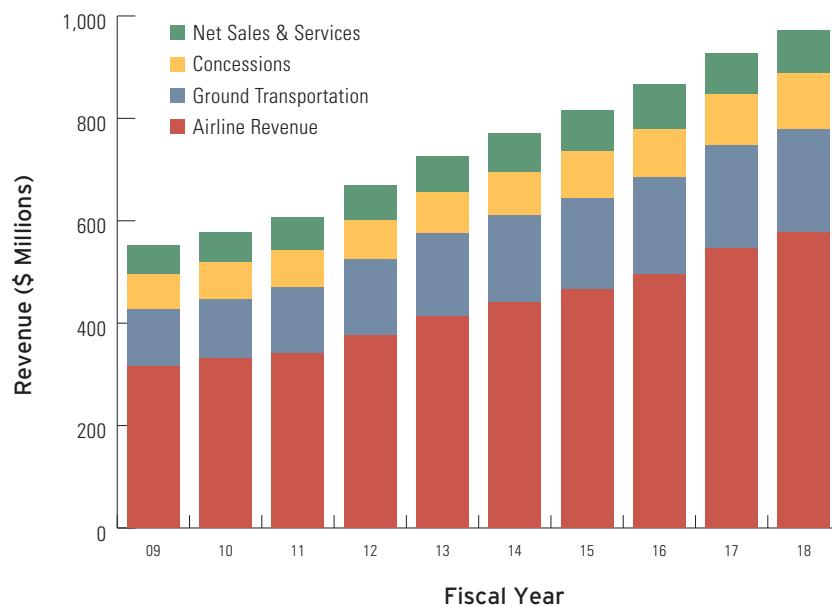
### ANNUAL PASSENGER BOARDINGS PER OPERATING POSITION BY FISCAL YEAR.

Airport staffing needs are driven largely by passenger demand and safety and security needs.



### REVENUE SOURCES.

Growth in non-airline revenues has kept the share of airline to non-airline revenues relatively stable and ensured overall airport revenues have kept pace with increasing operating expenses.



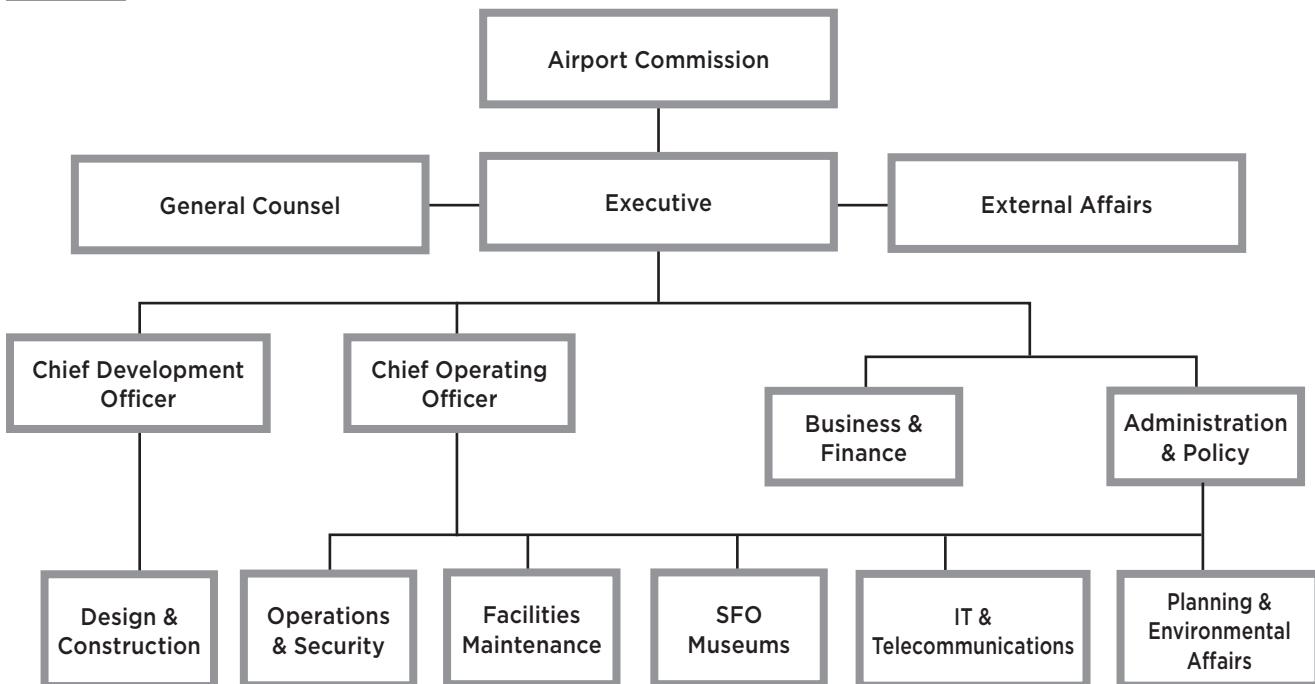
meeting demand-driven terminal gate needs, nurturing a competitive and robust air service market, and ensuring existing assets remain in a state of good repair. CIP highlights include terminal improvements, such as the renovations of Terminal 1 and the western portion of Terminal 3, a new on-airport hotel, a second long-term parking garage, an extension of the AirTrain System, and airfield and runway repairs.

## Increasing Sustainability

The Airport strives to be a leader in sustainability by developing guidelines and implementing initiatives to achieve long-term goals, including Airport-wide zero-waste generation, carbon-neutrality for Airport Commission-controlled operations, a 15 percent reduction in water usage per passenger, and net-zero energy buildings, among others.



## Airport Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	1,827.12	1,835.48	8.36	1,834.81	(0.67)
Non-Operating Positions (cap/other)	(240.08)	(244.00)	(3.92)	(244.00)	
<b>Net Operating Positions</b>	<b>1,587.04</b>	<b>1,591.48</b>	<b>4.44</b>	<b>1,590.81</b>	<b>(0.67)</b>

## Sources

Fines, Forfeiture, & Penalties	799,000	1,304,000	505,000	1,304,000	
Interest & Investment Income	21,833,675	23,367,000	1,533,325	23,367,000	
Rents & Concessions	334,705,000	368,108,533	33,403,533	368,108,533	
InterGovernmental Rev-Federal	24,510,000	23,010,000	(1,500,000)	1,010,000	(22,000,000)
Intergovernmental Rev-State	3,010,000	3,001,000	(9,000)	1,000	(3,000,000)
Intergovernmental Revenue-Othe	6,250,000		(6,250,000)		
Charges for Services	711,115,000	791,264,000	80,149,000	791,264,000	
Other Revenues	51,091,000	55,081,000	3,990,000	55,081,000	
Other Financing Sources	2,000,000		(2,000,000)		
Expenditure Recovery	80,000	80,000		80,000	
IntraFund Transfers In	102,176,945	132,986,000	30,809,055	112,386,000	(20,600,000)
Unappropriated Fund Balance	42,413,523	62,430,613	20,017,090	77,151,574	14,720,961
Transfer Adjustment-Source	(191,411,146)	(241,258,628)	(49,847,482)	(244,665,156)	(3,406,528)
General Fund Support					
<b>Sources Total</b>	<b>1,108,572,997</b>	<b>1,219,373,518</b>	<b>110,800,521</b>	<b>1,185,087,951</b>	<b>(34,285,567)</b>

## Uses - Operating Expenditures

Salaries	163,663,368	173,976,794	10,313,426	179,272,903	5,296,109
Mandatory Fringe Benefits	88,395,359	95,414,553	7,019,194	100,207,346	4,792,793
Non-Personnel Services	152,278,744	157,180,973	4,902,229	157,180,973	
Capital Outlay	44,468,235	35,100,438	(9,367,797)		(35,100,438)
Debt Service	494,785,646	584,546,275	89,760,629	584,546,275	
Facilities Maintenance	15,000,000	15,500,000	500,000		(15,500,000)
Intrafund Transfers Out	102,176,945	132,986,000	30,809,055	112,386,000	(20,600,000)
Materials & Supplies	21,412,236	20,595,903	(816,333)	20,595,903	
Operating Transfers Out	46,629,063	51,549,363	4,920,300	54,731,713	3,182,350
Overhead and Allocations	(5,228,965)	(6,694,474)	(1,465,509)	(6,694,474)	
Services Of Other Depts	87,169,311	92,203,693	5,034,382	93,247,312	1,043,619
Unappropriated Rev-Designated				2,000,000	2,000,000
Transfer Adjustment - Uses	(102,176,945)	(132,986,000)	(30,809,055)	(112,386,000)	20,600,000
<b>Uses Total</b>	<b>1,108,572,997</b>	<b>1,219,373,518</b>	<b>110,800,521</b>	<b>1,185,087,951</b>	<b>(34,285,567)</b>

## Uses - Division Description

AIR Airport Director	9,494,955	9,807,838	312,883	9,932,156	124,318
AIR Bureau Of Admin & Policy	34,213,069	35,826,215	1,613,146	37,190,306	1,364,091
AIR Business & Finance	567,134,000	661,171,644	94,037,644	662,437,256	1,265,612
AIR Capital Projects	42,555,945	33,110,000	(9,445,945)	1,010,000	(32,100,000)
AIR Chief Operating Officer	42,942,888	43,522,598	579,710	44,347,019	824,421
AIR Communications & Mrktng	20,658,435	21,226,400	567,965	21,502,668	276,268
AIR Design & Construction	11,944,199	13,236,524	1,292,325	13,439,914	203,390
AIR Facilities	197,168,779	206,219,417	9,050,638	211,084,600	4,865,183
AIR Facilities; Maintenance	15,000,000	15,500,000	500,000		(15,500,000)
AIR Fire Bureau	772,510	717,494	(55,016)	681,674	(35,820)
AIR General	56,129,063	61,034,240	4,905,177	66,231,713	5,197,473
AIR Operations & Security	87,990,480	94,132,694	6,142,214	94,786,933	654,239
AIR Planning Division	8,646,840	8,280,844	(365,996)	8,395,225	114,381
AIR Police Bureau	13,921,834	15,587,610	1,665,776	14,048,487	(1,539,123)
<b>Uses by Division Total</b>	<b>1,108,572,997</b>	<b>1,219,373,518</b>	<b>110,800,521</b>	<b>1,185,087,951</b>	<b>(34,285,567)</b>

# 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 underserved 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	22,941,493	28,017,473	5,075,980	25,900,084	(2,117,389)
Total FTE	30	31	1	31	0

Services (continued)

**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.

		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Build public awareness of the value and benefits of the arts</b>						
• Number of arts and culture events funded by the Arts Commission in a year	680	700	700	720	730	
<b>Enliven the urban environment</b>						
• Number of permanently-sited artworks accessible to the public during the fiscal year	548	558	558	610	620	
<b>Invest in a vibrant arts community</b>						
• Number of artists and organizations attending technical assistance and capacity building workshops/year	302	320	400	350	350	
• Number of payments to individual artists by the Arts Commission	318	325	300	335	345	



## Budget Issues and Details

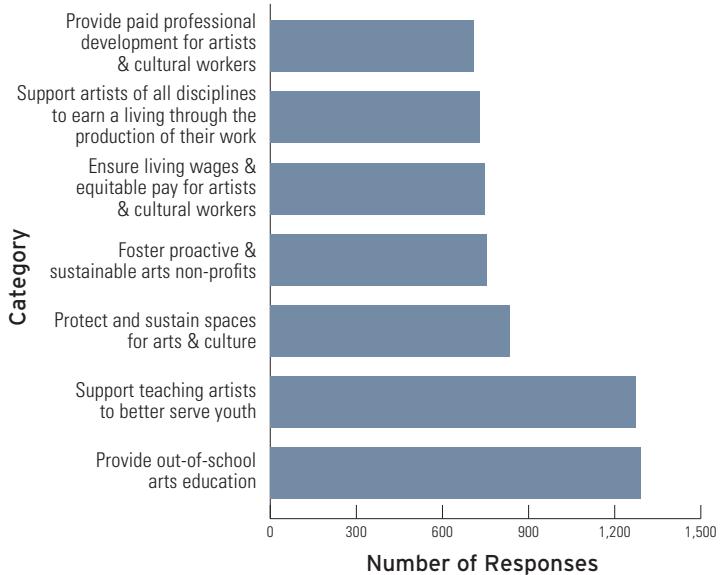
The Fiscal Year (FY) 2019-20 proposed budget of \$28.0 million for the Arts Commission is \$5.1 million, or 22.1 percent, higher than the FY 2018-19 budget of \$22.9 million. The increase is primarily related to capital costs and increases from the passage of November 2018's Proposition E measure, dedicating a portion of hotel tax growth to new and existing arts and culture programming.

The FY 2020-21 proposed budget of \$25.9 million is \$2.1 million, or 7.6 percent, lower than the FY 2019-20 proposed budget. The primary driver for the decrease is due to the expiration of one-time capital expenditures.

### Dedicating Hotel Tax Growth to Arts and Culture

The significant change in the Arts Commission's FY 2019-20 and FY 2020-21 budget is the annualized hotel tax revenue provided by the passage of Proposition E (Prop E), approved by 75.0 percent of the voters in November 2018. The ballot measure allocates 1.5 percent of the existing 14.0 percent San Francisco hotel tax for arts and culture programming, restoring the nexus between the hotel tax and the arts. This tax stream will ensure that arts funding will

increase along with the hotel tax revenue which is estimated by the Controller's Office to grow by 7.3 percent in FY 2019-20 and 2.0 percent in FY 2020-21.

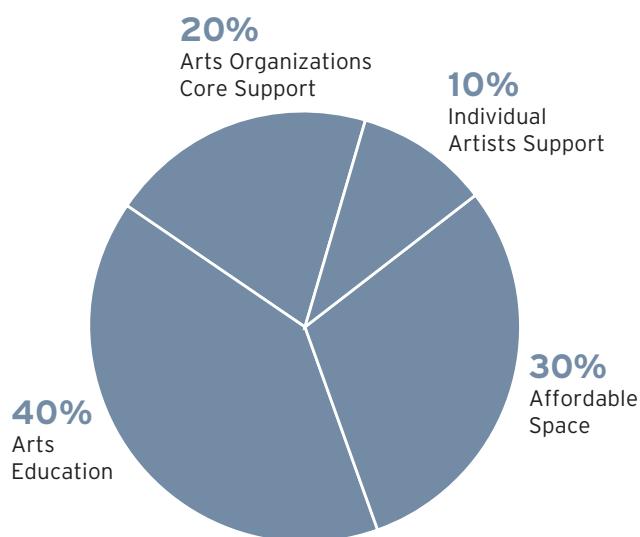


**FY 2018-19 ART IMPACT ENDOWMENT POLL RESULTS.** The January 2019 Arts Impact Endowment Poll gave community members an opportunity to rank their top priority areas for increased investment.

Prop E increases investments in existing arts and cultural programs. It significantly augments the current budget of the Cultural Equity Endowment, which supports small to mid-sized arts nonprofits and individual artists, and allocates increased operational support to Cultural Centers, four of which operate in city-owned facilities. The Prop E support to the City's Cultural Centers are on top of the capital allocation of \$3.0 million for critical infrastructure and facilities management needs.

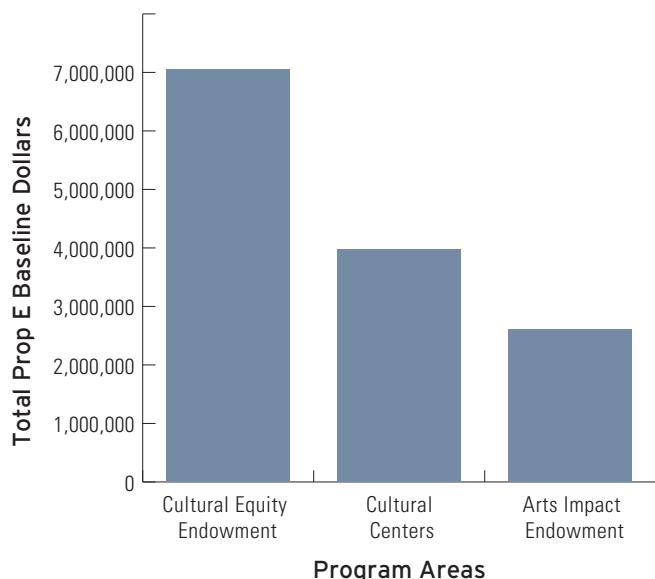
Prop E also includes funding for new arts and culture priorities, including the Arts Impact

Endowment Fund, which will address emerging and evolving needs in the arts and culture community. The endowment was designed as a partnership between the San Francisco Arts Commission and Grants for the Arts in order to bridge the historic investments of the City's two arts funding agencies, and more efficiently and effectively serve the local arts community through interagency communication and coordination. The Five-Year Cultural Services Allocation Plan, which guides the Arts Impact Endowment Fund, can be found on the Commission's website: <https://sfartscommission.org>.



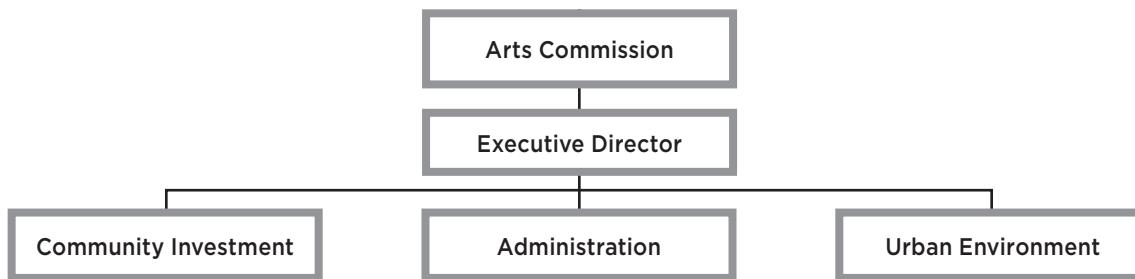
#### **▲ ARTS IMPACT ENDOWMENT ALLOCATIONS.**

The Arts Commission proposed the Arts Impact Endowment FY 2019 -24 allocations based on the January 2019 feedback received through the community engagement process.



#### **▲ PROP E FUNDING.** For FY 2019-20, Prop E funding totals \$13.6 million for the three programs administered by the Arts Commission.

## Arts Commission Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	39.21	40.02	0.81	40.01	(0.01)
Non-Operating Positions (cap/other)	(8.90)	(8.90)		(8.90)	
<b>Net Operating Positions</b>	<b>30.31</b>	<b>31.12</b>	<b>0.81</b>	<b>31.11</b>	<b>(0.01)</b>

## Sources

Other Local Taxes	6,350,000	13,639,000	7,289,000	14,078,000	439,000
Licenses, Permits,& Franchises	138,336	153,527	15,191	158,576	5,049
Charges for Services	1,228,097	1,516,428	288,331	1,522,494	6,066
Other Revenues	50,000	50,000		50,000	
Expenditure Recovery	2,898,763	1,127,604	(1,771,159)	1,116,462	(11,142)
Operating Transfers In	4,540,984	3,019,551	(1,521,433)	19,837	(2,999,714)
Unappropriated Fund Balance	76,605	89,830	13,225		(89,830)
General Fund Support	7,658,708	8,421,533	762,825	8,954,715	533,182
<b>Sources Total</b>	<b>22,941,493</b>	<b>28,017,473</b>	<b>5,075,980</b>	<b>25,900,084</b>	<b>(2,117,389)</b>

## Uses - Operating Expenditures

Salaries	3,058,440	3,238,432	179,992	3,346,040	107,608
Mandatory Fringe Benefits	1,358,100	1,523,782	165,682	1,604,354	80,572
Non-Personnel Services	6,281,320	4,642,054	(1,639,266)	4,787,028	144,974
City Grant Program	7,040,502	7,027,193	(13,309)	7,000,996	(26,197)
Capital Outlay	1,327,500	5,486,604	4,159,104	2,725,000	(2,761,604)
Facilities Maintenance	235,808	389,265	153,457	259,977	(129,288)
Materials & Supplies	25,229	25,229		25,229	
Overhead and Allocations	(557,639)	(37,335)	520,304	(119,679)	(82,344)
Programmatic Projects	3,547,464	5,085,108	1,537,644	5,599,031	513,923
Services Of Other Depts	624,769	637,141	12,372	672,108	34,967
<b>Uses Total</b>	<b>22,941,493</b>	<b>28,017,473</b>	<b>5,075,980</b>	<b>25,900,084</b>	<b>(2,117,389)</b>

## Uses - Division Description

ART Administration	5,591,880	6,942,012	1,350,132	7,375,097	433,085
ART Civic Design	251,250	255,758	4,508	171,708	(84,050)
ART Community Investments	12,447,758	18,234,404	5,786,646	15,656,063	(2,578,341)
ART Municipal Galleries	642,825	768,354	125,529	773,659	5,305
ART Public Art & Collections	3,558,460	1,643,867	(1,914,593)	1,745,144	101,277
ART Street Artist Program	449,320	173,078	(276,242)	178,413	5,335
<b>Uses by Division Total</b>	<b>22,941,493</b>	<b>28,017,473</b>	<b>5,075,980</b>	<b>25,900,084</b>	<b>(2,117,389)</b>

# Asian Art Museum

## MISSION

The Asian Art Museum (AAM) makes Asian art and culture accessible to everyone by connecting art to life. The Museum's mission is to inspire new ways of thinking by connecting diverse communities to historical and contemporary Asian art and culture through world-class collections, exhibitions, and programs.

## Services

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

**COLLECTIONS AND 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.

**EDUCATIONAL AND 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, 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.

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

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	11,997,993	12,104,198	106,205	11,888,674	(215,524)
Total FTE	58	58	0	58	0

#### *Services (continued)*

program allows dedicated teens 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 nine-day festival, the Museum displays student artwork, hosts performances, and invites SFUSD students and their families to visit AAM for free.

## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Achieve financial sustainability by 2021</b>					
• City cost per visitor (AAM)	\$47.63	\$45.00	\$58.00	\$42.00	\$35.00
<b>Foster and maintain a museum culture that promotes creativity and collaboration</b>					
• Number of museum members	12,409	13,500	12,500	17,000	17,500
<b>Illuminate Asian art and culture for a global audience</b>					
• Number of museum visitors	210,010	210,000	180,000	307,000	310,000
<b>Reach and engage expanded audiences</b>					
• Number of digital visits and social media followers	5,302,231	3,500,000	3,010,000	5,000,000	5,000,500
• Number of education program participants	33,198	20,000	27,943	37,000	40,000
• Number of public program participants	30,638	25,000	25,000	25,000	30,000



## Budget Issues and Details

The Asian Art Museum's proposed budgets for Fiscal Year (FY) 2019-20 of \$12.1 million and FY 2020-21 of \$11.9 million do not represent a significant change from the FY 2018-19 budget of \$12.0 million. Changes in the budget are primarily driven by capital projects.

### Capital Improvements

The Asian Art Museum opened in its Civic Center location in 2003. Protection and effective display of the City's collection of Asian art requires diligent maintenance of the building. The building received Leadership in Energy and Environmental Design (LEED) Existing Buildings: Operations and Maintenance (EBOM) certification in December 2018 and capital investments are focused on maintaining efficient operations of aging equipment and ensuring the accessibility of the building to all visitors. The Museum is also addressing its external environment. With regularly scheduled outdoor art installations, the Museum is planning accessibility improvements to its business entrance, front ramp, and doors.

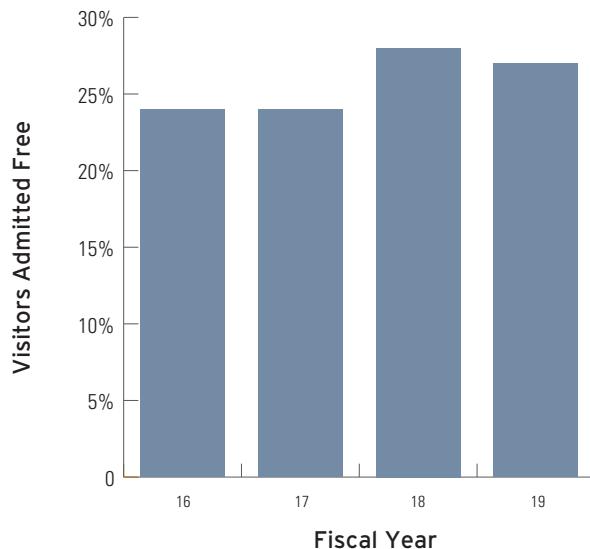
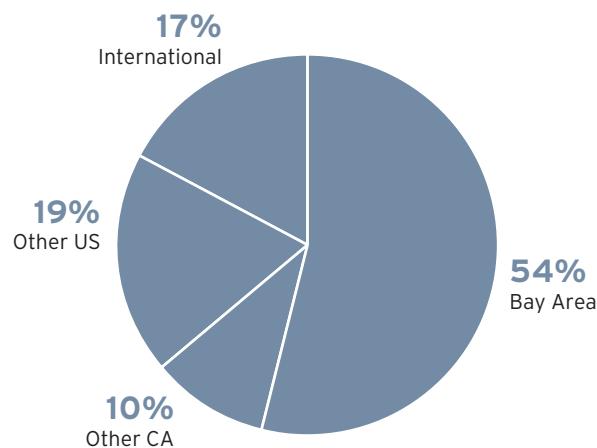
The Museum's private investment in a new exhibition pavilion, expected to open in spring 2020, is part of its artistic transformation. It further allows the Museum to contribute to the vitality of the Civic Center neighborhood by inviting the community and visitors to experience the City's magnificent Asian art collection and celebrate diversity, inclusivity, and accessibility.

### Equitable Access

The Museum seeks to make Asian art and culture accessible to everyone. The Museum's stakeholders reflect the ethnic and cultural diversity of the Bay Area. AAM offers free admission to museum members, children 12 and under, members of the US Armed Forces, and college students visiting as part of their coursework. General admission is free the first Sunday of every month through a privately-sponsored program as well as during a variety of heritage celebration days throughout the year.

AAM is also participating in the Mayor's summer pilot initiative, *San Francisco Museums for All*. The summer-long program will allow over 200,000 low-income residents to visit the City's cultural institutions for free. This effort will help increase diversity and financial accessibility at the museums, expanding awareness in new communities.

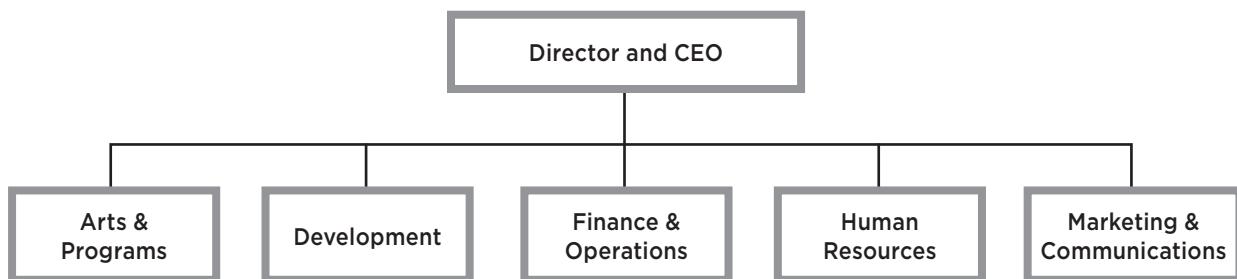
The Museum's exhibitions and programs focus on different time periods, from historical to contemporary, and different geographical areas of Asia. The Museum celebrates world famous established artists and emerging artists, including students participating in the annual San Francisco Unified School District's Art Festival.



**▲ 2018 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.

**▲ PERCENT OF VISITORS ADMITTED FREE.** Thanks to the efforts of the Museum to enhance accessibility, more than one quarter of all visitors are currently admitted free of charge.

## Asian Art Museum Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	58.17	58.05	(0.12)	57.95	(0.10)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>58.17</b>	<b>58.05</b>	<b>(0.12)</b>	<b>57.95</b>	<b>(0.10)</b>

## Sources

Charges for Services	695,000	695,000		695,000	
Unappropriated Fund Balance		17,161	17,161	34,350	17,189
General Fund Support	11,302,993	11,392,037	89,044	11,159,324	(232,713)
<b>Sources Total</b>	<b>11,997,993</b>	<b>12,104,198</b>	<b>106,205</b>	<b>11,888,674</b>	<b>(215,524)</b>

## Uses - Operating Expenditures

Salaries	5,024,244	5,278,055	253,811	5,439,883	161,828
Mandatory Fringe Benefits	2,146,094	2,314,543	168,449	2,445,960	131,417
Non-Personnel Services	2,113,996	2,113,996		2,113,996	
Capital Outlay	1,257,701	900,000	(357,701)	340,000	(560,000)
Facilities Maintenance	278,016	291,917	13,901	306,513	14,596
Overhead and Allocations	38,381	37,813	(568)	37,813	
Services Of Other Depts	1,139,561	1,167,874	28,313	1,204,509	36,635
<b>Uses Total</b>	<b>11,997,993</b>	<b>12,104,198</b>	<b>106,205</b>	<b>11,888,674</b>	<b>(215,524)</b>

## Uses - Division Description

AAM Asian Art Museum	11,997,993	12,104,198	106,205	11,888,674	(215,524)
<b>Uses by Division Total</b>	<b>11,997,993</b>	<b>12,104,198</b>	<b>106,205</b>	<b>11,888,674</b>	<b>(215,524)</b>

# Assessor-Recorder

## MISSION

The Department of the Assessor-Recorder (ASR) carries out the property tax-related functions governed by the State Constitution and local laws. The Department'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 Department also records and maintains official records of the City, and collects transfer tax from changes in property ownership.

## Services

The Department of the Assessor-Recorder 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 of 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	43,885,808	42,668,116	(1,217,692)	47,252,217	4,584,101
Total FTE	169	175	6	176	1

Services (continued)

**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.

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Assess all taxable property within the City and County of San Francisco</b>					
• Board of Equalization (BOE)-required business property audits completed in the fiscal year for businesses within the City and County of San Francisco	318	303	315	303	303
• In-progress new construction value added to secured working assessment roll in the fiscal year	\$7,070M	\$3,500M	\$7,000M	\$3,500M	\$3,500M
• Number of Real Property Supplemental and Escape Assessments	35,414	29,000	27,000	8,000	8,000
• Value (in billions) of secured working assessment roll (excluding State Board of Equalization (SBE) roll)	\$252.00	\$255.00	\$255.00	\$267.80	\$281.10
• Value of Real Property Supplemental and Escape Assessments	\$405.9M	\$273M	\$216.6M	\$76.2M	\$76.2M
<b>Collect documentary transfer tax due</b>					
• Value of transfer tax from non-recorded documents and under-reported transactions	\$24.96M	\$2.5M	\$2.5M	\$1.5M	\$1.5M
• Value of transfer tax from recorded documents	\$302.23M	\$228M	\$348M	\$228M	\$228M
<b>Effectively defend and resolve assessment appeals</b>					
• Number of appeals resolved in the fiscal year	1,598	2,500	2,000	3,000	3,000
• Percentage of appeals resolved in the fiscal year where ASR's value determination was upheld	94%	90%	90%	90%	90%
<b>Provide outstanding customer service</b>					
• Percentage of customers with a good or excellent experience when visiting ASR in the fiscal year	97%	99%	99%	99%	99%



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$42.7 million for the Assessor-Recorder is \$1.2 million, or 2.8 percent, lower than the FY 2018-19 budget of \$43.9 million. This decrease is primarily driven by the end of one-time expenditures in the Recorder modernization project.

The FY 2020-21 proposed budget of \$47.3 million for the Assessor-Recorder is \$4.6 million, or 10.0 percent, higher than the FY 2019-20 proposed budget; this increase is caused by the investments in the Department's technology systems, particularly the Property Assessment and Tax System (PATS).

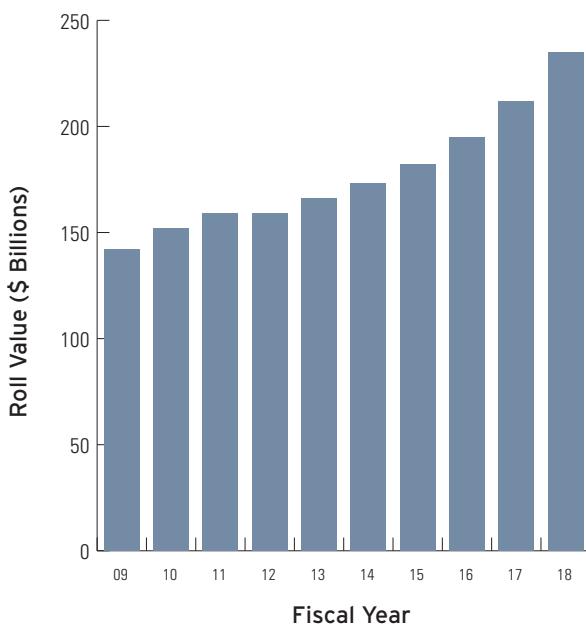
## Goal to Roll

For the first time in more than two decades, the Department of the Assessor-Recorder will clear the backlog and close the assessment roll on time. This means that all changes in ownership and new construction transactions completed before January 1, 2019 will be assessed for the 2019 tax year. This is a significant accomplishment for the Department and for taxpayers who will benefit by receiving timely and transparent tax bills from the Treasurer and Tax Collector. Over the past three years, the

Mayor's proposed budgets have supported this effort by providing staff and the managerial and analytic resources needed to change work processes, improve workflows, analyze data, and restructure the organization for success.

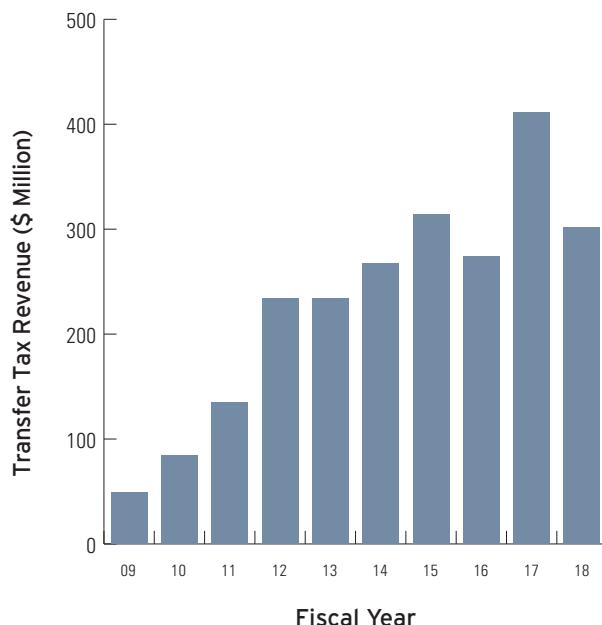
## Modernizing the City's Property Assessment and Tax Systems

The Mayor's proposed budget includes funding for the Departments of the Assessor-Recorder, Treasurer-Tax Collector, and Controller to coordinate and integrate the replacement of the Assessor's property assessment system and Treasurer Tax Collector/Controller property tax system. This project is one of the Major IT initiatives in the City's Information and Communication Technology Plan (ICT) for FY 2018-19 to FY 2021-22. Together, the two systems enable the assessment, collection, and legally required apportioning of approximately \$3.2 billion in annual revenues. In FY 2018-19, the three Departments entered into contracts with the software vendors and system integrators. It is anticipated that the joint projects will improve efficiency, deliver better customer service, maximize revenue by allowing for more efficient collection and



### ▲ VALUE OF THE CERTIFIED ASSESSMENT ROLL.

*The Certified Assessment Roll (after exemptions) value has increased each of the last five years. In FY 2017-18, the Roll grew by 11 percent or \$23 billion.*



### ▲ 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 an average of \$314 million annually for the last five years.*

processing of property tax assessments, provide added transparency, and build an infrastructure that is secure and resilient.

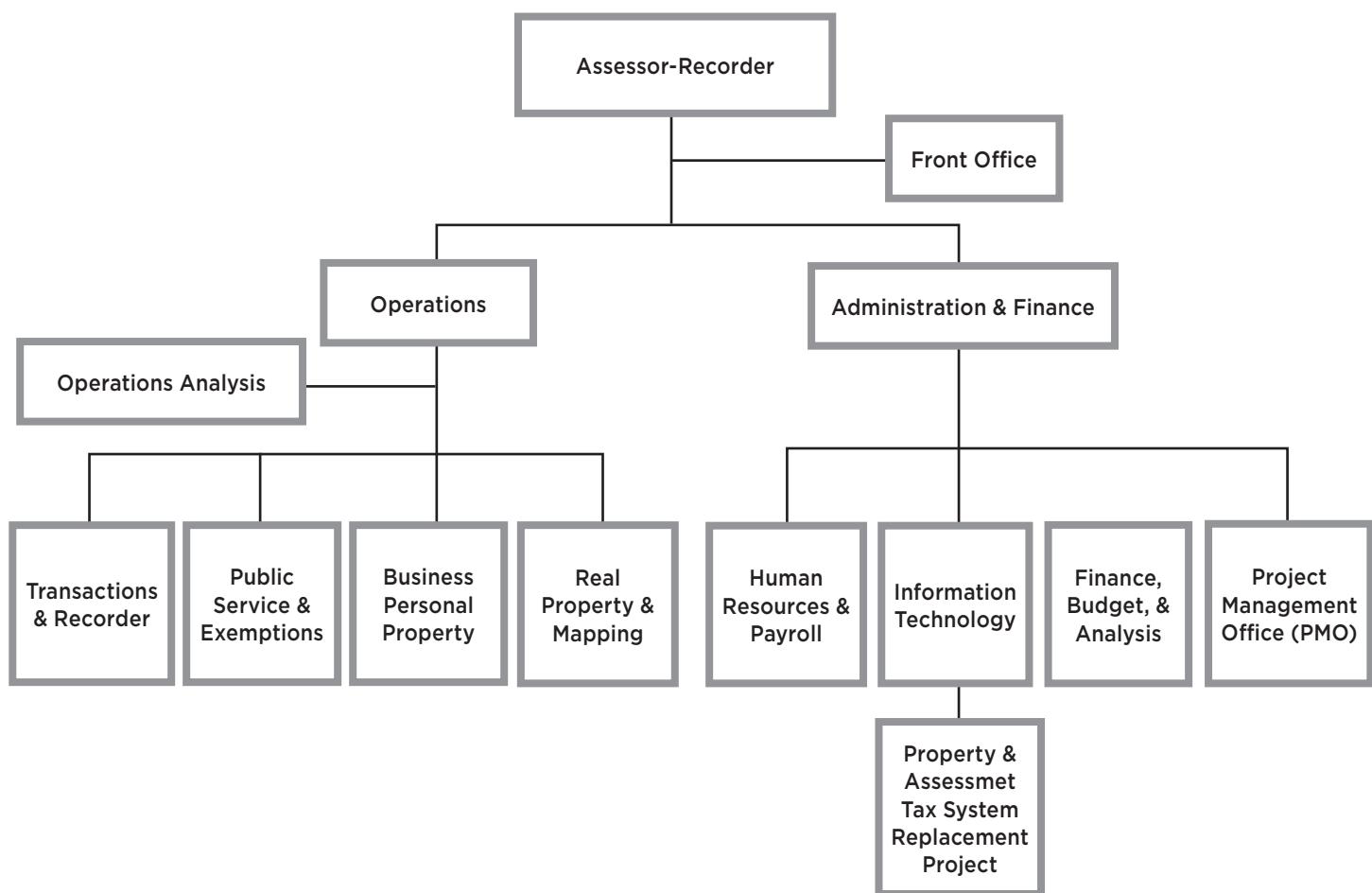
## Recorder System Replacement Project

In FY 2018-19 the Department negotiated a contract to replace the obsolete Recorder Information System. Over the next two years the Department will implement a new system that will be closely integrated with the new property assessment solution. The system will have robust functionality and enable the Department to better integrate cross-departmental business processes, establish organizational efficiencies, and provide better customer service.

## Assessor Mapping Program

The Department is responsible for maintaining block and parcel maps that identify and locate all property in the City and County of San Francisco. In FY 2018-19, the Department implemented mapping process improvements including converting its paper maps to digital format using a Geographic Information System (GIS). This change will enhance the workflow for mapping and parcel management activities, improve the way in which new maps and map changes are produced, and create more transparency for the public.

# Assessor-Recorder Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	192.44	199.76	7.32	196.97	(2.79)
Non-Operating Positions (cap/other)	(23.85)	(25.00)	(1.15)	(21.00)	4.00
<b>Net Operating Positions</b>	<b>168.59</b>	<b>174.76</b>	<b>6.17</b>	<b>175.97</b>	<b>1.21</b>

## Sources

Intergovernmental Rev-State	750,000	(750,000)			
Charges for Services	3,981,055	3,317,681	(663,374)	3,330,151	12,470
Expenditure Recovery	3,593,589	3,406,174	(187,415)	3,506,907	100,733
Unappropriated Fund Balance	2,387,138	345,781	(2,041,357)	377,234	31,453
General Fund Support	33,174,026	35,598,480	2,424,454	40,037,925	4,439,445
<b>Sources Total</b>	<b>43,885,808</b>	<b>42,668,116</b>	<b>(1,217,692)</b>	<b>47,252,217</b>	<b>4,584,101</b>

## Uses - Operating Expenditures

Salaries	16,744,882	18,153,249	1,408,367	18,895,141	741,892
Mandatory Fringe Benefits	7,149,987	8,021,360	871,373	8,502,816	481,456
Non-Personnel Services	4,679,297	1,760,124	(2,919,173)	1,741,028	(19,096)
Capital Outlay	42,152	27,391	(14,761)		(27,391)
Carry-Forward Budgets Only	46,087		(46,087)		
Materials & Supplies	115,141	116,174	1,033	111,815	(4,359)
Overhead and Allocations	270,379		(270,379)		
Programmatic Projects	11,867,218	11,745,900	(121,318)	15,053,493	3,307,593
Services Of Other Depts	3,016,752	2,843,918	(172,834)	2,947,924	104,006
Unappropriated Rev-Designated	(46,087)		46,087		
<b>Uses Total</b>	<b>43,885,808</b>	<b>42,668,116</b>	<b>(1,217,692)</b>	<b>47,252,217</b>	<b>4,584,101</b>

## Uses - Division Description

ASR Administration	5,967,186	6,830,597	863,411	7,076,068	245,471
ASR Exemptions	702,544	512,848	(189,696)	533,374	20,526
ASR Personal Property	3,544,292	4,278,556	734,264	4,468,205	189,649
ASR Public Service	1,138,132	1,364,318	226,186	1,420,447	56,129
ASR Real Property	26,132,511	25,026,576	(1,105,935)	28,935,916	3,909,340
ASR Recorder	4,879,604	2,804,382	(2,075,222)	2,891,772	87,390
ASR Technical Services					
ASR Transactions	1,521,539	1,850,839	329,300	1,926,435	75,596
<b>Uses by Division Total</b>	<b>43,885,808</b>	<b>42,668,116</b>	<b>(1,217,692)</b>	<b>47,252,217</b>	<b>4,584,101</b>



# 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 (BOA) provides services through the following program areas:

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

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

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

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	1,372,300	1,173,692	(198,608)	1,158,533	(15,159)
Total FTE	5	5	0	5	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
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### Measure the quality of our services and timeliness of decisions by tracking appeals

- Percentage of cases decided within 75 days of filing 54% 60% 65% 60% 60%
- Percentage of written decisions released within 15 days of final action 100% 97% 97% 97% 97%



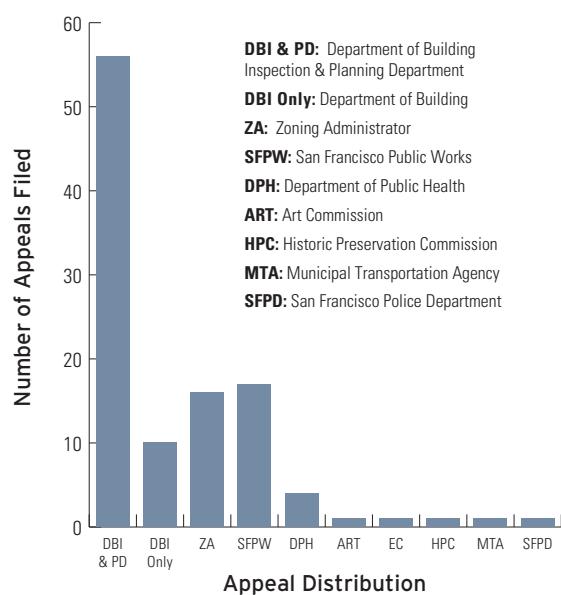
## Budget Issues and Details

The Board of Appeals' proposed budget of \$1.2 million for both Fiscal Year (FY) 2019-20 and FY 2020-21, represents a 14.5 percent decrease from the FY 2018-19 budget of \$1.4 million. This is largely due to an expiring one-time programmatic expenditure in FY 2018-19.

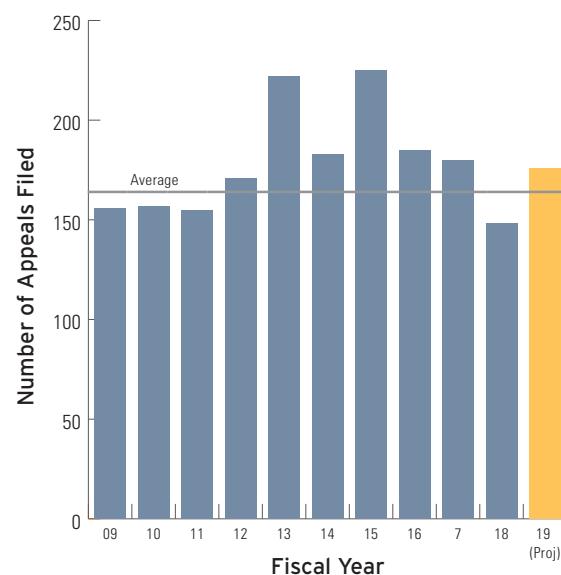
### Improving Permitting Experience

The Department will be joining the City's new permitting center, located at 49 South Van Ness.

Changes in the department's budget reflect the cost of moving to the permit center, which will vastly improve the permitting experience for San Francisco residents and businesses. The other growth in costs is associated with mandatory increases in salary and fringe benefits, interdepartmental services, and some licensing costs associated with the new appeal management system.



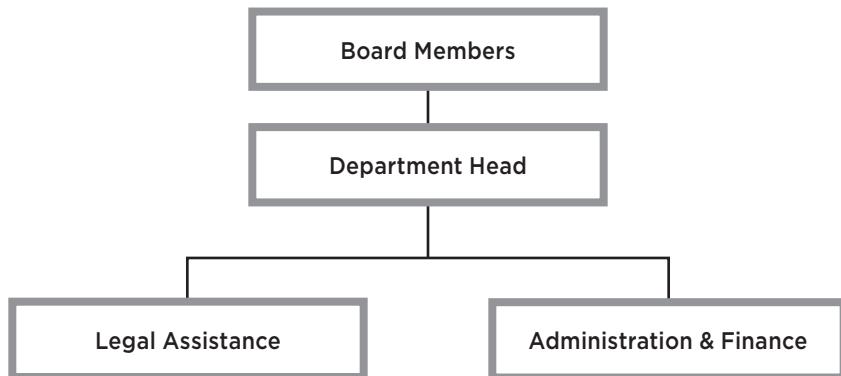
**▲ APPEAL DISTRIBUTION.** The distribution of appeals heard based on the Department issuing the determination being appealed in FY 2017-18.



**▲ APPEAL VOLUME.** The volume of appeals filed has dropped from its highest levels in FY 2014-15.



# Board of Appeals Organizational Structure



## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	5.00	5.00		5.00	
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>	<b>5.00</b>	<b>0.00</b>

### Sources

Charges for Services	1,372,300	1,173,692	(198,608)	1,158,533	(15,159)
General Fund Support		0		0	
<b>Sources Total</b>	<b>1,372,300</b>	<b>1,173,692</b>	<b>(198,608)</b>	<b>1,158,533</b>	<b>(15,159)</b>

### Uses - Operating Expenditures

Salaries	480,251	499,907	19,656	515,960	16,053
Mandatory Fringe Benefits	257,825	273,136	15,311	290,074	16,938
Non-Personnel Services	74,192	74,192		74,192	
Materials & Supplies	9,398	9,398		9,398	
Programmatic Projects	300,000		(300,000)		
Services Of Other Depts	250,634	317,059	66,425	268,909	(48,150)
<b>Uses Total</b>	<b>1,372,300</b>	<b>1,173,692</b>	<b>(198,608)</b>	<b>1,158,533</b>	<b>(15,159)</b>

### Uses - Division Description

BOA Board Of Appeals - PAB	1,372,300	1,173,692	(198,608)	1,158,533	(15,159)
<b>Uses by Division Total</b>	<b>1,372,300</b>	<b>1,173,692</b>	<b>(198,608)</b>	<b>1,158,533</b>	<b>(15,159)</b>



# 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** 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	16,006,268	17,268,730	1,262,462	17,554,197	285,467
Total FTE	76	76	0	76	0

Services (continued)

**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.

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Align resources to allow the Board to achieve its mission and duties to support open and participatory government</b>					
● Number of hits on BOS website	1,114,908	1,000,000	1,000,000	1,000,000	1,000,000
● Percentage of vacancy notices posted within 30 days of expiration	100%	100%	100%	100%	100%
<b>Ensure accurate and comprehensive public access to information</b>					
● Average response time (in days) to Assessment Appeals Board public information requests	1.29	2.50	1.09	2.50	2.50
● Percentage of Sunshine Ordinance Task Force complaints processed and scheduled in accordance with established timeframes	92%	90%	95%	100%	100%
● Percentage of Sunshine Ordinance Task Force meeting agendas continued due to improper notice and/or missed publication within required timeframes	0%	0%	0%	0%	0%
● Percentage of Youth Commission adopted resolutions and motions posted on the website within 48 hours after a meeting	100%	100%	100%	100%	100%
<b>Ensure equal opportunity to engage with the Board</b>					
● Percentage of Board meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%	100%
● Percentage of Youth Commission or Committee meeting notices, agendas and packets posted on the website at least 72 hours prior to the meeting.	99%	100%	99%	100%	100%
<b>Manage the Board effectively</b>					
● Percentage of Board or Committee meeting agendas continued due to improper notice and/or missed publication within required timeframes	0%	0%	0%	0%	0%
● Percentage of Board or Committee meeting minutes posted within 2 business days of meeting adjournment.	100%	100%	100%	100%	100%
<b>Strengthen the Board's accountability to City residents</b>					
● 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%
● Percentage of identified Assessment Appeals Board filers notified of filing obligations for the Statement of Economic Interests (SEI) Form 700 and related forms within established time frames	100%	100%	100%	100%	100%



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$17.2 million for the Board of Supervisors is \$1.2 million, or 7.9 percent, higher than the FY 2018-19 budget of \$16.0 million. This increase is primarily due to salary and benefit increases, and a one-time capital investment.

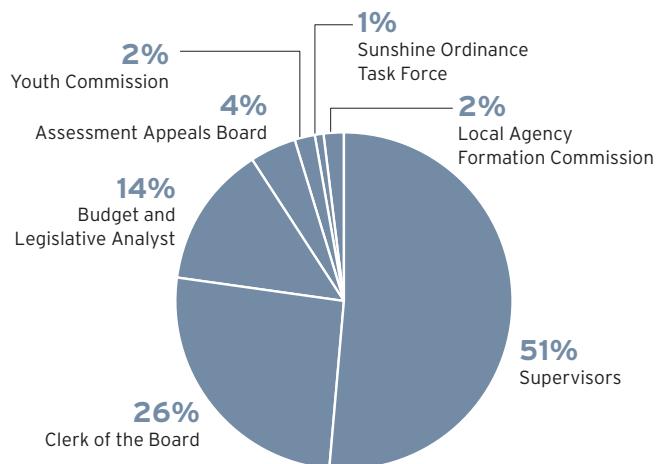
The FY 2020-21 proposed budget of \$17.6 million for the Board of Supervisors does not significantly differ from the proposed FY 2019-20 budget.

## Charter Mandated Services

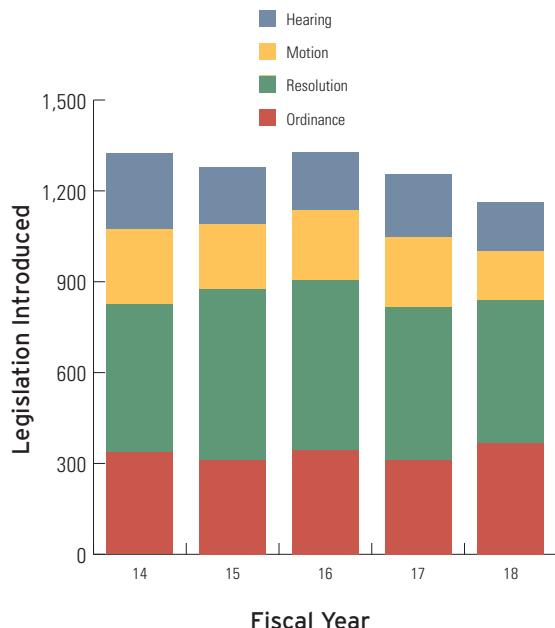
The Office of the Clerk of the Board, under the auspices of the Board of Supervisors, is designated by the City's Charter to oversee the legislative process and proceedings. The Charter also requires that the Board of Supervisors provide direct services that support open and participatory government including the requirements of the Maddy Act, which mandates the Clerk of the Board publish an annual listing of vacancies for active boards, commissions, and committees. Charter-mandated positions and programs include members of the Board of Supervisors, legislative assistants, the Clerk of the Board, and committee clerks, the Assessment Appeals Board, the Sunshine Ordinance Task Force, the Youth Commission, and Budget and Legislative Analyst.

## Local Agency Formation Commission

In addition to the aforementioned positions and programs, the Board is mandated to fund the



**▲ PROPOSED BUDGET BY DIVISION.** FY 2019-20 proposed budget by division.



**▲ LEGISLATION INTRODUCED.** Legislation introduced by the Board of Supervisors by type.

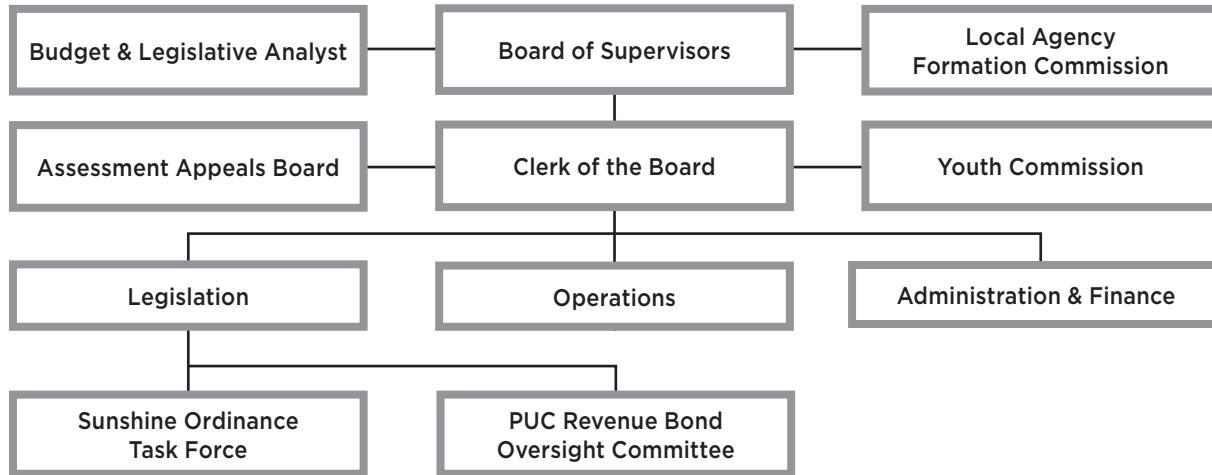
General Fund appropriation request by the Local Agency Formation Commission (LAFCo) to support its operation in accordance with the Cortese-Knox-Hertzberg Act.

## Investing In Information Technology

The Department has made a concerted effort in leveraging information technology to improve its services to the public, streamline day-to-day operations, and address anticipated changes in the business environment in the coming years. Investments in the prior budget allowed the Department to procure a Customer Relationship Management (CRM) system to allow the 11 district offices of the Board of Supervisors to more efficiently manage cases and contracts, engage in outreach, and publish newsletters. This supports staff in proactively addressing and resolving neighborhood and citywide issues. The Mayor's proposed budget allows the Department to build on this investment and maintain, update, and enhance the technology investments that support the Department's core functions including the Constituent Management System, the Legislative Management System, and the Assessment Appeals System.



# Board of Supervisors Organizational Structure



## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	76.18	76.05	(0.13)	76.01	(0.04)
Non-Operating Positions (cap/other)	(0.25)		0.25		
<b>Net Operating Positions</b>	<b>75.93</b>	<b>76.05</b>	<b>0.12</b>	<b>76.01</b>	<b>(0.04)</b>

### Sources

Charges for Services	217,150	158,750	(58,400)	165,870	7,120
Expenditure Recovery	161,996	161,996		161,996	
General Fund Support	15,627,122	16,947,984	1,320,862	17,226,331	278,347
<b>Sources Total</b>	<b>16,006,268</b>	<b>17,268,730</b>	<b>1,262,462</b>	<b>17,554,197</b>	<b>285,467</b>

### Uses - Operating Expenditures

Salaries	8,459,998	8,996,469	536,471	9,279,274	282,805
Mandatory Fringe Benefits	3,502,301	3,809,611	307,310	4,030,309	220,698
Non-Personnel Services	3,640,584	4,000,189	359,605	3,790,189	(210,000)
Materials & Supplies	109,901	114,901	5,000	109,901	(5,000)
Services Of Other Depts	293,484	347,560	54,076	344,524	(3,036)
<b>Uses Total</b>	<b>16,006,268</b>	<b>17,268,730</b>	<b>1,262,462</b>	<b>17,554,197</b>	<b>285,467</b>

### Uses - Division Description

BOS Assessment Appeals Board	663,423	770,615	107,192	792,656	22,041
BOS Budget & Legis Analysis	2,290,451	2,363,745	73,294	2,363,745	
BOS Clerk Of The Board	3,987,877	4,465,957	478,080	4,409,088	(56,869)
BOS Local Agency Formation Comm	297,342	297,342		297,342	
BOS Sunshine Ord Task Force	149,237	156,832	7,595	162,968	6,136
BOS Supervisors	8,312,227	8,891,832	579,605	9,193,311	301,479
BOS Youth Commission	305,711	322,407	16,696	335,087	12,680
<b>Uses by Division Total</b>	<b>16,006,268</b>	<b>17,268,730</b>	<b>1,262,462</b>	<b>17,554,197</b>	<b>285,467</b>

# 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 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, coordinating of building permit review, approving and issuing of construction permits including electrical, plumbing, and street space permits for public and private buildings within the City and County of San Francisco. Permit Services also assesses and collects fees for all structures, building enlargements, and changes of use. Additionally, it provides technical support for the Department in the areas of code development and information.

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

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

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	76,836,503	96,120,047	19,283,544	88,116,235	(8,003,812)
Total FTE	269	271	2	271	0



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Deliver the highest level of customer service</b>					
● Percentage of Records Requests Processed Over-The-Counter	92.0%	80.0%	90.0%	80.0%	80.0%
<b>Perform inspections to enforce codes and standards to ensure safety and quality of life</b>					
● Inspections per inspector/day (building)	11.6	11.0	11.0	11.0	11.0
● Inspections per inspector/day (electrical)	12.0	11.0	11.0	11.0	11.0
● Inspections per inspector/day (plumbing)	10.0	11.0	11.0	11.0	11.0
● Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	97%	100%	90%	100%	100%
● Percentage of Non-Hazard Complaints Responded to Within Three Business Days	90%	80%	95%	80%	80%
● Percentage of Non-Hazard Housing Inspection Complaints Responded to Within Three Business Days.	95%	80%	95%	80%	80%
<b>Proactively engage and educate customers, contractors, and stakeholders on DBI's services, functions, and legislated programs</b>					
● Number of Seismic Safety Outreach Program (SSOP) ambassadors graduated from training	3,475	3,025	3,025	3,025	3,025
● Percent of property owners under the Mandatory Soft Story Seismic Retrofit Program that have complied with requirements	90.0%	100.0%	90.0%	100.0%	100.0%
<b>Review plans and issue permits safeguarding life and property in compliance with city and state regulations</b>					
● Percentage of Permit Applications for Multi-Family Residential and/or Mixed-Use Buildings Reviewed Within 42 Calendar Days	96%	90%	95%	90%	90%
● Percentage of Permit Applications for Office and/or Commercial Buildings Reviewed Within 42 Calendar Days	98%	90%	95%	90%	90%
● Percentage of Permit Applications for One and Two Family Dwellings Reviewed Within 28 Calendar Days	95%	90%	95%	90%	90%
● Percentage of Permit Applications for Other Buildings Reviewed Within 42 Calendar Days	96%	90%	95%	90%	90%
● Percentage of Pre-Application Meetings Conducted Within 14 Calendar Days	64%	90%	100%	90%	90%
● Percentage of Site Permit Applications reviewed with construction valuation greater than \$4,000,000 reviewed within 42 calendar days.	85%	85%	95%	85%	85%
● Percentage of Site Permit Applications reviewed with construction valuation less than \$3,999,999 reviewed within 30 calendar days.	74%	85%	95%	85%	85%
● Percentage of Submitted Projects Audited for Quality Assurance by Supervisors	90%	90%	100%	90%	90%
● Timeliness of Distributing Submitted Drawings	100%	90%	100%	90%	90%
<b>Utilize efficient and effective administrative practices</b>					
● Percentage of Records Requests Processed Within 20 Business Days	99%	90%	95%	90%	90%
● Percentage of Reports of Residential Building Records (3R reports) Produced Within Seven Business Days	99%	90%	95%	90%	90%



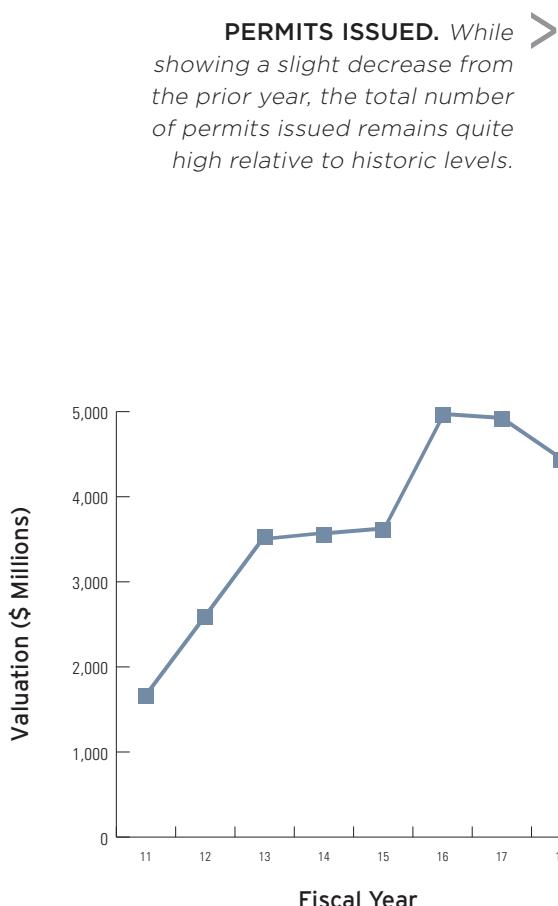
# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$96.1 million for DBI is \$19.3 million, or 25.1 percent, higher than the FY 2018-19 budget of \$76.8 million. This increase is driven primarily by DBI's move to 49 South Van Ness and startup costs for the new Permit Center and digital permitting services.

The FY 2020-21 proposed budget of \$88.1 million for the Board of Appeals is \$8.0 million, or 8.3 percent, lower than the FY 2019-20 proposed budget; this decrease is primarily caused by the end of one-time costs related to the new Permit Center and digital permitting services.

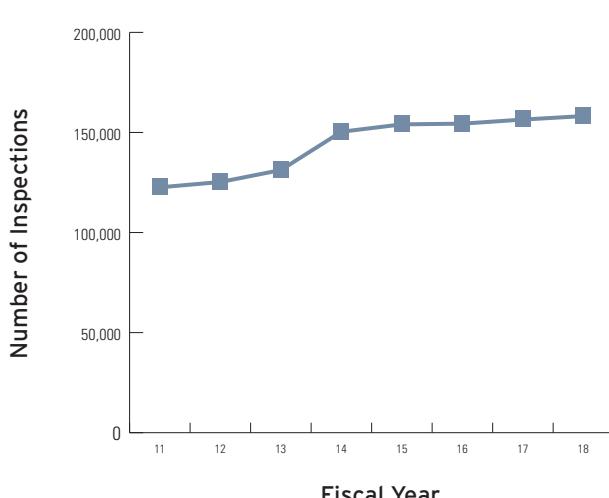
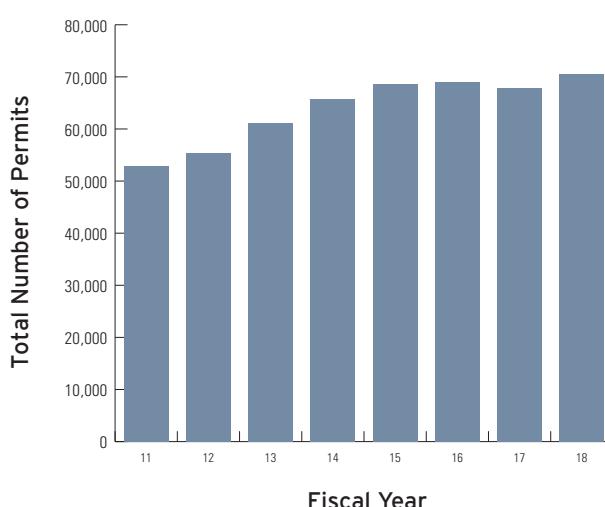
## Housing Development

The Department of Building Inspection (DBI) continues to focus on meeting the Mayor's priority of increasing and expediting housing production. Utilizing existing positions, the Department will continue its aggressive hiring plan to ensure adequate staff provide timely review, approval, and inspection of housing. Over the next year, the Department will continue its focus on Additional Dwelling Units (ADUs) and Affordable Housing projects through participation in streamlined and coordinated reviews with other permitting agencies and through the implementation of Ordinance 190-214. This ordinance waives DBI plan review, building inspection, records management and site surcharge fees for 100 percent affordable housing projects and ADU projects. The Department will also move to 49 South Van Ness in summer 2020, which will house the City's new customer-focused Permit Center that will help to streamline the process of obtaining construction, special events, and business permits, and to take permitting digital.



## Equitable Services

In recent years, DBI has increased its outreach efforts to provide equitable services throughout the city. DBI funds the Code Enforcement Outreach (CEOP) and Single-Room Occupancy (SRO) programs to improve tenants' living conditions in rental units. The Department has increased this funding to provide expanded services for code enforcement outreach activities in traditional rental units, Single-Room Occupancies, and non-traditional housing spaces. Services are targeted to very-low or low-income residents, as well as limited-English or non-English speaking residents, in the Mission, Tenderloin and Chinatown. DBI provides outreach activities to help members of the public access DBI services, and also continues to work in collaboration with community based organizations to provide multi-lingual seismic trainings throughout the city for over 68,000 San Franciscans to date.



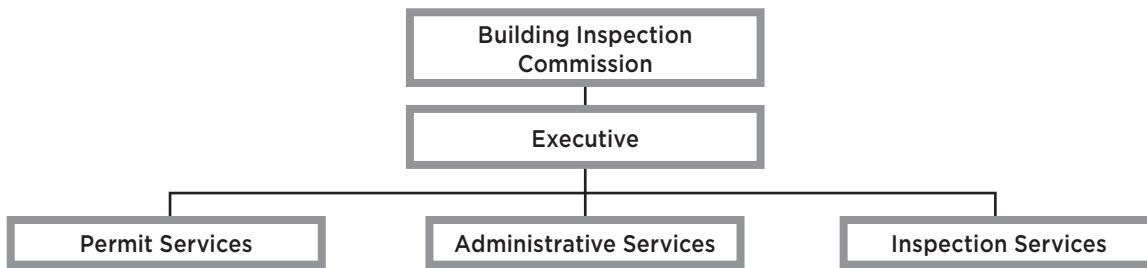
## TOTAL CONSTRUCTION VALUATIONS.

Construction Valuation remains at an all time high reflecting an increase in high value construction projects.

**INSPECTIONS PERFORMED.** Total inspections remain high, reflecting continued high volumes of construction activity.



# Building Inspection Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	292.99	292.23	(0.76)	292.07	(0.16)
Non-Operating Positions (cap/other)	(24.00)	(21.00)	3.00	(21.00)	
<b>Net Operating Positions</b>	<b>268.99</b>	<b>271.23</b>	<b>2.24</b>	<b>271.07</b>	<b>(0.16)</b>

### Sources

Licenses, Permits,& Franchises	6,696,009	6,519,756	(176,253)	6,519,756	
Interest & Investment Income	559,214	985,000	425,786	985,000	
Charges for Services	63,456,649	61,761,649	(1,695,000)	61,761,649	
Expenditure Recovery	171,840	174,905	3,065	174,905	
IntraFund Transfers In	3,423,225	533,444	(2,889,781)	533,209	(235)
Unappropriated Fund Balance	5,952,791	26,678,737	20,725,946	18,674,925	(8,003,812)
Transfer Adjustment-Source	(3,423,225)	(533,444)	2,889,781	(533,209)	235
General Fund Support					
<b>Sources Total</b>	<b>76,836,503</b>	<b>96,120,047</b>	<b>19,283,544</b>	<b>88,116,235</b>	<b>(8,003,812)</b>

### Uses - Operating Expenditures

Salaries	31,530,603	33,007,259	1,476,656	34,080,561	1,073,302
Mandatory Fringe Benefits	14,245,544	15,401,005	1,155,461	16,337,237	936,232
Non-Personnel Services	5,549,966	4,410,387	(1,139,579)	4,410,387	
City Grant Program	5,230,314	5,230,314		5,230,314	
Capital Outlay	701,811	300,000	(401,811)		(300,000)
Intrafund Transfers Out	3,423,225	533,444	(2,889,781)	533,209	(235)
Materials & Supplies	751,300	676,300	(75,000)	676,300	
Overhead and Allocations	989,644	1,262,102	272,458	1,262,102	
Services Of Other Depts	17,837,321	35,832,680	17,995,359	26,119,334	(9,713,346)
Transfer Adjustment - Uses	(3,423,225)	(533,444)	2,889,781	(533,209)	235
<b>Uses Total</b>	<b>76,836,503</b>	<b>96,120,047</b>	<b>19,283,544</b>	<b>88,116,235</b>	<b>(8,003,812)</b>

### Uses - Division Description

DBI Adminstration	19,595,884	26,611,057	7,015,173	23,100,332	(3,510,725)
DBI Inspection Services	40,742,294	50,731,446	9,989,152	45,744,712	(4,986,734)
DBI Permit Services	16,498,325	18,777,544	2,279,219	19,271,191	493,647
<b>Uses by Division Total</b>	<b>76,836,503</b>	<b>96,120,047</b>	<b>19,283,544</b>	<b>88,116,235</b>	<b>(8,003,812)</b>

# 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(ren).

**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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	13,564,119	13,565,487	1,368	13,620,033	54,546
Total FTE	75	77	2	71	(6)



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Be innovative in meeting the needs of families</b>					
• Number of unemancipated children in CSE counties caseloads	1,187,334	1,187,664	1,300,000	1,187,334	1,200,000
• Number of unemancipated children in San Francisco caseload	9,172	9,172	8,641	9,172	9,172
<b>Deliver excellent and consistent customer services statewide</b>					
• Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	102.1%	99.0%	98.0%	99.0%	99.0%
• San Francisco orders established as a percentage of cases needing an order	90.7%	90.0%	92.0%	90.0%	90.0%
<b>Develop and strengthen collaborative partnerships</b>					
• Amount of child support collected by SF DCSS annually, in millions	\$25.60	\$26.00	\$26.00	\$26.00	\$26.00
<b>Enhance program performance and sustainability</b>					
• Statewide cases with collections on arrears during fiscal year as a percentage of cases with arrears owed	63.8%	58.0%	58.0%	58.0%	58.0%
• Statewide current collections as a percentage of current support owed	66.5%	58.0%	66.0%	58.0%	58.0%
<b>Increase support for California children</b>					
• San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	71.4%	70.0%	71.0%	70.0%	70.0%
• San Francisco current collections as a percentage of current support owed	88.6%	84.0%	83.0%	84.0%	84.0%



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$13.6 million for the Department of Child Support Services is largely unchanged from the FY 2018-19 budget.

Child Support Services has a two-year fixed operating budget, and FY 2019-20 represents the second year of the current two-year cycle. The Department is therefore working within its two-year fixed budget for FY 2019-20 and is not updating its FY 2020-21 budget in this proposed budget.

### Reliable and Equitable Support for Families

Despite a decreasing caseload, the percentage of collections distributed to families has increased by five percent between 2012 and 2018. For FY 2017-18, the Department collected approximately \$25.6 million, 95 percent of which went directly to families.

The Department's child support order establishment model applies early intervention principles that are inclusive and non-threatening. CSS caseworkers focus on encouraging and educating parents regarding their responsibilities within the program and the role of the agency. These strategies allow CSS to avoid outcomes that result in a high percentage of default support orders, which are less reliable for families.

### Child Support Debt Relief

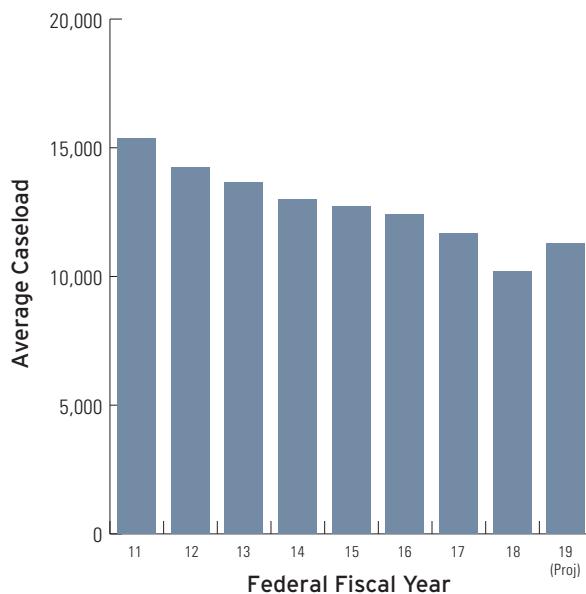
Current California law requires that low-income families that receive public benefits only receive the first \$50 of their monthly child support payment; the rest is redirected to pay back the cost of public benefits, such as Medi-Cal and CalWORKs. More than 70 percent of outstanding child support debt in California is owed to the government, not to children. In San Francisco, 98 percent of non-

custodial parents are fathers who are impoverished, lacking permanent housing, unemployed or underemployed. To alleviate this public assistance debt, CSS and the Treasurer Tax Collector's Financial Justice Project developed a pilot program in 2018 to allow parents to reduce delinquent child support debt owed to the government, so that parents responsible for paying child support can focus their financial attention on their children.

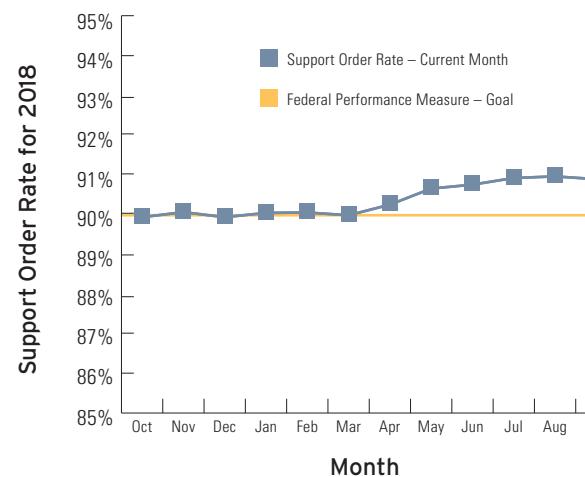
In partnership with philanthropic funders, the pilot paid off ten percent of the public assistance payback debt for 32 parents, which allowed parents to take advantage of a new approach based on a statewide program to waive the remaining 90

percent. Moving forward, every dollar participating fathers or mothers pay in child support will go to their families, not the government.

The pilot is currently under evaluation by the Urban Institute. The data shows that so far, monthly payment rates for noncustodial parents in the pilot have increased. Focus groups have revealed increases in credit scores, increased interaction with CSS, and increased resources to children. The goal of the pilot is to test approaches that can relieve financial debt barriers that inhibit families' financial prospects and damage family relationships. The results of the pilot will help inform statewide reform.



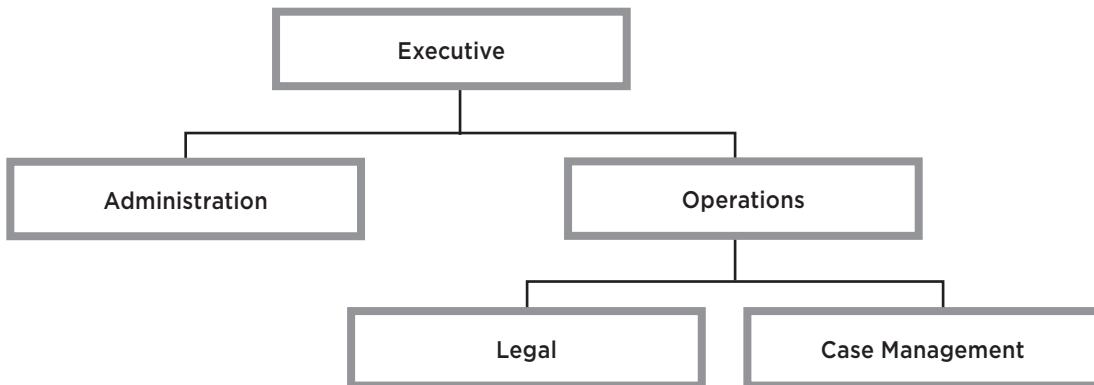
**AVERAGE CASELOAD.** Cases managed by CSS have decreased over the last several years, averaging 11,286 in Federal FY 2017-18.



**SUPPORT ORDER ESTABLISHMENT RATE, 2018.** CSS continues to meet or exceed its Federal Performance Measure (FPM) goal of around 90 percent of cases open resulting in established support orders.



# Child Support Services Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	75.36	76.73	1.37	70.91	(5.82)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>75.36</b>	<b>76.73</b>	<b>1.37</b>	<b>70.91</b>	<b>(5.82)</b>

### Sources

InterGovernmental Rev-Federal	8,433,006	8,848,696	415,690	8,881,227	32,531
Intergovernmental Rev-State	4,344,276	4,558,419	214,143	4,575,177	16,758
Expenditure Recovery	786,837	158,372	(628,465)	163,629	5,257
General Fund Support					
<b>Sources Total</b>	<b>13,564,119</b>	<b>13,565,487</b>	<b>1,368</b>	<b>13,620,033</b>	<b>54,546</b>

### Uses - Operating Expenditures

Salaries	7,142,621	7,412,125	269,504	7,049,457	(362,668)
Mandatory Fringe Benefits	3,439,990	3,689,855	249,865	4,067,186	377,331
Non-Personnel Services	2,160,887	237,085	(1,923,802)	259,899	22,814
Materials & Supplies	89,459	100,281	10,822	83,788	(16,493)
Services Of Other Depts	731,162	2,126,141	1,394,979	2,159,703	33,562
<b>Uses Total</b>	<b>13,564,119</b>	<b>13,565,487</b>	<b>1,368</b>	<b>13,620,033</b>	<b>54,546</b>

### Uses - Division Description

CSS Child Support Services	13,564,119	13,565,487	1,368	13,620,033	54,546
<b>Uses by Division Total</b>	<b>13,564,119</b>	<b>13,565,487</b>	<b>1,368</b>	<b>13,620,033</b>	<b>54,546</b>

# 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 the 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

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	29,797,518	31,032,712	1,235,194	30,838,373	(194,339)
Total FTE	15	15	0	15	0

## *Services (continued)*

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.

**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.



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Early Care and Education (ECE) programs in San Francisco meet the highest standards of quality to ensure optimal child development and improved outcomes for all children.</b>					
● Number of children 0-5 in Quality Connections Classrooms	9,440	8,000	8,000	8,000	8,000
● Percent of funded classrooms achieving cut-off score on adult/child interactions	98%	90%	90%	90%	90%
● Percent of funded classrooms with an environment rating of 5 or above	91%	90%	90%	90%	90%
<b>Family support programs and systems improve families' ability to support children's life-long success.</b>					
● Number of children 0-5 served in Family Resource Centers	3,087	2,000	2,500	2,500	2,500
● Number of parents served in Family Resource Centers (FRC)	9,551	9,000	9,000	9,000	9,000
● Percent of parents demonstrating skill improvement following Family Resource Center parent education class	77%	70%	70%	70%	70%
<b>Organizations, communities, individuals and public agencies work together in new ways to advance the well-being of all children birth to eight and their families.</b>					
● Number of community grants and programs funded annually	50	50	50	50	50
<b>San Francisco establishes a system of universal early identification and intervention for children birth to five.</b>					
● Number of children screened for special needs	5,967	5,000	5,000	5,500	5,800



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$31.0 million for First 5 is \$1.2 million, or 4.1 percent, higher than FY 2018-19 budget of \$29.8 million. This increase is due to a state grant awarded to the department.

The FY 2020-21 proposed budget of \$30.8 million for First 5 is \$0.2 million, or 0.6 percent, lower than the FY 2019-20 proposed budget of \$31.0 million. This budget assumes no significant changes except for a slight decline in the state's Proposition 10

tobacco tax revenues and grant funds.

Approximately 80 percent of First 5 funds are committed to joint funding of child and family wellbeing initiatives with other City departments.

### **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 educators to systematically

improve instructional quality. Today, in partnership with the Office of Early Care and Education (OECE) and the California Department of Education (CDE), First 5 continues this work through the local Quality Rating and Improvement System (QRIS), which oversees the quality of City-funded programming in licensed early learning settings and supports them in achieving the highest standards of quality. It is used as a systems driver to increase opportunities in early learning, improve teaching practices, and facilitate system integration.

## Health Access and Coordination

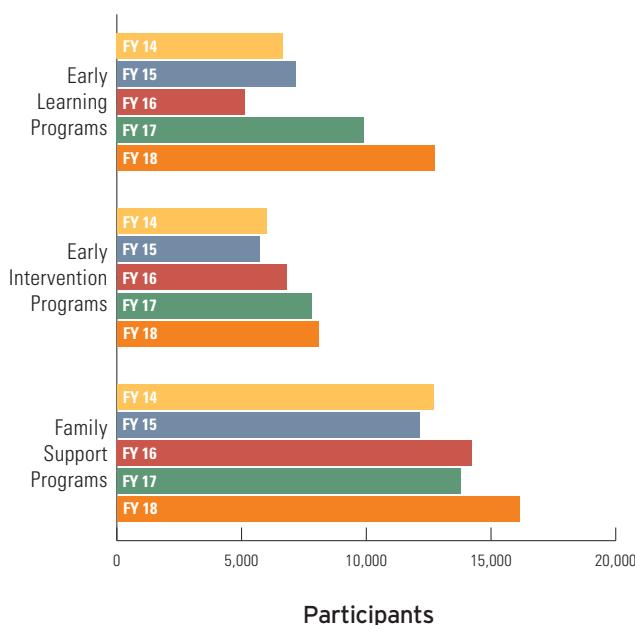
First 5 has established a goal of making developmental screenings universal for all San Francisco children, an expansion that includes access to early intervention services. In partnership with OECE and the Department of Children Youth and Their Families (DCYF), First 5 will support development of a system for early care and education that promotes:

- 1) administration and tracking of developmental

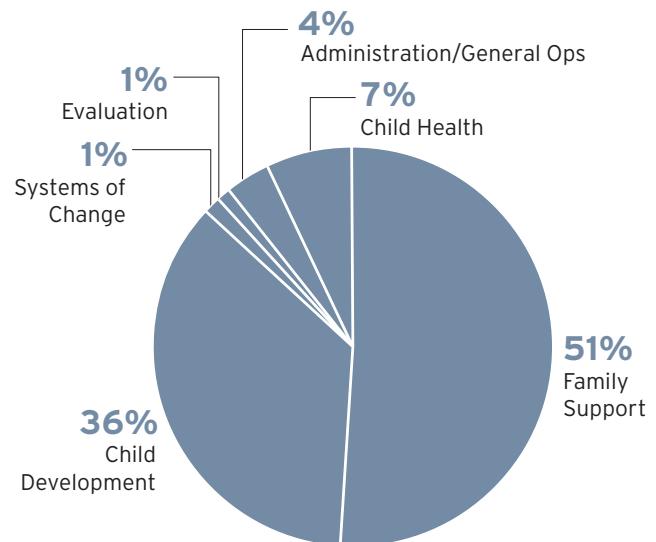
screens; 2) education and engagement with providers and families to utilize screening results and make informed early intervention decisions; 3) coordinated community response to identified concerns; and 4) systems navigation and family support for high-risk developmental concerns requiring additional referrals. Over time, it is expected that First 5 will expand similar efforts across multiple sectors - growing to the medical/pediatric sector - for a large-scale, fully integrated, sustainable early intervention system in the coming years.

## Regional Collaboration

First 5 will continue its coordination and implementation of the Regional QRIS Hub serving San Francisco, Alameda, San Mateo, Santa Clara, Contra Costa, San Benito, Santa Cruz and Monterey Counties. The Regional QRIS Hub plays a vital role in early childhood system building and supporting goals for improving the quality of early learning for children ages zero-to-five across the region and state.



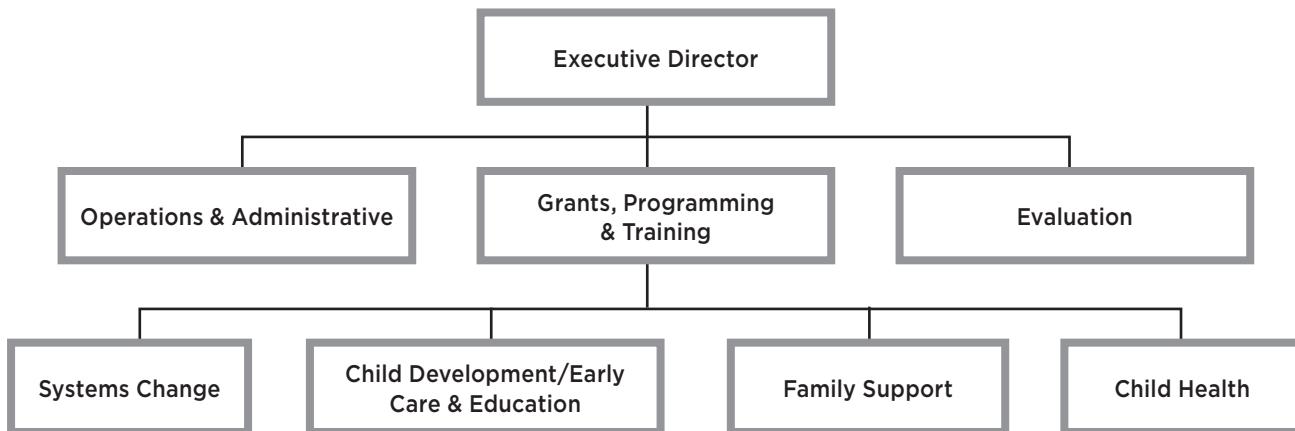
**PARTICIPANTS IN CHILDREN AND FAMILIES COMMISSION FUNDED INITIATIVES FY 2013-18.**  
Participants in Children and Families Commission funded initiatives have steadily increased each year since 2013.



**TOTAL PROPOSED SPENDING BY PROGRAM AREA FY 2019-20.** 87 percent of the Department's budget is spent on programming in areas of Family Support (51 percent) and Child Development (36 percent).



# Children and Families Commission Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	15.00	15.77	0.77	16.00	0.23
Non-Operating Positions (cap/other)		(0.77)	(0.77)	(1.00)	(0.23)
<b>Net Operating Positions</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>	<b>15.00</b>	<b>0.00</b>

### Sources

Interest & Investment Income	116,247	250,000	133,753	250,000	
InterGovernmental Rev-Federal		900,000	900,000	900,000	
Intergovernmental Rev-State	9,190,520	9,659,250	468,730	9,576,575	(82,675)
Other Revenues	35,000		(35,000)		
Expenditure Recovery	18,361,163	18,319,184	(41,979)	18,319,184	
Unappropriated Fund Balance	2,094,588	1,904,278	(190,310)	1,792,614	(111,664)
General Fund Support					
<b>Sources Total</b>	<b>29,797,518</b>	<b>31,032,712</b>	<b>1,235,194</b>	<b>30,838,373</b>	<b>(194,339)</b>

### Uses - Operating Expenditures

Salaries	1,687,112	1,776,820	89,708	1,836,799	59,979
Mandatory Fringe Benefits	778,440	828,963	50,523	857,208	28,245
Non-Personnel Services	1,251,570	1,450,286	198,716	1,051,725	(398,561)
City Grant Program	24,232,227	24,826,532	594,305	24,900,317	73,785
Materials & Supplies	35,450	231,500	196,050	231,500	
Programmatic Projects		113,271	113,271	153,863	40,592
Services Of Other Depts	1,812,719	1,805,340	(7,379)	1,806,961	1,621
<b>Uses Total</b>	<b>29,797,518</b>	<b>31,032,712</b>	<b>1,235,194</b>	<b>30,838,373</b>	<b>(194,339)</b>

### Uses - Division Description

CFC Children & Families Commsn	29,797,518	31,032,712	1,235,194	30,838,373	(194,339)
<b>Uses by Division Total</b>	<b>29,797,518</b>	<b>31,032,712</b>	<b>1,235,194</b>	<b>30,838,373</b>	<b>(194,339)</b>

# Children, Youth and Their Families

## MISSION

The Department of Children, Youth and Their Families (DCYF) has administered San Francisco's powerful investments in children, youth, transitional age youth, and their families through the Children and Youth Fund since 1991. With a deep commitment to advancing equity and healing trauma, DCYF brings together government agencies, schools, and community based organizations to strengthen communities to lead full lives of opportunity and happiness.

## Services

The Department of Children, Youth and 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	244,577,346	296,018,736	51,441,390	278,079,769	(17,938,967)
Total FTE	55	55	0	55	0



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Prioritize children, youth, transitional age youth, and families' voices in setting funding priorities</b>					
• Number of community events at which DCYF provides outreach	N/A	60	60	80	60
<b>Promote practice- and research-informed programs, seed innovation, and seek to address inequities in access and opportunity</b>					
• Average daily attendance of DCYF-funded comprehensive afterschool programs for youth in grades K-8	N/A	10,800	10,800	10,800	10,800
• Average daily attendance of DCYF-funded summer programs for youth in grades K-8	N/A	5,300	5,300	9,000	9,000
• Number of meals served by DCYF to children and youth in afterschool and summer programs	N/A	252,000	252,000	252,000	252,000
• Number of participants in DCYF-funded Arts & Creative Expression and Science, Technology, Engineering and Math (STEM) programs	N/A	6,000	6,000	6,000	6,000
• Number of participants in DCYF-funded Educational Supports programs	N/A	4,500	4,500	4,500	4,500
• Number of participants in DCYF-funded Identity Formation programs	N/A	1,000	1,000	1,000	1,000
• Number of participants in DCYF-funded Mentorship programs	N/A	135	150	135	135
• Number of participants in DCYF-funded Service Learning; Youth Leadership, Engagement and Organizing; and Youth-Led Philanthropy programs	N/A	1,170	1,170	1,170	1,170
• Number of participants in DCYF-funded Sports and Physical Activity programs	N/A	2,700	2,700	2,700	2,700
• Number of snacks served by DCYF to children and youth in afterschool and summer programs	N/A	175,000	175,000	175,000	175,000
• Number of youth who participate in job training, job shadows, internships, and paid or subsidized employment opportunities offered by DCYF-funded programs (all ages)	N/A	3,900	3,900	3,900	3,900
<b>Provide leadership in developing high quality programs and strong community-based organizations in the interest of promoting positive outcomes</b>					
• Number of DCYF-funded agencies that participate in DCYF technical assistance and capacity building offerings	N/A	110	110	110	110
• Number of technical assistance and capacity building workshops offered by DCYF-funded providers	N/A	75	75	75	75
<b>Work collaboratively with other city stakeholders to ensure efficient use of resources</b>					
• Percent of SFUSD high school students who receive services at High School Wellness Centers	N/A	50%	50%	50%	50%

\*DCYF began a new five-year funding cycle in fiscal year 2018-19 and revised its measures to align with the new types of services that the department is funding. Due to the creation of new measures and revision to existing measures, some historical data is not yet available.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$296.0 million for the Department of Children, Youth and Their Families is \$51.4 million, or 21.0 percent, higher than the FY 2018-19 budget of \$244.6 million. This increase is primarily due to increases in the Children and Youth Fund, baseline spending requirements for children and transitional aged youth, and additional funding for SFUSD partnerships and the Free City College Program. The baseline funding increase is partially driven by one-time excess ERAF children's baseline contributions.

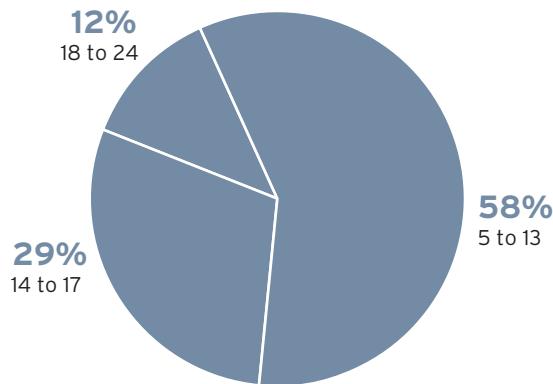
The FY 2020-21 proposed budget of \$278.1 million is \$17.9 million, or 6.0 percent, lower than the FY 2019-20 proposed budget primarily due to the expiration of one-time excess ERAF baseline contributions.

## Partnerships with the San Francisco Unified School District

The Mayor's proposed budget includes growing commitments for programming administered through the Department of Children, Youth, and Families, in partnership with the San Francisco Unified School District (SFUSD). To ensure all San Francisco children are receiving a quality K-12 education, the proposed budget includes a \$10 million pilot investment into an existing teacher retention program at SFUSD. These funds will be distributed over two years as stipends to credentialed educators working at "High-Potential Schools". These schools typically serve historically underserved communities and experience significant teacher turnover. The Mayor's proposed budget also invests \$2.0 million over two years for peer resources teachers and other staffing to support the mental and physical wellbeing of high-school and middle school students.

## Free City College

Additionally, the Mayor's proposed budget invests \$15.0 million annually for 10 years to fully fund the Free City College program at City College of San Francisco (CCSF), ensuring all San Franciscans have access to quality education and career advancement. Free City College covers the cost of tuition and associated expenses for all San Francisco residents, and offers an avenue to higher education for low-income communities with traditionally lower



**YOUTH SERVED BY AGE (FY 2017-18).** Percent of each age group of youth served by DCYF-funded programs. Specifically, DCYF contributes funding for Early Childcare and Education programs and Family Resource Centers, and participants in these programs are not included because that data is tracked by partner city departments.

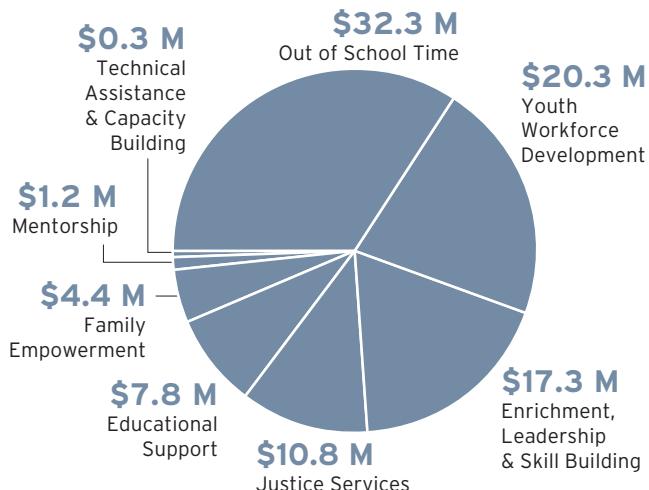
post-secondary education matriculation rates. In addition, the Mayor's proposed budget includes a one-time payment of \$5.4 million to offset the costs incurred by CCSF as a result of enrollment exceeding original projections from 2016. Moving forward, the funding will allow for the City and DCYF to have greater oversight over the program, requiring CCSF to leverage state and financial aid funding to avoid future budget shortfalls, and expanding program reporting requirements.

## 5-Year Grant Cycle

Every five years, DCYF embarks on a three step grant-making cycle to implement the Children and Youth Fund, the last step of which is a Request for Proposals/Qualifications. The department uses data, research and the expertise of proposal readers in the community to fund programs to provide quality services to young people and their families in the City. In FY 2018-19, the first year of the department's new 5-year cycle, DCYF directly funded 299 proposals from 152 agencies for a total of \$76.1 million in grants. Detailed information about the programs funded can be found at [dcyf.org](http://dcyf.org). Additionally, DCYF's year-end reports will present grantee performance measure results and participant demographic information for the FY 2018-19 fiscal year, based on data entered in the DCYF Contract Management System (CMS) and youth satisfaction surveys.

## Measuring Program Outcomes

DCYF is committed to improving program quality and driving better outcomes for program



### INVESTMENTS BY SERVICE AREA (FY 2018-19).

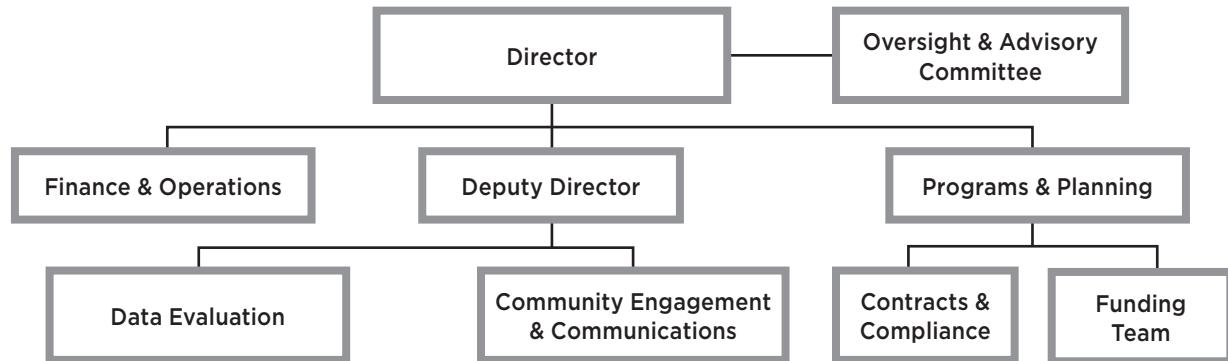
DCYF's dollar amounts invested in categories of youth programming.

participants. The department understands that the field grows stronger when the City invests in the professional development of staff who administer and deliver programs. To meet the needs of front-line staff, program administrators, and nonprofit executives at all levels of experience, DCYF offers training workshops, cohorts, conferences, and other support to all its grantees. FY 2018-19 was the first year of a newly expanded portfolio of training opportunities, bringing in new providers offering an expanded set of courses; FY 2019-20 will bring the programming fully up to scale for the five-year cycle.

## Federal and State Grants

DCYF's budget also assumes continued receipt of federal and state funds for justice services-related programmatic work. DCYF coordinates with partner public safety departments to administer these funds. Additionally, DCYF's budget provides expanded capacity in its children's nutrition program, leveraging federal dollars that cover a portion of each meal's costs.

## Children, Youth and Their Families Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	57.09	59.60	2.51	59.91	0.31
Non-Operating Positions (cap/other)	(2.54)	(4.54)	(2.00)	(5.00)	(0.46)
<b>Net Operating Positions</b>	<b>54.55</b>	<b>55.06</b>	<b>0.51</b>	<b>54.91</b>	<b>(0.15)</b>

## Sources

Property Taxes	101,700,000	104,470,000	2,770,000	109,330,000	4,860,000
Interest & Investment Income	80,000	80,000		80,000	
InterGovernmental Rev-Federal	1,506,088	1,513,578	7,490	1,541,130	27,552
Intergovernmental Rev-State	3,787,127	5,799,362	2,012,235	6,213,800	414,438
Other Revenues	409,000	400,000	(9,000)		(400,000)
Expenditure Recovery	3,469,071	3,469,071		3,469,071	
Operating Transfers In	84,053,000	105,765,000	21,712,000	94,575,000	(11,190,000)
IntraFund Transfers In	5,300,000	6,100,000	800,000	6,000,000	(100,000)
Unappropriated Fund Balance	3,714,432	7,654,667	3,940,235	4,385,862	(3,268,805)
Transfer Adjustment-Source	(5,300,000)	(6,100,000)	(800,000)	(6,000,000)	100,000
General Fund Support	45,858,628	66,867,058	21,008,430	58,484,906	(8,382,152)
<b>Sources Total</b>	<b>244,577,346</b>	<b>296,018,736</b>	<b>51,441,390</b>	<b>278,079,769</b>	<b>(17,938,967)</b>

## Uses - Operating Expenditures

Salaries	6,139,674	6,532,625	392,951	6,744,496	211,871
Mandatory Fringe Benefits	2,616,347	2,998,143	381,796	3,179,996	181,853
Non-Personnel Services	9,812,277	8,845,925	(966,352)	9,640,507	794,582
City Grant Program	185,015,343	236,722,335	51,706,992	217,712,658	(19,009,677)
Intrafund Transfers Out	5,300,000	6,100,000	800,000	6,000,000	(100,000)
Materials & Supplies	248,638	252,649	4,011	252,649	
Services Of Other Depts	39,745,067	40,667,059	921,992	40,549,463	(117,596)
Unappropriated Rev-Designated	1,000,000		(1,000,000)		
Transfer Adjustment - Uses	(5,300,000)	(6,100,000)	(800,000)	(6,000,000)	100,000
<b>Uses Total</b>	<b>244,577,346</b>	<b>296,018,736</b>	<b>51,441,390</b>	<b>278,079,769</b>	<b>(17,938,967)</b>

## Uses - Division Description

CHF Children;Youth & Families	244,577,346	296,018,736	51,441,390	278,079,769	(17,938,967)
<b>Uses by Division Total</b>	<b>244,577,346</b>	<b>296,018,736</b>	<b>51,441,390</b>	<b>278,079,769</b>	<b>(17,938,967)</b>



# City Administrator's Office

## MISSION

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

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.

**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, nonprofits, and other community groups to make physical improvements to their neighborhoods.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	476,146,601	526,370,919	50,224,318	516,064,900	7,324,294
Total FTE	871	907	36	940	33

Services (continued)

**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.

**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** implements the Digital Services Strategy, which helps 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.

**OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE)** enforces labor laws adopted by local voters and the 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 CAPITAL PLANNING** authors the biennially updated 10-year capital expenditure plan, develops annual capital budgets, staffs the Capital Planning Committee and Lifelines Council, and implements disaster mitigation programs, especially related to earthquake safety and sea-level rise.

**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.



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Citywide Planning</b>					
• Average occupancy rate in City-owned buildings managed by Real Estate	100%	100%	100%	100%	100%
• Average per sq ft cost of City-operated buildings compared to listing rates in Civic Center	36%	50%	36%	50%	50%
• Average per sq ft cost of office space lease portfolio compared to market rates	46%	85%	55%	85%	65%
• Percentage of non-patrol, light duty fleet that uses green technologies	39%	40%	39%	40%	40%
<b>Economic and Community Development</b>					
• Number of attendees (in millions) at programs and events supported by Grants For The Arts funding	10.84M	10M	10M	10.1M	11M
• Percentage of client post-convention survey ratings in the above average or higher category	84%	70%	75%	70%	80%
<b>Equity and Inclusion</b>					
• Total Minimum Dollars (in millions) Awarded to Local Business Enterprise and Non-Discrimination in Contracting Certified Firms (LBE, PUC-LBE, NPE, and SBA)	\$643.48M	\$250M	\$250M	\$250M	\$250M
• Total Number of Local Business Enterprise and Non-Discrimination in Contracting Certified Firms (LBE, PUC-LBE, NPE, and SBA)	1,354	1,400	1,380	1,400	1,400
• Total number of awarded active CCSF contracts monitored by Contract Monitoring Division	1,102	1,452	1,320	1,452	1,200
• Total Number of Equal Benefits Ordinance (12B) Compliant CCSF Vendors	21,000	21,084	20,079	21,084	26,500
<b>Excellent Services</b>					
• Average annual maintenance cost per non-patrol, light duty vehicle	\$1,468	\$1,500	\$1,450	\$1,500	\$1,500
• Percentage of 311 calls answered in 60 seconds	67%	60%	82%	60%	60%
• Percentage of 311 calls handled without a transfer	91%	90%	92%	90%	90%
• Percentage of Automated 311 Service Requests	66%	60%	62%	60%	60%
• Percentage of County Clerk customers assisted within ten minutes from the time they are ready to be served	94%	90%	90%	90%	90%
• Percentage of live cat and dog releases	91%	85%	90%	85%	85%
• Percentage of repairs of non-patrol, light duty passenger vehicles performed in less than 3 days	70%	67%	72%	67%	67%
• Percentage of requests for plan reviews fulfilled within twenty business days by disability access	80%	85%	80%	85%	85%
• Percentage of requests for site reviews fulfilled within seven business days by disability access	99%	95%	95%	95%	95%
• Quality assurance percentage score for 311 Customer Service Center	94%	92%	95%	92%	92%
<b>Safety and Resilience</b>					
• Animal Welfare field service emergency response time (in minutes)	21	23	23	23	23



# Budget Issues and Details

The Fiscal Year FY 2019-20 proposed budget of \$526.4 million for the City Administrator's Office is \$50.2 million higher, or 10.5 percent higher than the FY 2018-19 budget of \$476.1 million. A significant portion of this increase is due to costs related to the continued administrative exit from the Hall of Justice, the opening of a new City office building at 49 South Van Ness and its Permit Center, and transfer of DataSF staff and programmatic expenditures from the Department of Technology to the City Administrator. Additionally, the budget and positions associated with the Treasure Island Development Authority are now reflected within the City Administrator's Office proposed budget.

The FY 2020-21 proposed budget of \$516.1 million for the City Administrator's Office is \$7.3 million higher, or 1.4 percent lower, than the FY 2019-20 budget. This is largely driven by one-time capital projects and negotiated labor increases budgeted in FY 2019-20.

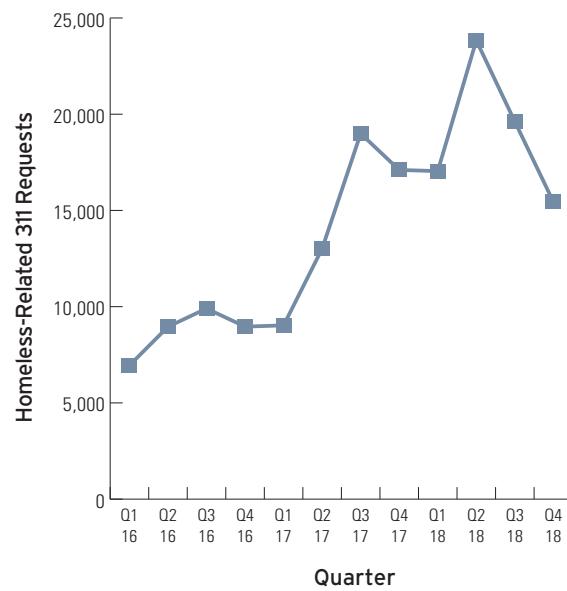
## Improving City Facilities to Better Serve Residents

The City Administrator's Office is overseeing a multi-year effort to open new facilities that will improve the resilience and responsiveness of core City services. Oncoming buildings will create seismically safe replacements for the Hall of Justice, modernize the services being provided to animals and people by Animal Care and Control, and establish a customer-focused Permit Center at 49 South Van Ness.

## Modernizing Permitting in San Francisco

The Permit Center and Digital Services teams of the City Administrator's Office will oversee a multi-year effort in collaboration with the City's permitting departments to fundamentally change the way permitting works in San Francisco. This initiative will focus on making permitting less paper-based and easier to navigate for residents trying to open and run a business, build housing, or host a community event. The new 16-story City office building at 49 South Van Ness, opening in 2020, will co-locate almost all of the City's permitting departments into one location. The new consolidated Permit Center on the second floor of 49 South Van Ness will serve as an efficient and streamlined one stop shop for construction, special events, and business permitting.

In addition to changing the physical space for permitting agencies, the Digital Services team will work with departments to take permitting digital. This means giving residents the choice to apply for permits online through a seamless experience from the City's website. Electronic plan review, streamlined business processes, and integrated systems between departments are also vital to reduce the need for paper and duplicative manual data entry from department staff. The Digital Services team will also prioritize full transparency and accountability through the utilization of key performance metrics for all permitting departments, as well as gathering accurate data on the time it takes to get permits from start to finish and information on where different permits are in the review process. Ultimately, these changes to the physical and digital permitting world will make it easier and faster to open and run a business, host a community event, and increase all types of housing in San Francisco.



**▲ HOMELESSNESS RELATED 311 REQUESTS SINCE 2016.** Homelessness related requests to 311 decreased in 2018. 311 is a critical partner in coordinate reporting and responses through the interdepartmental Healthy Streets Operations Center (HSOC).

## Promoting a Complete Count for the 2020 Census

The 2020 Census is a decennial nationwide survey by the U.S. Census Bureau to provide a count of every person living in the United States. The Office of Civic Engagement and Immigrant Affairs (OCEIA), in partnership with the Planning Department, the State of California, and local foundations will play a crucial role. An accurate, complete, and inclusive count of every resident ensures that San Francisco receives its fair share of over \$600 billion in annual federal funding and resources for local and state programs. The Mayor's proposed budget includes \$1.2 million in FY 2019-20, leveraging an equal amount of local investment in the current budget year, to fund outreach and education focused on San Francisco residents that are members of traditionally hard-to-count immigrant communities and transgender and gender non-confirming (TGNC) individuals. Census results are also used to determine which states will gain or lose seats in the U.S. House of Representatives and how congressional lines will be drawn for redistricting in 2021.

## Creating Increased Employment Opportunities for Local Residents

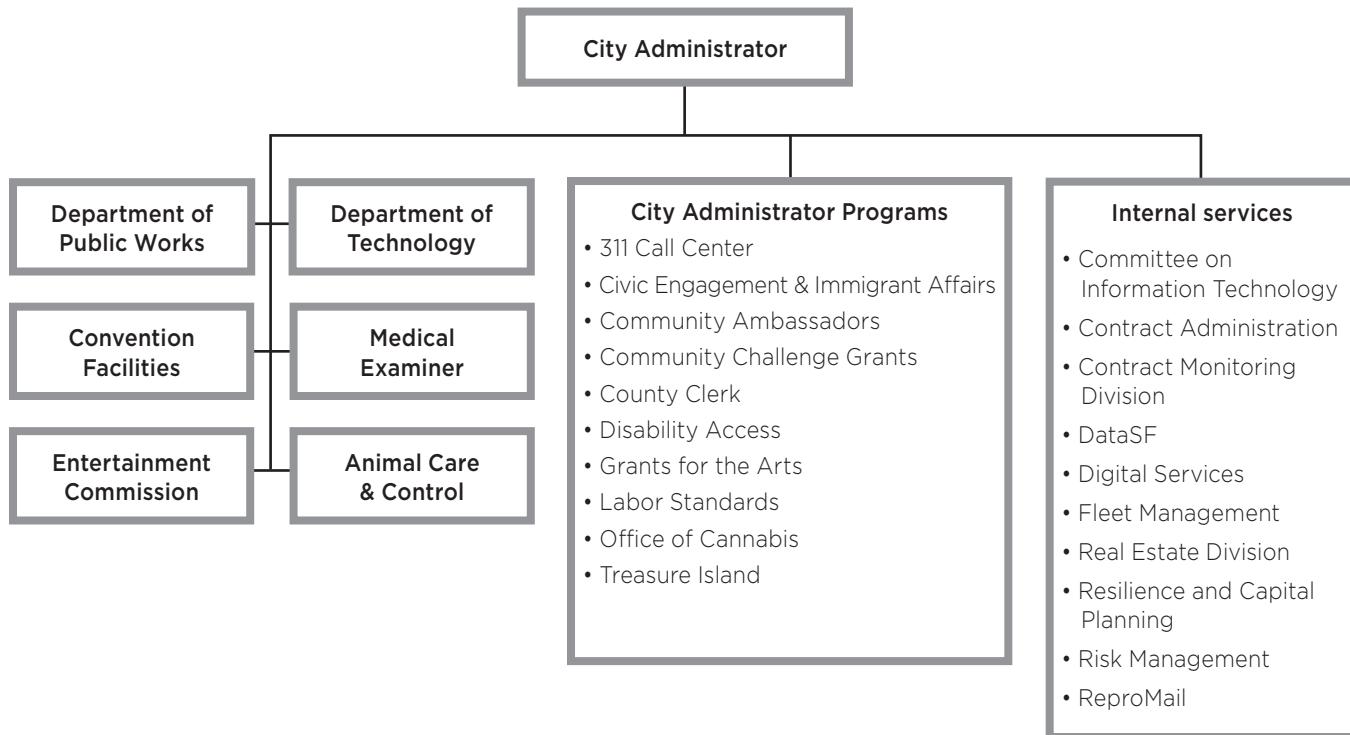
In this budget cycle, the Office of Labor Standards Enforcement will implement a new citywide Project Labor Agreement (PLA) covering certain types of public work and improvement projects, with the goal of ensuring timely and on-budget completion, while also providing employment opportunities for residents, veterans, and local business enterprises. The Mayor's proposed budget includes additional staffing to support the tiered phase-in of the PLA over the next three years.

## Ensuring the Responsible and Equitable Growth of the Cannabis Industry

The Office of Cannabis of the City Administrator's Office, in partnership with the Office of Economic and Workforce Development, will work to ensure the socially responsible growth of the cannabis industry and the creation of living wage jobs and economic opportunities for communities hit hardest by the war on drugs. The Mayor's proposed budget includes staff in both teams to support equity applicants in navigating the cannabis permitting process and regulatory system.



# City Administrator's Office Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	894.03	947.09	53.06	984.14	37.05
Non-Operating Positions (cap/other)	(11.54)	(26.78)	(15.24)	(30.00)	(3.22)
<b>Net Operating Positions</b>	<b>882.49</b>	<b>920.31</b>	<b>37.82</b>	<b>954.14</b>	<b>33.83</b>

## Sources

Business Taxes	2,100,000	2,100,000		2,100,000	
Other Local Taxes	8,170,000	16,667,000	8,497,000	16,834,000	167,000
Licenses, Permits,& Franchises	2,610,316	2,024,195	(586,121)	2,292,000	267,805
Fines, Forfeiture, & Penalties	525,000	525,000		525,000	
Rents & Concessions	62,719,771	65,714,563	2,994,792	68,308,086	2,593,523
Intergovernmental Rev-State		601,640	601,640		(601,640)
Intergovernmental Revenue-Othe	6,552,096	1,061,086	(5,491,010)	1,203,330	142,244
Charges for Services	23,733,121	23,588,803	(144,318)	23,425,416	(163,387)
Other Revenues	12,974,268	21,237,185	8,262,917	6,447,313	(14,789,872)
Expenditure Recovery	218,423,348	254,331,657	35,908,309	265,439,824	11,108,167
Operating Transfers In	60,886,175	39,054,486	(21,831,689)	50,709,758	11,655,272
IntraFund Transfers In	3,000,000	3,000,000		3,000,000	
Unappropriated Fund Balance	7,088,716	3,951,164	(3,137,552)	224,143	(3,727,021)
Unappropriated Fund Balance		350,000	350,000		(350,000)
Transfer Adjustment-Source	(3,000,000)	(3,000,000)		(3,000,000)	
General Fund Support	70,363,790	95,164,140	24,800,350	96,186,343	1,022,203
<b>Sources Total</b>	<b>476,146,601</b>	<b>526,370,919</b>	<b>50,224,318</b>	<b>533,695,213</b>	<b>7,324,294</b>

## Uses - Operating Expenditures

Salaries	88,498,916	96,602,580	8,103,664	103,015,251	6,412,671
Mandatory Fringe Benefits	38,500,936	42,971,415	4,470,479	46,568,450	3,597,035
Non-Personnel Services	167,452,917	172,392,254	4,939,337	179,656,017	7,263,763
City Grant Program	39,849,607	32,399,604	(7,450,003)	30,946,489	(1,453,115)
Capital Outlay	29,919,223	35,049,208	5,129,985	17,296,305	(17,752,903)
Debt Service	28,000,194	28,085,625	85,431	47,567,051	19,481,426
Facilities Maintenance	568,223	596,635	28,412	627,830	31,195
Intrafund Transfers Out	3,000,000	3,000,000		3,000,000	
Materials & Supplies	15,503,250	17,140,652	1,637,402	17,301,148	160,496
Overhead and Allocations	4,109,663	6,237,272	2,127,609	6,237,272	
Programmatic Projects	9,121,556	43,293,689	34,172,133	23,035,122	(20,258,567)
Services Of Other Depts	54,622,116	51,601,985	(3,020,131)	61,444,278	9,842,293
Transfer Adjustment - Uses	(3,000,000)	(3,000,000)		(3,000,000)	
<b>Uses Total</b>	<b>476,146,601</b>	<b>526,370,919</b>	<b>50,224,318</b>	<b>533,695,213</b>	<b>7,324,294</b>

## Uses - Division Description

ADM Administration	15,636,286	16,736,919	1,100,633	19,455,100	2,718,181
ADM Animal Care And Control	10,533,698	26,229,152	15,695,454	8,779,322	(17,449,830)
ADM City Administrator Prog	78,837,640	93,852,117	15,014,477	88,736,000	(5,116,117)
ADM Community Invest-Infrast	284,617	300,961	16,344	312,649	11,688
ADM Convention Facilities Mgmt	117,710,971	96,295,478	(21,415,493)	111,433,780	15,138,302
ADM Entertainment Commission	1,003,898	1,085,653	81,755	1,232,945	147,292
ADM Internal Services	242,210,524	280,690,032	38,479,508	292,056,346	11,366,314
ADM Medical Examiner	9,928,967	11,180,607	1,251,640	11,689,071	508,464
<b>Uses by Division Total</b>	<b>476,146,601</b>	<b>526,370,919</b>	<b>50,224,318</b>	<b>533,695,213</b>	<b>7,324,294</b>

# City Administrator's Office—Public Works

## MISSION

The City Administrator's Office—San Francisco Public Works cares for and builds the City's assets for the people of San Francisco.

## 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	374,137,829	385,183,055	11,045,226	376,921,740	(8,261,315)
Total FTE	1,057	1,076	19	1,082	6

*Services (continued)*

**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.

		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Be the Best Place to Work</b>						
• Lost Workday Rate (due to injury or illness)	2.0	1.9	2.2	2.1	2.1	
• Preventable motor vehicle accident rate per 100 vehicles in Public Works fleet	10.3	9.8	10.6	10.1	10.1	
<b>Drive Innovation &amp; Exceptional Service</b>						
• Percent of all approvals for property subdivisions and condominium conversions issued within 50 days	78%	90%	75%	90%	90%	
• Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the Architect-Engineer cost estimate	55%	80%	71%	80%	80%	
• Percentage of decisions rendered on street use permit requests within established time frames	98%	95%	91%	95%	95%	
• Percentage of graffiti requests abated within 48 hours (public property)	92%	95%	95%	95%	95%	
• Percentage of graffiti requests on private property inspected within three days	98%	95%	95%	95%	95%	
• Percentage of pothole service requests responded to within 72 hours	95%	90%	90%	90%	90%	
• Percentage of street cleaning requests abated within 48 hours	73%	95%	76%	95%	95%	
• Percentage of street use complaints responded to within service level agreement time frames	94%	95%	95%	95%	95%	
<b>Improve &amp; Inspire Stewardship of Public Spaces</b>						
• Number of blocks of City streets paved or preserved	608	500	600	500	500	
• Number of curb miles mechanically swept	158,454	159,260	159,260	159,260	159,260	
• Number of pothole service orders received	2,111	2,325	2,250	2,560	2,560	
• Number of street trees planted by Public Works	1,650	762	1,082	762	762	
• Pavement Condition Index (PCI)	74	74	74	74	75	
• Percent of San Franciscans who rate the cleanliness of their neighborhood streets and sidewalks as good or very good (Biennial City Survey)	N/A	51%	43%	51%	51%	
• Percent of San Franciscans who rate the condition of their neighborhood sidewalk pavement and curb ramps as good or very good (Biennial City Survey)	N/A	56%	58%	56%	56%	
• Percentage of buildable locations with curb ramps in good condition	64%	65%	67%	69%	71%	
• Volume of graffiti service orders received (private)	17,800	25,916	13,493	15,000	15,000	
• Volume of graffiti service orders received (public)	19,487	18,689	14,945	18,000	18,000	
• Volume of street cleaning requests	145,678	160,000	145,484	146,000	146,000	



# Budget Issues and Details

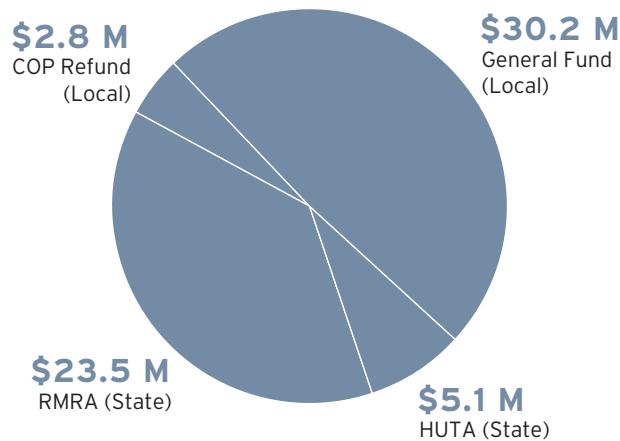
The Fiscal Year (FY) 2019-20 proposed budget of \$385.2 million for the Department of Public Works is \$11.0 million, or 3.0 percent, higher than the FY 2018-19 budget of \$374.1 million. This increase is primarily due to an expansion of funding for street cleaning and the Pit Stop program, as well as additional capital expenditures.

The FY 2020-21 proposed budget of \$ 376.9 million for the Department of Public Works is \$8.3 million, or 2.1 percent, lower than the FY 2019-20 budget due largely to the expiration of one-time capital expenditures in FY 2019-20.

## Keeping San Francisco Streets Clean

The Mayor's proposed budget invests substantial resources into improving cleanliness of the City's streets, both through prevention and manual cleaning programs. The proposed budget includes \$8.0 million over two years to expand the Department's innovative Pit Stop public toilet program. Pit stops are public restrooms—either installed permanently or as temporary portables—that are staffed by trained attendants. The attendants ensure that the restrooms are safe and clean. This funding will add 7 new pit stops for a total of 32 locations citywide, and also expand staffing hours at existing locations, chosen through careful analysis of data on pit stop use and street cleanliness.

The two-year proposed budget also augments Public Works partnerships with community nonprofit organizations by \$2.7 million over two years to provide targeted street cleaning in neighborhoods, particularly the Tenderloin, South of Market, and Chinatown. This enhances the Tenderloin Clean block sweeper program by adding an afternoon and evening shift seven days a week. It also continues the weekend expansion of the Tenderloin Clean and SOMA Clean programs begun in FY 2018-19. Finally, it adds funding for the Chinatown Clean program to operate five days a week. These initiatives also offer job opportunities to formerly incarcerated and other individuals with barriers to employment, providing a valuable workforce development function for the City.



### ▲ STREET RESURFACING FUNDS BY SOURCE.

*Street resurfacing is funded by a mix of local and state sources in FY 2019-20, with General Fund assuming roughly half the cost.*

## Enhanced Street Cleaning Street Resurfacing

The street resurfacing budget of \$61.6 million in FY 2019-20 is comprised of local and state sources. This allocation will fund a robust street resurfacing program that will ensure the City meets its target of reaching a Pavement Condition Index (PCI) of 75 by 2025. Achieving this score, which signifies city streets are in "good" condition, will result in decreased vehicle maintenance costs for all vehicle operators, including the Municipal Transportation Agency, make the roads safer for people who bike and walk, and reduce long-term need for capital investment in street resurfacing.

## Navigation Center Capital Support

In partnership with the Department of Homelessness and Supportive Housing, Public Works has designed and developed five navigation centers to shelter San Francisco's homeless residents, and two new centers are in progress. Navigation Centers provide access to safer shelter while case managers work to connect homeless residents to public benefits, health services and housing. Navigation Centers are different from

traditional shelters in that they have fewer barriers to entry and offer intensive case management in order to provide people who have been living on the street with a safe, potentially life-changing alternative. Unlike traditional shelters, people with partners, pets, and possessions are welcome at Navigation Centers.

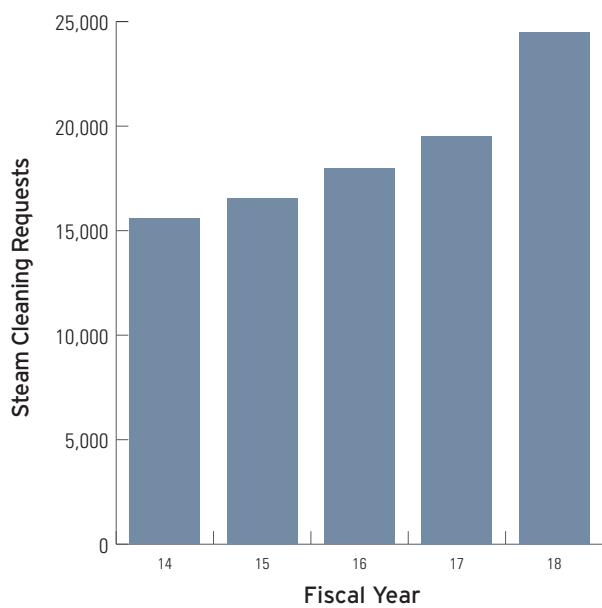
## Implementing Capital Improvements

Public Works continues managing and supporting a number of major bond projects and capital programs including the Public Health and Safety Bond Program, Earthquake Safety and Emergency Response Bond Program, and projects such as 49 South Van Ness, Animal Care and Control Building, and Vision Zero Safety traffic-safety improvements funded by the SFMTA Transportation Bond. Public Works is making significant progress on rebuilding the Third Street Bridge as well as various street pavement and sewer replacement projects. The City recently celebrated the expansion of the Moscone Center, renovated medians, and built new streetscapes.

## Jobs and Opportunities for San Francisco Residents and Businesses

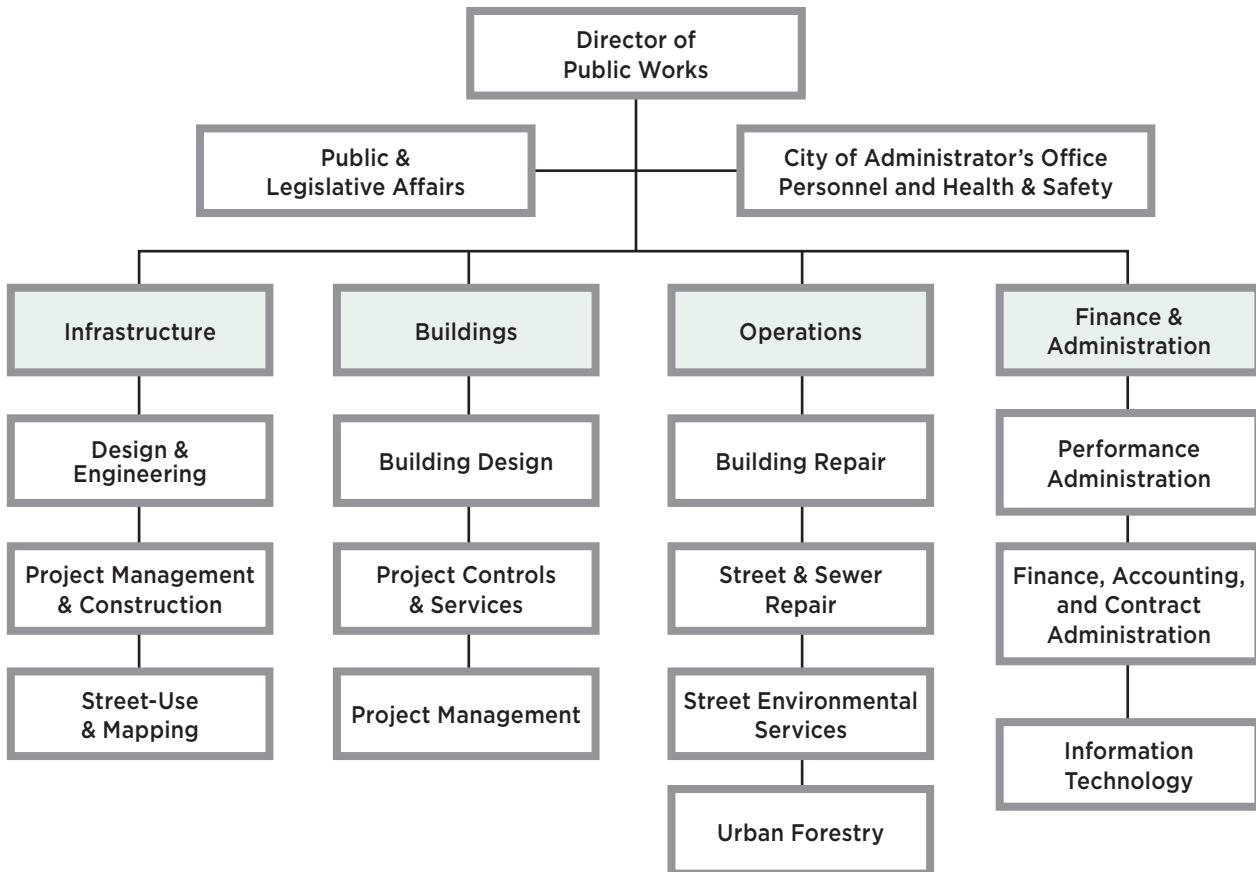
In cooperation with other City Departments, Public Works manages, designs, and builds construction projects across San Francisco. These projects are currently valued at more than \$5.6 billion. Public Works builds libraries, recreation centers, hospitals, fire houses, police, stations, health centers, Vision Zero-inspired streetscapes and other public amenities. For these projects, the department provides construction business opportunities to San Francisco workers and companies. In FY 2017-18, 58.3 percent, or \$101.0 million, of Public Works' construction contracts were awarded to Local Business Enterprises (LBE) prime contractors. As part of a directed effort to target smaller businesses, Public Works awarded 13 contracts with values under \$0.6 million in the past fiscal year. The total amount of all of these smaller contracts was \$2.9 million.

**STEAM CLEANING REQUESTS.** The number of steam cleaning requests have been steadily rising for the past five years.





# City Administrator's Office - Public Works Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	1,624.38	1,665.10	40.72	1,677.76	12.66
Non-Operating Positions (cap/other)	(567.00)	(589.33)	(22.33)	(596.00)	(6.67)
<b>Net Operating Positions</b>	<b>1,057.38</b>	<b>1,075.77</b>	<b>18.39</b>	<b>1,081.76</b>	<b>5.99</b>

## Sources

Licenses, Permits,& Franchises	594,275	581,254	(13,021)	592,683	11,429
Fines, Forfeiture, & Penalties	37,375	37,375		39,125	1,750
Interest & Investment Income	41,661	41,661		41,661	
InterGovernmental Rev-Federal	14,640,000	11,771,400	(2,868,600)		(11,771,400)
Intergovernmental Rev-State	49,432,900	39,528,450	(9,904,450)	39,929,754	401,304
Charges for Services	32,743,758	36,042,668	3,298,910	35,754,904	(287,764)
Other Revenues	48,402,000	8,345,000	(40,057,000)	600,000	(7,745,000)
Other Financing Sources		2,750,000	2,750,000		(2,750,000)
Expenditure Recovery	109,875,173	147,608,442	37,733,269	152,126,342	4,517,900
IntraFund Transfers In	830,489	537,036	(293,453)	1,091,866	554,830
Unappropriated Fund Balance	754,787	1,807,562	1,052,775	2,796,735	989,173
Unappropriated Fund Balance		500,000	500,000		(500,000)
Transfer Adjustment-Source	(830,489)	(537,036)	293,453	(1,091,866)	(554,830)
General Fund Support	117,615,900	136,169,243	18,553,343	145,040,536	8,871,293
<b>Sources Total</b>	<b>374,137,829</b>	<b>385,183,055</b>	<b>11,045,226</b>	<b>376,921,740</b>	<b>(8,261,315)</b>

## Uses - Operating Expenditures

Salaries	105,928,244	112,660,414	6,732,170	116,974,977	4,314,563
Mandatory Fringe Benefits	50,512,834	55,534,315	5,021,481	59,226,364	3,692,049
Non-Personnel Services	21,761,023	23,766,331	2,005,308	24,651,814	885,483
City Grant Program	7,483,938	11,485,895	4,001,957	11,799,241	313,346
Capital Outlay	156,104,612	113,466,076	(42,638,536)	98,652,450	(14,813,626)
Facilities Maintenance	4,336,460	4,365,587	29,127	4,673,867	308,280
Intrafund Transfers Out	830,489	537,036	(293,453)	1,091,866	554,830
Materials & Supplies	5,303,295	5,408,092	104,797	5,423,992	15,900
Operating Transfers Out	3,098,525	3,098,525		3,098,525	
Overhead and Allocations	(26,481,110)	(8,230,571)	18,250,539	(8,231,222)	(651)
Programmatic Projects	3,031,385	11,867,307	8,835,922	9,540,885	(2,326,422)
Services Of Other Depts	43,058,623	51,761,084	8,702,461	51,110,847	(650,237)
Transfer Adjustment - Uses	(830,489)	(537,036)	293,453	(1,091,866)	(554,830)
<b>Uses Total</b>	<b>374,137,829</b>	<b>385,183,055</b>	<b>11,045,226</b>	<b>376,921,740</b>	<b>(8,261,315)</b>

## Uses - Division Description

DPW Administration	902,030	(18,077,942)	(18,979,972)	(18,981,625)	(903,683)
DPW Buildings	40,217,722	33,061,171	(7,156,551)	31,881,091	(1,180,080)
DPW Infrastructure	161,765,437	165,862,663	4,097,226	159,340,139	(6,522,524)
DPW Operations	171,252,640	204,337,163	33,084,523	204,682,135	344,972
<b>Uses by Division Total</b>	<b>374,137,829</b>	<b>385,183,055</b>	<b>11,045,226</b>	<b>376,921,740</b>	<b>(8,261,315)</b>

# City Administrator's Office-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 services, and partnerships with city stakeholders.

## Services

The Department of Technology provides services through the following divisions:

**DATA ARCHITECTURE AND MANAGEMENT** is the foundation to making informed, evidence-based decisions, increasing transparency, and providing a seamless experience through the array of enterprise applications and software across the City.

**INNOVATION AND TECHNOLOGY PARTNERSHIPS** brings together City agencies and technology companies to create new strategies and solutions to improve City services. These partnerships also promote a culture of curiosity and problem-solving.

**TECHNOLOGY SERVICES AND OPERATIONS** delivers enterprise-level software applications to automate business processes, such as asset management and requests for service, as well as office productivity tools and support. Operations ensures the City's technology-based services are reliable, fast, and can grow with demand.

**CYBERSECURITY** designs policies, systems, and programs that decrease risk to the City's technologies and data. Services include centralized Security Incident and Event Management, vulnerability management services, Identity and Access Management (IAM), Business Continuity and Disaster Response, and employee training.

**PUBLIC SAFETY SYSTEMS AND WIRING** maintains the new state-of-the-art public safety radio and resilient communications systems used by the City's Emergency Management, Fire, and Police Departments. Systems include the 911 dispatch network, outdoor public warning system, emergency telephone system, all wireless radio systems, and the City's fiber-optic network infrastructure.

Services (continued on next page)

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	123,633,740	139,216,308	15,582,568	135,045,520	(4,170,788)
Total FTE	225	225	0	226	1

Services (continued)

**BUSINESS PRODUCTIVITY AND PUBLIC COMMUNICATIONS** focuses on the multitude of services that are central to the delivery of enterprise strategic initiatives. This includes strategic planning, project and product management, governance, live performance measurement, service desk operations, and the award-winning SFGovTV video production.

**ADMINISTRATION AND FINANCE** manages accounting, budgetary, technology procurement and enterprise agreements, as well as workforce planning.

	Performance Measures				
	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Increase organizational performance</b>					
• Percent of projects completed on time, on budget and to specification within Fiscal Year	95%	95%	70%	95%	95%
<b>Invest in IT infrastructure and communications</b>					
• Percent of Data Center Uptime	100.00%	99.99%	99.99%	99.99%	99.99%
• Percent of E-mail System Uptime	99.98%	99.98%	99.98%	99.99%	99.99%
• Percent of Fiber Infrastructure Uptime	100%	100%	100%	100%	100%
• Percent of Network Services Uptime	99.98%	99.98%	99.98%	99.99%	99.99%
<b>Strengthen shared services delivery</b>					
• Percent of SFGovTV Uptime	100%	100%	100%	99%	99%

## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$139.2 million for the Department of Technology is \$15.6 million, or 12.6 percent higher than the FY 2018-19 budget of \$123.6 million. This increase reflects contractual cost increases in technology licenses; renewed investments in the City's technology infrastructure; and funding to improve cybersecurity and expand the number of public and affordable housing units connected to high-speed internet. The increase also includes salary and benefit costs.

The FY 2020-21 proposed budget of \$135.0 million is \$4.2 million, or 3.0 percent, lower than the proposed FY 2019-20 budget. The decrease is primarily related to the expiration of one-time capital and project expenditures from the previous fiscal year.

### Modernizing the City's Network

A digital government must be built on a modern, secure, and reliable infrastructure. The network is the backbone of this infrastructure. The Department's strategic priority continues to be investments in a Software Defined Network, a dynamic architecture that is cost effective, adaptable, and necessary for modern applications. Driving the need for a network

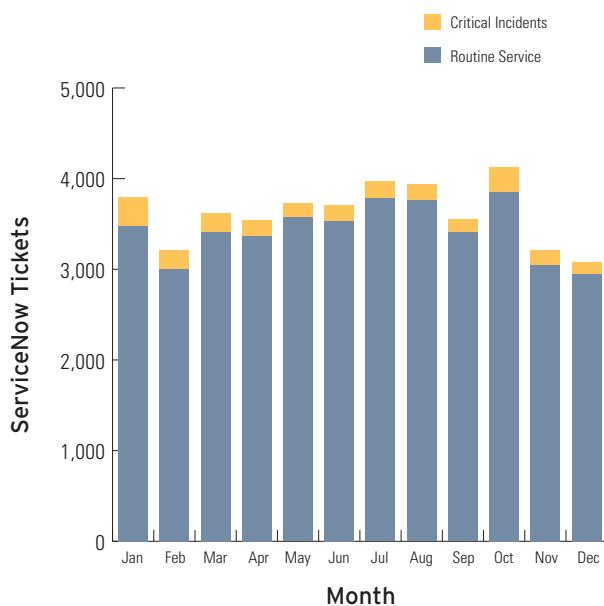
of this caliber is the City's mobile workforce and the residents' demand for accurate, convenient, and secure interactions with City services. This digital transformation requires robust network bandwidth. This network is also key to the new Voice Over Internet Protocol (VOIP) telephone system, which will ultimately reduce costs, enhance security, and simplify infrastructure management for the City's telecommunications systems.

### Investing in JUSTIS

The Department is an integral partner in the strategic transformation of the Justice Tracking Information System (JUSTIS) program, with the goal of creating an efficient and transparent data-sharing platform across the City's public safety agencies. The proposed FY 2019-20 budget includes \$2.9 million for decommissioning legacy technology systems currently used by several major public safety agencies, a critical first step to achieving long-term JUSTIS goals. In concert with this technical investment is also \$0.4 million in funding to establish a governance model that brings together the City's public safety leaders and technical experts, who can start charting out the future of the JUSTIS program.

## Prioritizing Cybersecurity

Threats to municipal government networks across the country have increased in volume and sophistication. The proposed budget includes additional investments to detect and stop cyber attacks. The Department's priority is guaranteeing secure financial transactions, protecting personally identifiable data, and exercising disaster response plans to ensure continuity in the wake of calamity. The City will continue to invest in resources—people, practices, and technologies—that identify and neutralize cyber threats before data is compromised or enterprise systems are disrupted.

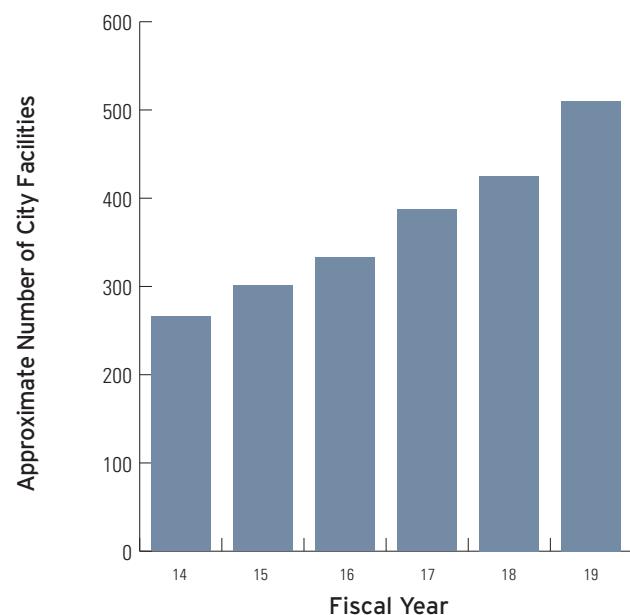


### ▲ REQUESTS TO DEPARTMENT FOR SUPPORT, 2018.

**2018.** In 2018, the Department of Technology received an average of 3,622 requests for support per month. These include routine requests for IT support as well as notices of critical incidents, which have the potential to disrupt normal IT operations.

## Closing the Digital Divide

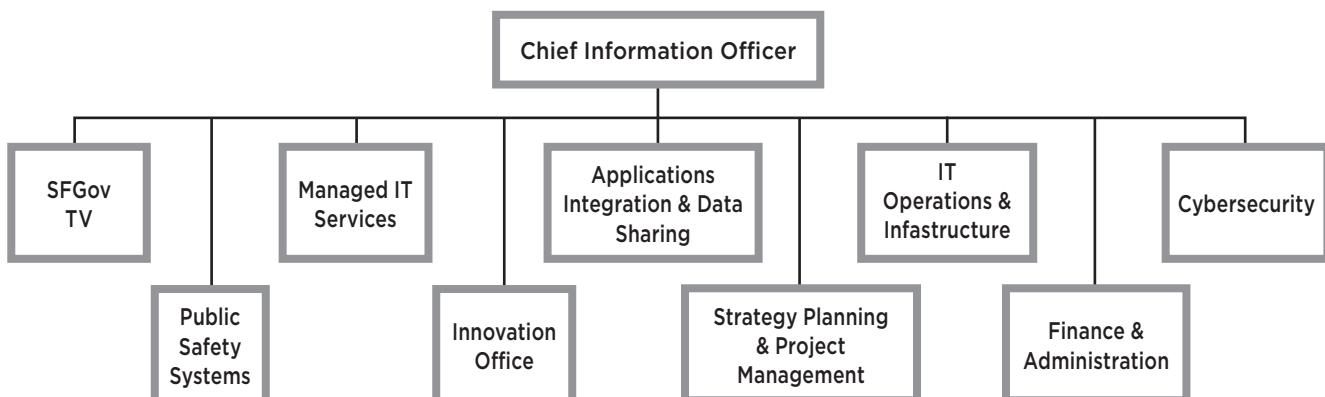
Approximately 12 percent of City residents lack high-speed home internet. This gap impacts residents' ability to search for employment, pursue online education, certification or training, and receive medical care. This budget includes \$2.4 million to close the City's digital divide by connecting more public and affordable housing to high-speed internet. The Department also continues to work closely with providers to deliver internet services.



### ▲ NUMBER OF CITY FACILITIES CONNECTED TO FIBER.

**The Department of Technology currently manages 250 miles of fiber-optic cable, which provides communication services to hundreds of City facilities including office buildings, radio towers, health clinics, libraries, and public housing units.**

## GSA - Technology Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	264.73	266.07	1.34	264.09	(1.98)
Non-Operating Positions (cap/other)	(40.00)	(41.00)	(1.00)	(38.00)	3.00
<b>Net Operating Positions</b>	<b>224.73</b>	<b>225.07</b>	<b>0.34</b>	<b>226.09</b>	<b>1.02</b>

## Sources

Licenses, Permits,& Franchises	3,081,436	2,728,400	(353,036)	2,728,400	
Interest & Investment Income	44,500	55,000	10,500	55,000	
Rents & Concessions	823,888	824,657	769	825,449	792
Intergovernmental Revenue-Othe	66,269	91,338	25,069	92,886	1,548
Expenditure Recovery	108,113,338	123,127,718	15,014,380	118,839,827	(4,287,891)
Operating Transfers In	7,609,000	6,875,162	(733,838)	5,010,000	(1,865,162)
Unappropriated Fund Balance	3,003,823	806,579	(2,197,244)	1,331,312	524,733
Transfer Adjustment-Source	(7,609,000)	(6,875,162)	733,838	(5,010,000)	1,865,162
General Fund Support	8,500,486	11,582,616	3,082,130	11,172,646	(409,970)
<b>Sources Total</b>	<b>123,633,740</b>	<b>139,216,308</b>	<b>15,582,568</b>	<b>135,045,520</b>	<b>(4,170,788)</b>

## Uses - Operating Expenditures

Salaries	29,701,150	30,918,329	1,217,179	32,037,390	1,119,061
Mandatory Fringe Benefits	12,974,347	13,675,802	701,455	14,526,770	850,968
Non-Personnel Services	54,893,730	61,698,893	6,805,163	61,708,908	10,015
Capital Outlay	3,219,604	6,261,747	3,042,143	2,202,836	(4,058,911)
Materials & Supplies	4,586,694	4,965,169	378,475	3,564,769	(1,400,400)
Operating Transfers Out	7,609,000	6,875,162	(733,838)	5,010,000	(1,865,162)
Overhead and Allocations		(9,487)	(9,487)	4,686	14,173
Programmatic Projects	8,725,000	10,225,162	1,500,162	9,060,000	(1,165,162)
Services Of Other Depts	9,533,215	11,414,192	1,880,977	11,885,161	470,969
Unappropriated Rev-Designated		66,501	66,501	55,000	(11,501)
Transfer Adjustment - Uses	(7,609,000)	(6,875,162)	733,838	(5,010,000)	1,865,162
<b>Uses Total</b>	<b>123,633,740</b>	<b>139,216,308</b>	<b>15,582,568</b>	<b>135,045,520</b>	<b>(4,170,788)</b>

## Uses - Division Description

DT Administration	45,673,273	52,200,964	6,527,691	51,411,517	(789,447)
DT Capital And Equipment	500,000	2,460,523	1,960,523	1,179,676	(1,280,847)
DT Chief Technology Officer	2,104,068	2,030,530	(73,538)	2,114,852	84,322
DT Client Services	9,775,154	10,352,990	577,836	10,962,069	609,079
DT Communications	7,210,997	6,846,501	(364,496)	6,983,690	137,189
DT Cybersecurity	6,527,131	6,100,036	(427,095)	6,577,995	477,959
DT Digital Services	4,358,896	4,843,047	484,151	4,856,879	13,832
DT Innovation	973,507	993,836	20,329	1,010,332	16,496
DT JUSTIS	3,561,510	3,377,094	(184,416)	3,453,838	76,744
DT Open Data	932,206	1,306,446	374,240	1,346,852	40,406
DT Public Safety	11,942,090	12,596,829	654,739	12,903,501	306,672
DT SD Service Delivery	30,074,908	36,107,512	6,032,604	32,244,319	(3,863,193)
<b>Uses by Division Total</b>	<b>123,633,740</b>	<b>139,216,308</b>	<b>15,582,568</b>	<b>135,045,520</b>	<b>(4,170,788)</b>

# 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** 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 to the prosecution of fraud and unfair competition actions. 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** 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** 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** 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	85,706,075	91,776,125	6,070,050	95,532,559	3,756,434
Total FTE	309	312	3	312	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
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### Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims

• Number of claims opened	3,041	2,850	2,500	3,000	2,500
• Percent of claims settled	38%	38%	35%	38%	38%

### Maintain and increase specialized skills of staff

• Number of staff members participating in training programs produced for staff	740	200	200	200	200
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### Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government

• Number of hours required to respond to requests for advice and counsel.	176,289	160,000	160,000	160,000	160,000
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### 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	451	450	400	440	400
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### 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	544	480	470	480	480
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## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$91.8 million for the City Attorney's Office is \$6.1 million, or 7.1 percent, higher than the FY 2018-19 budget of \$85.7 million. This increase is largely due to growth in salary and fringe benefit costs, and the addition of new positions to support the Office's work on the Pacific Gas and Electric (PG&E) bankruptcy case.

The FY 2020-21 proposed budget of \$95.5 million for the City Attorney is \$3.8 million, or 4.1 percent, higher than the FY 2019-20 proposed budget of \$91.8 million. This increase is largely due to negotiated salary and benefit cost increases and the annualization of positions added in the prior year.

### Protecting Neighborhoods

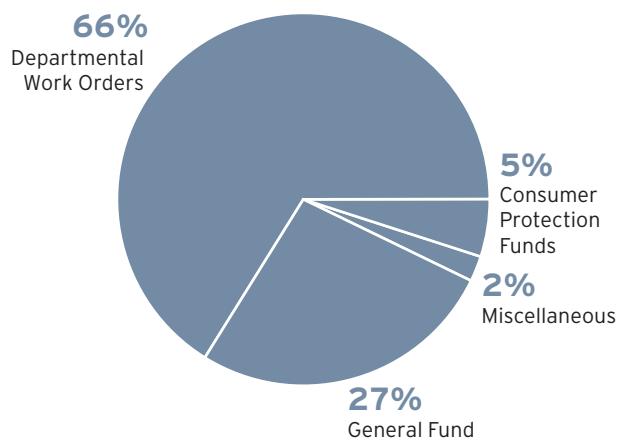
The City Attorney's Office continues its work to ensure that San Franciscans have clean, safe, and livable communities. In FY 2018-19, that included pursuing cheats defrauding the City's affordable housing system, shutting down an illegal Airbnb hotel, and securing \$2.3 million from scofflaw

property owners that had been running an illicit hotel chain rather than lawfully renting to residential tenants. In the proposed budget, to ensure the reliability and safety of the power grid, the City Attorney will receive additional staffing to represent the City in Pacific Gas and Electric's (PG&E) bankruptcy case and explore the possibility of acquiring portions of PG&E's electricity infrastructure. Active participation in the bankruptcy case is needed to ensure the City receives payments and services owed by PG&E and to support reorganization approaches that protect the interests of the City. As the City evaluates whether to acquire PG&E's facilities serving San Francisco, substantial legal, policy, and analytical work needs to be done prior to making a decision to proceed.

### Keeping the Streets Safe

As the nation deals with a devastating opioid epidemic, the City Attorney's Office is taking proactive steps to ensure that those responsible pay their share to fix the problem they created. The Office sued major pharmaceutical producers and

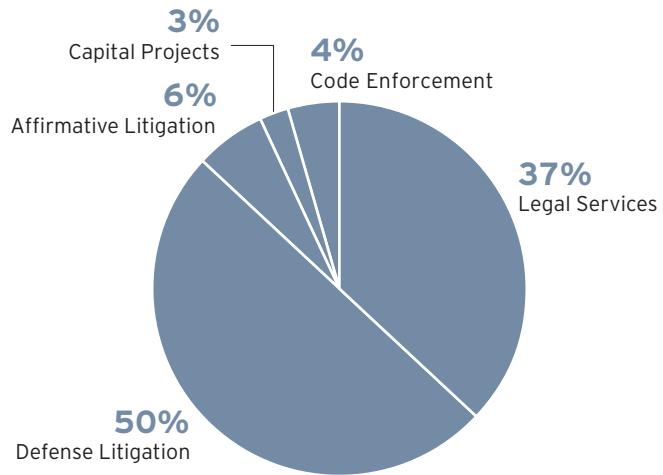
wholesalers for violating state and federal laws by deceptively marketing addictive opioid painkillers as safe treatment for chronic pain. Their deception has directly harmed San Francisco, where four out of five new heroin users first begin with prescription opioid misuse. The Office continues to work closely with the Department of Public Health and other agencies to explore progressive approaches to counter this crisis.



**▲ REVENUE SOURCES.** FY 2019-20 revenues are largely driven by work done on behalf of city departments.

## Diverse, Equitable, and Inclusive City

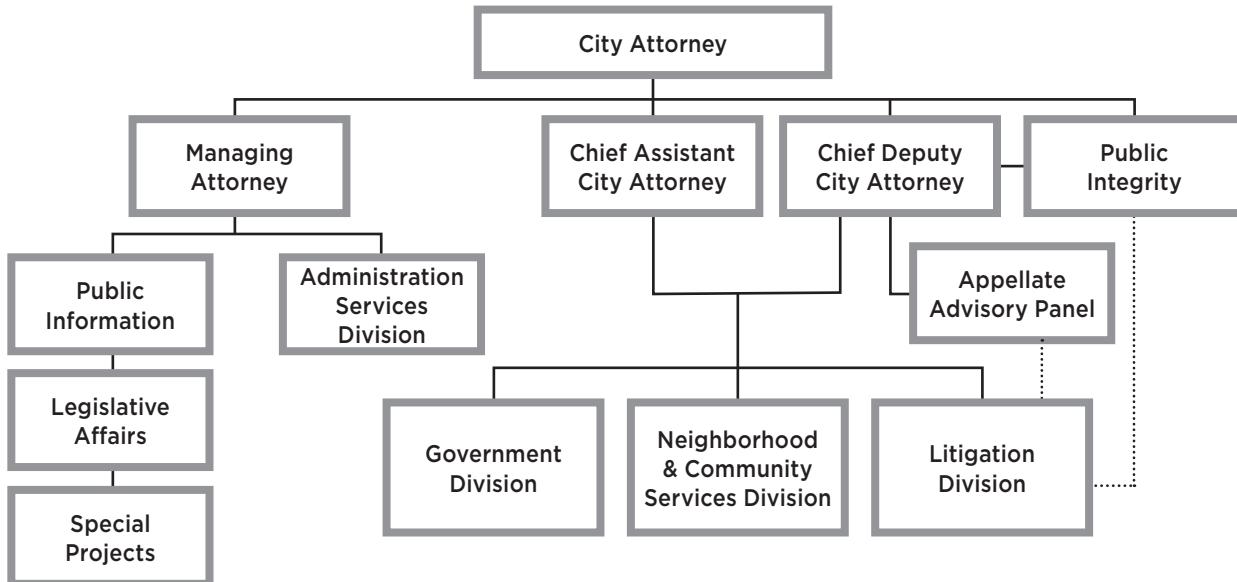
The Office continues to uphold San Francisco's laws and values by pushing back against the Trump administration in multiple lawsuits to protect funding for sanctuary cities. That includes preventing the U.S. Department of Justice from adding unconstitutional new conditions on federal law enforcement grants. The Office also continues its long-established work protecting consumers.



**▲ FISCAL RESOURCES ALLOCATION.** The division of FY 2019-20 resources by program area remains identical to FY 2018-19, with roughly 50 percent dedicated to defense litigation.



# City Attorney Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	311.44	315.96	4.52	316.59	0.63
Non-Operating Positions (cap/other)	(2.00)	(4.31)	(2.31)	(5.00)	(0.69)
<b>Net Operating Positions</b>	<b>309.44</b>	<b>311.65</b>	<b>2.21</b>	<b>311.59</b>	<b>(0.06)</b>

### Sources

Fines, Forfeiture, & Penalties	4,332,158	4,504,990	172,832	5,141,717	636,727
Intergovernmental Revenue-Othe	400,000	400,000		400,000	
Expenditure Recovery	61,638,037	62,237,667	599,630	62,265,279	27,612
General Fund Support	19,335,880	24,633,468	5,297,588	27,725,563	3,092,095
<b>Sources Total</b>	<b>85,706,075</b>	<b>91,776,125</b>	<b>6,070,050</b>	<b>95,532,559</b>	<b>3,756,434</b>

### Uses - Operating Expenditures

Salaries	49,231,678	52,690,182	3,458,504	54,618,630	1,928,448
Mandatory Fringe Benefits	19,457,583	21,323,774	1,866,191	22,626,436	1,302,662
Non-Personnel Services	12,008,574	13,344,162	1,335,588	13,344,162	
Capital Outlay	29,121		(29,121)		
Materials & Supplies	145,000	155,000	10,000	155,000	
Programmatic Projects	552,360		(552,360)		
Services Of Other Depts	4,281,759	4,263,007	(18,752)	4,788,331	525,324
<b>Uses Total</b>	<b>85,706,075</b>	<b>91,776,125</b>	<b>6,070,050</b>	<b>95,532,559</b>	<b>3,756,434</b>

### Uses - Division Description

CAT City Attorney	85,706,075	91,776,125	6,070,050	95,532,559	3,756,434
<b>Uses by Division Total</b>	<b>85,706,075</b>	<b>91,776,125</b>	<b>6,070,050</b>	<b>95,532,559</b>	<b>3,756,434</b>

# 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	53,355,987	55,164,225	1,808,238	57,836,180	2,671,955
Total FTE	219	219	0	218	(1)



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Build Neighborhoods &amp; Public Spaces that Welcome All</b>					
• Enforcement: Average number of days to escalate a valid complaint	90.0	90.0	60.0	90.0	90.0
• Historical Resource Evaluation Responses: Average number of days to complete Part I HRERs	140.0	90.0	90.0	90.0	90.0
• 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	100.0%	80.0%	80.0%	80.0%	80.0%
<b>Streamline Project Approval Processes</b>					
• Affordable Housing Projects: The average number of days from the application being accepted by the Department to first Commission Hearing	122	270	100	180	180
• Caseload per Planner: Average active caseload per planner of planning cases & building permits	68.0	106.0	50.0	50.0	50.0
• 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	151.0	90.0	90.0	90.0	90.0
• 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	226.0	180.0	220.0	180.0	180.0
• Immediate Disclosure Requests: Percentage of immediate disclosure requests responded to within 11 days	74.0%	75.0%	75.0%	75.0%	75.0%
• Large, New Residential Construction Projects Requiring a Hearing: The average number of days from application being accepted by the Department to first Commission Hearing	447.0	540.0	540.0	540.0	540.0
• Monitoring Reports: Percent completion of all required planning, housing, and monitoring reports according to mandated or established publication schedules	95.0%	100.0%	85.0%	100.0%	100.0%
• Over-the-Counter Volume: Total building permits approved/disapproved at the City Planning Department counter	5,710	5,364	5,364	5,364	5,364
• Pending: Total backlog of planning cases & building permits awaiting departmental review	2,171	1,749	1,749	1,749	1,749
• Property Information Map : Average visits per month	92,271	85,000	95,000	85,000	85,000
• Public Projects: The average number of days from the application being accepted by the Department to final CEQA determination	44.0	30.0	30.0	30.0	30.0
• Records Requests: Percentage of records requests responded to within 20 days	99.0%	90.0%	90.0%	90.0%	90.0%
• Small Residential Addition Projects Not Requiring a Hearing: The average number of days from application being accepted by the Department to Action Date	168.0	180.0	180.0	180.0	180.0
• Total Caseload: Total active caseload of planning cases and building permits	12,318	12,605	12,605	12,605	12,605
• Total Volume: Total volume of new planning cases & building permits requiring departmental review	12,082	11,844	11,844	11,844	11,844



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$55.2 million is \$1.8 million, or 3.4 percent, higher than the FY 2018-19 budget of \$53.4 million. This slight increase is due to increases in salary and benefits, partially offset by reductions in fees for services and caseload volume.

The FY 2020-21 budget of \$57.8 million is \$2.7 million, or 4.8 percent, higher than the FY 2019-20 budget. This increase is driven by increased salary and benefit costs, as well as increased expenditures for multi-year contract projects.

## Priority Projects and Associated Revenues

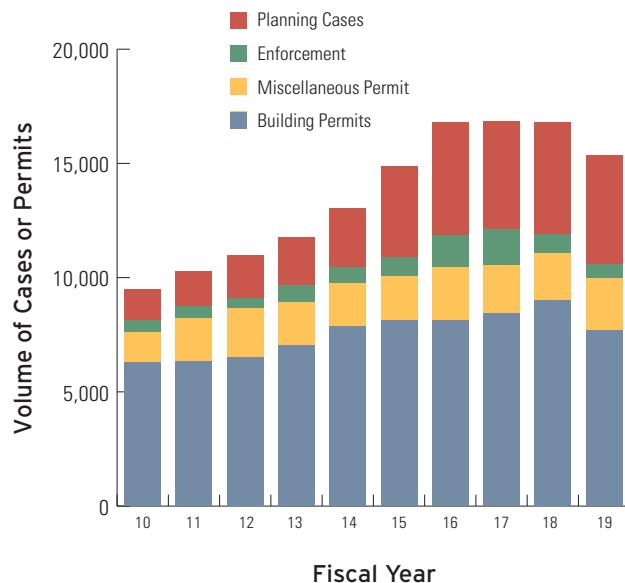
This Mayor's proposed budget will continue to fund programs and projects with a focus on the Mayor's priorities of building more housing and making government more accountable. In the current year, Planning is experiencing a decrease in application and permit volume of nearly 10.0 percent compared to last year. In the Department's budget, General Fund fee projections decrease and Special Revenue fee projections increase to reflect current year actuals. Grants, from agencies such as Caltrans, the California Office of Historic Preservation, and the Metropolitan Transportation Commission, will fund up to \$1.7 million of a variety of projects. In 2019, grant-writing efforts will focus on streamlining the entitlement process, equitable growth of housing and jobs connected to transportation, and planning for climate change and sea level rise.

The Department will strengthen efforts to stabilize existing neighborhoods, in particular those most vulnerable to the impacts of job and population growth. The Housing Affordability Strategy and Community Stabilization Strategy are initiatives intended to create equitable opportunities for everyone.

## Process Improvements

Process improvements continue to be a key part of the Planning Department's work program. All the implemented and proposed process improvements serve to streamline the Department's review

processes, especially for housing, and make these processes more accountable, transparent, and predictable. In FY 2019-20 and FY 2020-21, proposed process improvements include development of "standard conditions of approval" for environmental review, eliminating the need for some of the California Environmental Quality Act (CEQA) reviews on a project by project basis. Technology projects include expanding online planning application filing and payment, and electronic plan and document review. In FY 2019-20, the Department will also move from 1650 Mission to 49 South Van Ness, which will house a new customer-focused Permit Center that will streamline the process of obtaining construction, special events, and business permits. These projects will continue to result in improvements to internal and external business processes and access to information.

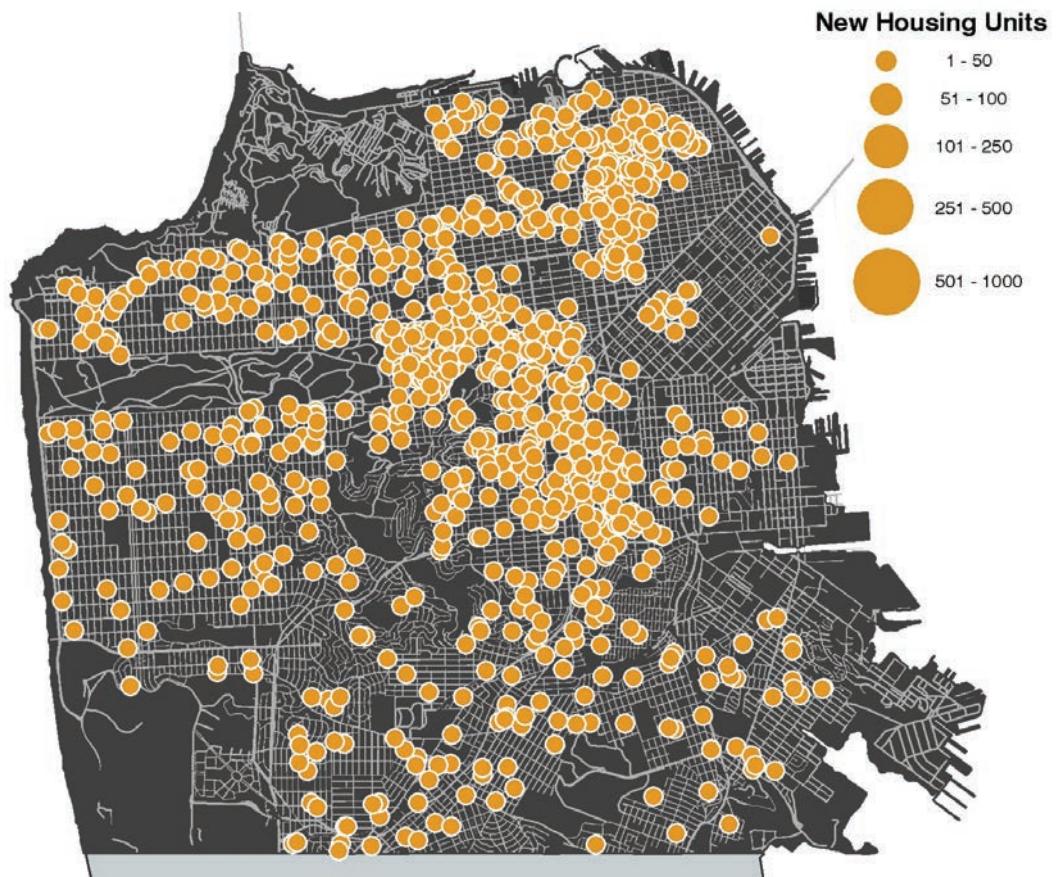


### ▲ PLANNING CASE AND PERMIT VOLUME.

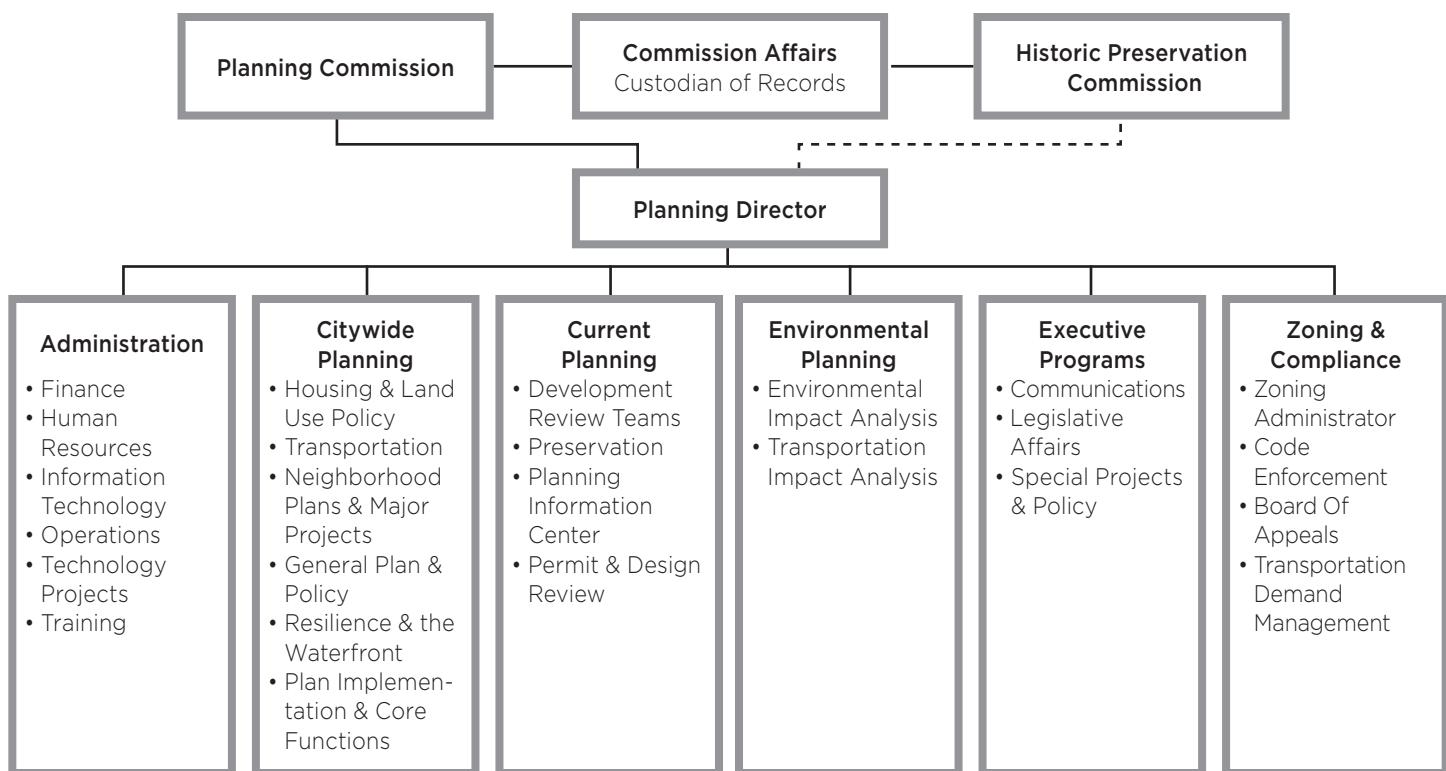
Number of Planning Permits and Cases over the past 10 years. Projected data for FY 2018-19 is based on July 2018-February 2019 actuals, and shows a nearly 10.0 percent volume decrease compared to last year.

## NEW ADU HOUSING UNITS, JUNE 2015-APRIL 2019.

While major housing developments were concentrated downtown and in eastern neighborhoods, individual new units were somewhat broadly distributed, attributable to the Accessory Dwelling Units (ADU) ordinance.



## City Planning Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	235.42	234.46	(0.96)	233.68	(0.78)
Non-Operating Positions (cap/other)	(16.24)	(15.47)	0.77	(15.47)	
<b>Net Operating Positions</b>	<b>219.18</b>	<b>218.99</b>	<b>(0.19)</b>	<b>218.21</b>	<b>(0.78)</b>

## Sources

InterGovernmental Rev-Federal	1,245,000	95,000	(1,150,000)	45,000	(50,000)
Intergovernmental Rev-State	675,000	1,375,000	700,000	925,000	(450,000)
Intergovernmental Revenue-Othe	61,671	518,594	456,923	318,594	(200,000)
Charges for Services	43,519,481	42,890,072	(629,409)	43,064,089	174,017
Other Revenues	2,535,131	3,463,787	928,656	4,356,767	892,980
Expenditure Recovery	1,470,974	1,903,777	432,803	1,912,633	8,856
General Fund Support	3,848,730	4,917,995	1,069,265	7,214,097	2,296,102
<b>Sources Total</b>	<b>53,355,987</b>	<b>55,164,225</b>	<b>1,808,238</b>	<b>57,836,180</b>	<b>2,671,955</b>

## Uses - Operating Expenditures

Salaries	24,781,925	26,262,773	1,480,848	27,081,596	818,823
Mandatory Fringe Benefits	11,114,034	12,086,308	972,274	12,821,360	735,052
Non-Personnel Services	3,647,609	3,035,312	(612,297)	3,172,812	137,500
Capital Outlay	73,196	10,475	(62,721)		(10,475)
Materials & Supplies	448,145	555,065	106,920	671,065	116,000
Overhead and Allocations	980,944	656,755	(324,189)	656,755	
Programmatic Projects	5,873,913	5,275,988	(597,925)	5,373,107	97,119
Services Of Other Depts	6,436,221	7,281,549	845,328	8,059,485	777,936
<b>Uses Total</b>	<b>53,355,987</b>	<b>55,164,225</b>	<b>1,808,238</b>	<b>57,836,180</b>	<b>2,671,955</b>

## Uses - Division Description

CPC Administration	16,541,399	19,433,248	2,891,849	20,313,267	880,019
CPC Citywide Planning	11,268,632	11,766,594	497,962	12,736,742	970,148
CPC Current Planning	14,136,212	13,321,851	(814,361)	13,772,248	450,397
CPC Environmental Planning	8,139,482	7,580,076	(559,406)	7,865,464	285,388
CPC Zoning Admin & Compliance	3,270,262	3,062,456	(207,806)	3,148,459	86,003
<b>Uses by Division Total</b>	<b>53,355,987</b>	<b>55,164,225</b>	<b>1,808,238</b>	<b>57,836,180</b>	<b>2,671,955</b>



# 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 website; provides outreach, information, and notification of the Catastrophic Illness Program; and provides training and education about the merit system.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	1,262,072	1,336,124	74,052	1,392,655	56,531
Total FTE	6	6	0	6	0



## Performance Measures

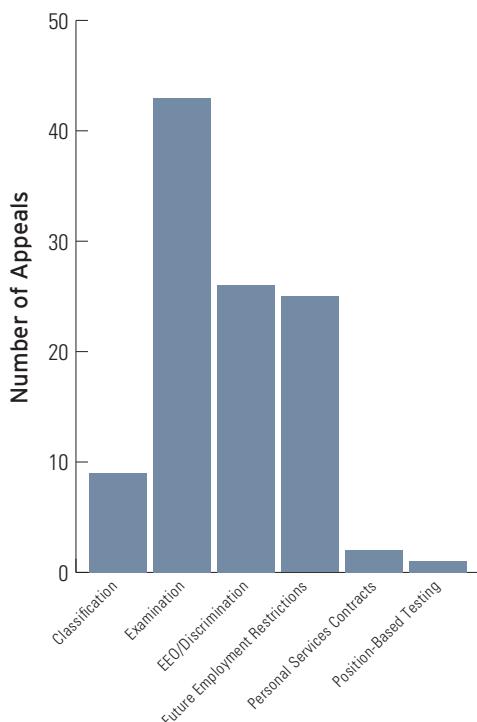
	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Create greater transparency and efficiencies in the Commission's procedures and communications</b>					
• The percentage of completed Inspection Service Requests	99%	100%	100%	100%	100%
<b>Ensure the timely resolution of appeals</b>					
• 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	68%	70%	70%	70%	70%
<b>Strengthen the Commission's ability to meet its Charter mandates and oversee the operation of the merit system</b>					
• The number of merit system audits conducted and completed in the fiscal year	9	9	9	9	9
• The percentage of completed responses to Inspection Service requests within 60 days	81%	80%	80%	80%	80%



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$1.3 million is \$0.1 million, or 5.9 percent, higher than the FY 2018-19 budget of \$1.3 million. This is due to increases in salary and benefits.

The FY 2020-21 budget of \$1.4 million is \$0.1 million, or 4.2 percent, higher than the FY 2019-20 budget. This is due to increases in salary and benefits.



**APPEALS.** Appeals by type for FY 2017-18. Examination appeals are most common.

### Overseeing the City's Merit System

The Civil Service Commission (Commission) is entrusted with the sole responsibility of overseeing the City's merit (civil service) system under the Charter. The Commission oversees the merit system as an appellate body, conducts research, and develops projects that align with the Mayor's priorities to create equitable opportunities for all and to hold government accountable. Some of these projects include conducting free training for managers, human resources analysts, and employee organizations focused on the merit system, which identifies qualified applicants based on their skills, knowledge, abilities, and experience.

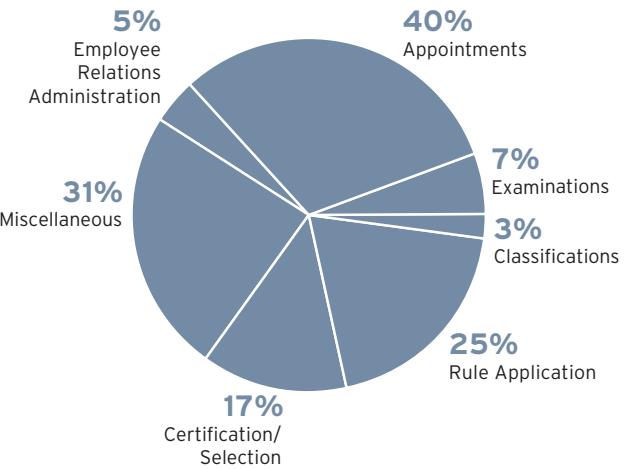
The Commission has also seen increases in appeals, inspection service requests, and requests for trainings from other departments.

### Addressing Implicit Bias

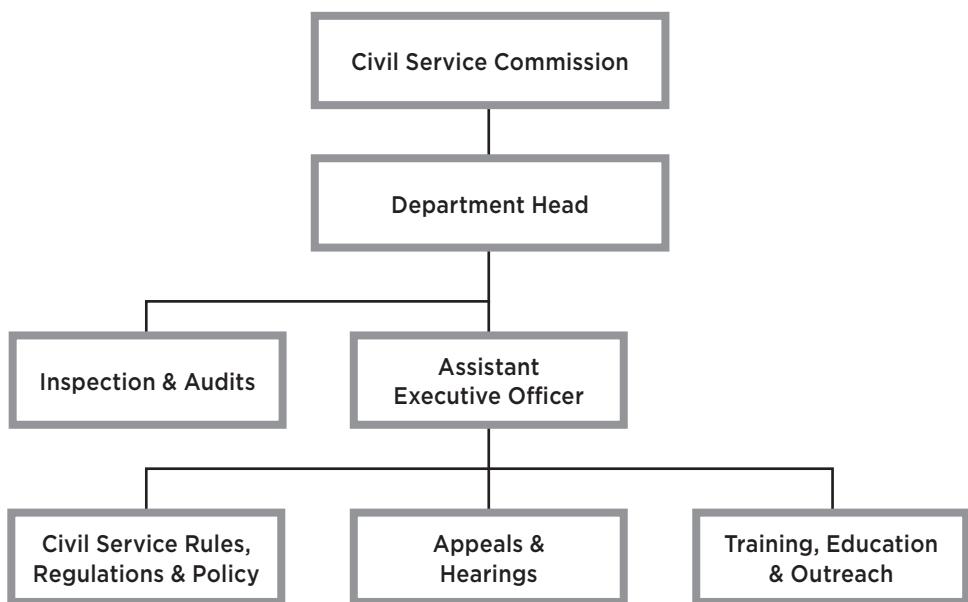
The Commission works extensively with the Department of Human Resources and employee organizations in proposing rule amendments and reviewing policies and procedures to take steps in reducing implicit bias. Commission staff work in partnership with the Human Rights Commission and also serve on the Mayor's Task Force Ensuring a Diverse, Fair, and Inclusive Workforce.

## INSPECTION SERVICE REQUESTS. >

*Inspection Service Requests for FY 2017-18. The leading type of inspection service requests are for appointments and rule application.*



## Civil Service Commission Organizational Structure





## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	6.02	6.01	(0.01)	6.01	
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>6.02</b>	<b>6.01</b>	<b>(0.01)</b>	<b>6.01</b>	<b>0.00</b>
<b>Sources</b>					
Expenditure Recovery	360,839	360,839		360,839	
General Fund Support	901,233	975,285	74,052	1,031,816	56,531
<b>Sources Total</b>	<b>1,262,072</b>	<b>1,336,124</b>	<b>74,052</b>	<b>1,392,655</b>	<b>56,531</b>
<b>Uses - Operating Expenditures</b>					
Salaries	705,074	740,383	35,309	765,700	25,317
Mandatory Fringe Benefits	287,618	312,286	24,668	330,299	18,013
Non-Personnel Services	35,795	35,795		35,795	
Materials & Supplies	3,395	3,395		3,395	
Services Of Other Depts	230,190	244,265	14,075	257,466	13,201
<b>Uses Total</b>	<b>1,262,072</b>	<b>1,336,124</b>	<b>74,052</b>	<b>1,392,655</b>	<b>56,531</b>
<b>Uses - Division Description</b>					
CSC Civil Service Commission	1,262,072	1,336,124	74,052	1,392,655	56,531
<b>Uses by Division Total</b>	<b>1,262,072</b>	<b>1,336,124</b>	<b>74,052</b>	<b>1,392,655</b>	<b>56,531</b>

# Community Investment and Infrastructure

## MISSION

The Office of Community Investment and Infrastructure (OCII) is the Successor Agency to the San Francisco Redevelopment Agency (SFRA), 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 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 7,000 affordable housing units and over 400 acres of parks.

## Services

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 Mission Bay North and South, Transbay, and Hunters Point Shipyard/Candlestick Point.

**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

	2018-19	2019-20	
	Original Budget	Proposed Budget	Change from 2017-18
Total Expenditures	745,000,000	640,700,000	(104,300,000)
Total FTE	55	55	0

Services (continued)

**COMMUNITY DEVELOPMENT AND WORKFORCE SERVICES** promotes equal opportunity in contracts for professional design and construction services and in the workforce of contractors performing work on OCII-administered contracts.

**ASSET MANAGEMENT AND DEVELOPMENT SERVICES** provides technical support to the Major Approved Development Projects, manages existing developer agreements, and manages SFRA assets and other real property that must be transferred from OCII to other entities pursuant to the State approved long-range property management plan.

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

Performance Measures		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Create New Public Infrastructure &amp; Open Spaces</b>						
• Number of new parks open to the public by OCII Project Area-- Hunters Pt Shipyard Ph. 1	N/A	N/A	1	6	0	
• Number of new parks open to the public by OCII Project Area-- Candlestick Pt/Hunters Pt Shipyard Ph. 2	N/A	N/A	0	0	0	
• Number of new parks open to the public by OCII Project Area-- Mission Bay	N/A	N/A	1	5	3	
• Number of new parks open to the public by OCII Project Area-- Transbay	N/A	N/A	0	0	0	
• Total number of new parks open to the public by OCII	N/A	N/A	2	11	3	
<b>Invest in Disadvantaged Communities by Accelerating Delivery of New Housing</b>						
• Number of new housing units completed by OCII Project Area-- Hunters Pt Shipyard Ph. 1	N/A	N/A	0	66	0	
• Number of new housing units completed by OCII Project Area-- Candlestick Pt/Hunters Pt Shipyard Ph. 2	N/A	N/A	31	0	0	
• Number of new housing units completed by OCII Project Area-- Mission Bay	N/A	N/A	493	119	293	
• Number of new housing units completed by OCII Project Area-- Transbay	N/A	N/A	548	929	0	
• Total number of new housing units completed by OCII	N/A	N/A	1,072	1,114	293	
<b>Maximize Opportunities for Local Businesses &amp; Workers</b>						
• Percent of Contract Dollars Awarded to Small Business Enterprises for OCII Sponsored Projects	N/A	N/A	26%	30%	21%	

\*N/A: Performance measure targets were established in FY18-19 for the following fiscal year. FY17-18 actuals and FY18-19 targets were not reported.



# Budget Issues and Details

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 operates with an annual budget, so only the FY 2019-20 proposed budget is presented here.

The FY 2019-20 proposed budget of \$640.7 million is \$104.3 million less than the FY 2018-19 budget of \$745.0 million. This change is due to decreases in affordable housing loans and debt payments, which are offset by an increase in property tax increment. The decrease in affordable housing loans is related to the timing of the affordable housing pipeline and the reduction in debt payments is because assets have been transferred to the City and County. The concurrent increase in property tax increment is due to pledged increment growth and the use of property tax to fund debt service for new bonds.

OCII participates in redevelopment activities carried out by the former SFRA and related to enforceable obligations, including implementation of major development projects, creation of affordable housing, and property and asset management. OCII funds its affordable housing and infrastructure programs primarily with bond proceeds generated by the issuance of tax allocation bonds.

With respect to its current operations, OCII anticipates expending \$286.4 million for affordable housing, \$209.6 million for infrastructure, \$2.7 million for community development and workforce, \$4.7 million for property and asset management, and \$18.7 million for project management and administration in FY 2019-20.

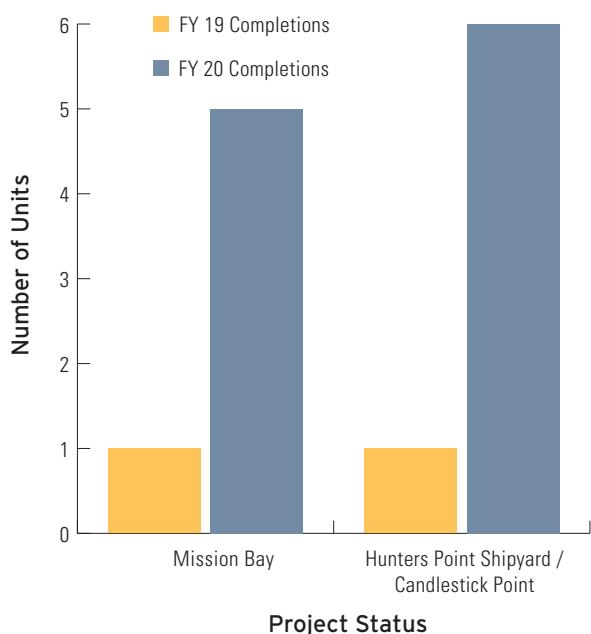
## **Increasing San Francisco's Housing Supply**

One of OCII's most important missions is to build new housing while maximizing the production of affordable units. OCII's total housing production obligation includes 21,820 units, of which over 7,000 will be affordable. In FY 2019-20, OCII will complete 1,114 housing units, which are comprised of OCII-funded affordable units in Mission Bay South; OCII-funded affordable, inclusionary affordable, and market rate units in Transbay; and market rate and inclusionary affordable units in Hunters Point Shipyard/Candlestick Point.

## **Support a Diverse, Equitable, and Inclusive City**

OCII contributes to livability and equity through its delivery of public infrastructure, including parks in mixed-income communities. In FY 2019-20, OCII will complete 11 land use and infrastructure projects, including five small parks in Mission Bay and six small-scale parks projects (the Galvez overlook and five pocket parks) in Hunters Point Shipyard/Candlestick Point.

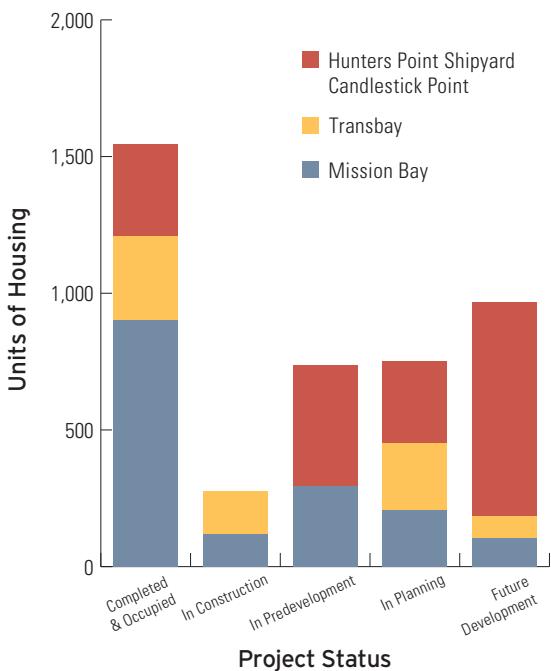
OCII also works closely with private contractors, CityBuild, and community based organizations to foster job creation for local workers and to improve the opportunities for small, local, minority and women-owned businesses to participate on these and other OCII projects .The Office implements a



**▲ CURRENT OR UPCOMING OCII PARKS AND OPEN SPACE PROJECT COMPLETIONS.** OCII will ultimately build over 330 acres of parks at Hunters Point Shipyard/Candlestick Point, 49 acres of parks at Mission Bay, and four acres of parks at Transbay.

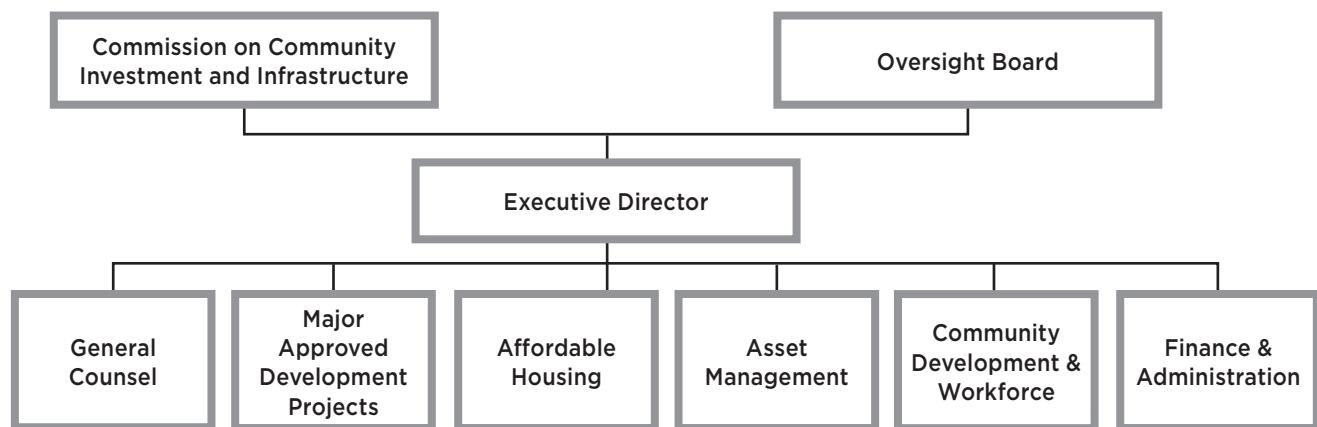
robust equal opportunity program for contracting and workforce, and monitors contracting and hiring for all phases of design and construction, including payment of prevailing wages.

To date, OCII has worked with developers and contractors to award over \$5.1 billion in contracts with over \$1.4 billion, or 28 percent, credited to small business enterprises. Of this amount, \$794.0 million has been awarded to San Francisco-based small businesses. In addition, over 32,131 workers, of which 5,056 are San Francisco residents, have performed over 11.3 million construction hours on OCII-administered projects since 2012. To date, local residents have performed nearly 2.5 million hours on OCII-administered projects garnering \$103.0 million in wages.



**CONSTRUCTION STATUS OF OCII-FUNDED AFFORDABLE HOUSING.** Over 60% of OCII's current or planned affordable housing units are funded through OCII subsidies. The remaining affordable housing units are provided through private development.

## Community Investment and Infrastructure Organizational Structure





# Total Budget - Historical Comparison

	FY18-19 Budgeted	FY19-20 Proposed	YOY Difference
<b>Sources</b>			
Property Tax Increment - TAB Debt Service	\$ 61.7	\$ 74.6	\$ 12.9
Property Tax Increment - Debt Portfolio	\$ 2.0	\$ 2.3	\$ 0.3
Property Tax Increment - Mission Bay	\$ 53.2	\$ 57.0	\$ 3.8
Property Tax Increment - HPS2/CP	\$ 0.2	\$ 0.4	\$ 0.2
Property Tax Increment - State Owned TBY	\$ 7.3	\$ 13.7	\$ 6.4
Property Tax Increment - Other	\$ 5.8	\$ 5.6	\$ (0.2)
Property Tax Increment - ACA	\$ 4.7	\$ 4.4	\$ (0.2)
<b>Subtotal CY Property Tax Increment</b>	<b>\$ 134.8</b>	<b>\$ 158.0</b>	<b>\$ 23.2</b>
New Bonds - Housing	\$ 104.2	\$ 25.4	\$ (78.8)
New Bonds - Infra	\$ 39.2	\$ 15.3	\$ (23.9)
<b>Subtotal CY New Bonds</b>	<b>\$ 143.4</b>	<b>\$ 40.7</b>	<b>\$ (102.7)</b>
Developer Payments	\$ 23.5	\$ 20.2	\$ (3.3)
<b>Subtotal CY Developer Payments</b>	<b>\$ 23.5</b>	<b>\$ 20.2</b>	<b>\$ (3.3)</b>
Rent & Lease Revenue	\$ 6.0	\$ 0.9	\$ (5.0)
Loan Repayments	\$ -	\$ 5.9	\$ 5.9
Payments from Other Gov Entities	\$ 3.8	\$ 4.4	\$ 0.6
Hotel Tax	\$ 6.0	\$ 4.5	\$ (1.5)
<b>Subtotal CY Other</b>	<b>\$ 15.8</b>	<b>\$ 15.8</b>	<b>\$ (0.0)</b>
Fund Balance - Housing	\$ 79.6	\$ 170.8	\$ 91.3
Fund Balance - Non-Housing	\$ 18.7	\$ 11.7	\$ (7.0)
<b>Subtotal CY Fund Balance</b>	<b>\$ 98.3</b>	<b>\$ 182.6</b>	<b>\$ 84.3</b>
Prior Period Authority - Housing	\$ 181.5	\$ 67.4	\$ (114.1)
Prior Period Authority - Non-Housing	\$ 147.7	\$ 156.0	\$ 8.3
<b>Subtotal CY Prior Period Authority</b>	<b>\$ 329.2</b>	<b>\$ 223.4</b>	<b>\$ (105.8)</b>
<b>Total CY Sources</b>	<b>\$ 745.0</b>	<b>\$ 640.7</b>	<b>\$ (104.3)</b>
<b>Uses</b>			
<b>Uses - Operations</b>			
Operational Salaries and Benefits	\$ 8.6	\$ 9.3	\$ 0.7
Affordable Housing Services	\$ 1.2	\$ 1.8	\$ 0.6
Rent	\$ 0.6	\$ 0.7	\$ 0.1
Retiree Health and Pension Costs	\$ 3.5	\$ 3.9	\$ 0.5
Auditing & Accounting Services	\$ 0.6	\$ 0.2	\$ (0.4)
Legal Services	\$ 1.4	\$ 1.4	\$ 0.0
Planning & Infrastructure Rvw	\$ 9.1	\$ 5.4	\$ (3.7)
Real Estate Development Services	\$ 0.2	\$ 0.2	\$ (0.0)
Workforce Development Services	\$ 0.5	\$ 0.4	\$ (0.1)
Other Professional Services	\$ 5.6	\$ 3.6	\$ (2.0)
Grants to Community-Based Organizations	\$ 0.5	\$ 1.7	\$ 1.2
Payments to Other Public Agencies	\$ 10.4	\$ 6.3	\$ (4.1)
Other Current Expenses	\$ 1.0	\$ 1.1	\$ 0.1
<b>Subtotal CY Uses - Operations</b>	<b>\$ 43.2</b>	<b>\$ 36.1</b>	<b>\$ (7.1)</b>
<b>Uses - Non-Operations</b>			
Affordable Housing Loans	\$ 220.3	\$ 98.9	\$ (121.4)
Development Infrastructure	\$ 120.9	\$ 149.1	\$ 28.2
Pass-through to TJPA	\$ 5.5	\$ 8.6	\$ 3.2
Debt Service - OCII TAB Bonds	\$ 109.8	\$ 101.9	\$ (7.9)
Public Art	\$ -	\$ 1.1	\$ 1.1
Other Debt	\$ 29.7	\$ 7.6	\$ (22.1)
Fund Balance - Housing	\$ 70.1	\$ 114.2	\$ 44.1
Fund Balance - Non-Housing	\$ 11.1	\$ 5.1	\$ (6.0)
<b>Subtotal CY Uses - Non-Operations</b>	<b>\$ 567.4</b>	<b>\$ 486.6</b>	<b>\$ (80.8)</b>
Prior Period Authority - Housing	\$ 63.7	\$ 67.4	\$ 3.7
Prior Period Authority - Non-Housing	\$ 70.7	\$ 50.6	\$ (20.1)
<b>Subtotal CY Prior Period Authority</b>	<b>\$ 134.4</b>	<b>\$ 118.0</b>	<b>\$ (16.4)</b>
<b>Total Budget Uses</b>	<b>\$ 745.0</b>	<b>\$ 640.7</b>	<b>\$ (104.3)</b>
<b>Sources vs. Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*Dollar amounts will be slightly off due to rounding.



# Controller

## MISSION

The Department of the Controller 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 Department of the Controller 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** manages the department's internal financial, human resources, technology, and operational support services.

**BUDGET AND ANALYSIS** provides fiscal management and oversight, budgetary planning, and public policy analysis to support the development and management of the City's budget. The division implements and controls budgetary changes, balances revenues with expenditures, and regularly projects and reports on financial, operational, and economic issues for a wide range of customers.

**CITY SERVICES AUDITOR** conducts financial and performance audits of city departments, agencies, concessions, and contracts. The division also runs the City's Whistleblower Program.

**CITY PERFORMANCE** provides technical assistance, analysis and training for city departments to improve public service delivery. The division has broad authority for benchmarking, performance management, and best practices.

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

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	67,823,480	74,708,119	6,884,639	77,077,008	2,368,889
Total FTE	251	250	(1)	250	0

*Services (continued)*

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

**PUBLIC FINANCE** administers the City's General Fund debt obligations and generally oversees the City's broader debt portfolio. The division provides low-cost debt financing of large-scale, long-term capital projects while managing market and credit risks.

**SYSTEMS** manages major citywide systems that city departments use to support financial, payroll, procurement, human resources, learning management, employee and retiree benefits, budgeting, and reporting needs.

		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Ensure Government is Accountable to City Residents</b>						
● Percent of audit recommendations implemented within 2 years after report issuance.	98%	85%	90%	85%	85%	
● Percent of auditee ratings that are good or excellent	89%	85%	90%	85%	85%	
● Percent of client ratings for technical assistance projects that are good or excellent	100%	95%	100%	95%	95%	
<b>Increase Access to Useful &amp; Timely Information</b>						
● Number of days to complete the City's CAFR for the previous fiscal year	214	300	269	150	150	
<b>Provide High-Quality Financial Services &amp; Systems</b>						
● City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1	1	
● Number of findings of material weakness in annual City audit	0	0	0	0	0	
● Percent of payroll transactions not requiring correction	98.66%	98.75%	98.75%	99.00%	99.00%	
● Percent of scheduled time that financial systems are available for departmental use	99.80%	99.90%	100.00%	99.90%	99.90%	
● Percent of scheduled time that human capital systems are available for departmental use	99.90%	99.90%	100.00%	99.90%	99.90%	
<b>Safeguard the City's Long-Term Financial Health</b>						
● Percent of 16 major departments that have been trained this year on cost recovery policies and procedures and related topics	88%	100%	100%	100%	100%	
● Percentage by which actual General Fund revenues vary from prior year revised budget estimates	2.67%	2.00%	5.00%	2.00%	2.00%	
● Percentage by which actual revenues vary from mid-year estimates	2.87%	1.50%	4.18%	1.50%	1.50%	
● Ratings of the City's General Obligation Bonds from Moody's	Aaa	Aaa	Aaa	Aaa	Aaa	
● Stabilization reserve balance as a percentage of General Fund revenues	* 8.8%	10.0%	10.0%	10.0%	10.0%	
<b>Support Informed Policy Decisions</b>						
● Completion rate of ballot analysis by hearing date	100%	100%	100%	100%	100%	
● Number of Data Academy Training Participants	1,096	1,100	1,500	1,100	1,100	
● Percentage of OEA economic impact reports completed by the hearing date	83%	100%	100%	100%	100%	

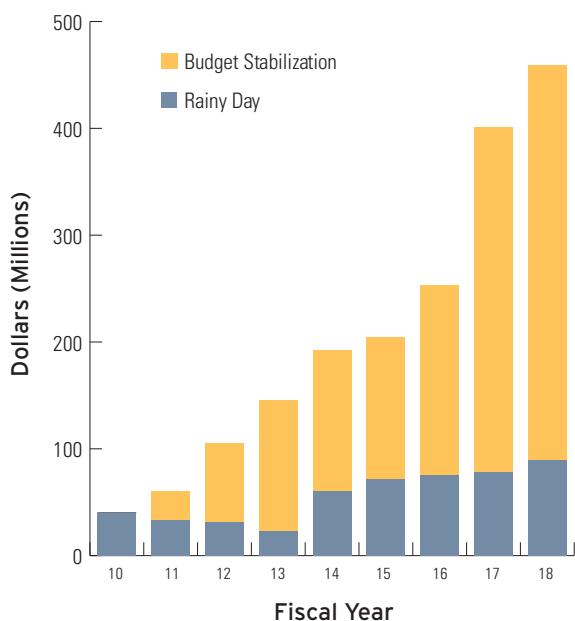
\* The Controller's Office updated the calculation for Stabilization Reserves to exclude funds in the City's Rainy-Day One-Time Reserve, as these funds may be appropriated by the Mayor and Board for one time purposes at any time. This change retroactively applied to past results including fiscal year 2017-18.



# Budget Issues and Details

The Controller's Office Fiscal Year (FY) 2019-20 proposed budget of \$74.7 million is \$6.9 million, or 10.2 percent, higher than the FY 2018-19 budget of \$67.8 million. The increase is driven by new and continuing expenditures for key citywide system upgrade projects.

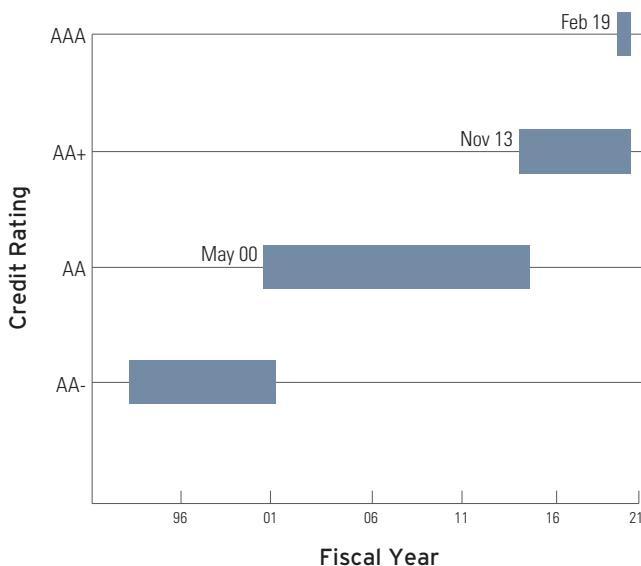
The FY 2020-21 proposed budget of \$77.1 million for the Controller represents a \$2.4 million, or 3.2 percent, increase from the FY 2019-20 budget. This reflects the continuation of key citywide system upgrade projects.



**GROWTH OF FINANCIAL STABILIZATION RESERVES.** Continued revenue growth and the City's reserve policies have led to increased economic stabilization fund reserves, growing to \$459.0 million, or 9.2 percent of General Fund revenues, as of the end of FY 2017-18. At the start of the last recession, in FY 2009-10, these reserves totaled \$40.0 million, or 1.4 percent of General Fund revenue. These reserves are projected to reach their target levels of 10.0 percent of revenues during FY 2018-19.

## SF Budget, Performance Measurement, Projections and Reporting Project

In the upcoming year, the Department will begin work to replace the City's existing Cognos Budget and Performance Measurement System (BPMS), which is used to prepare the City's budget each year. The current system, which has been in place since 2008, is at the end of its useful life, is no longer supported by the product owner, and therefore poses potential stability and security risks to the City.



**SAN FRANCISCO'S BOND RATINGS - S&P'S HIGHEST RATING IN 2019.** S&P Global credit agency upgraded the San Francisco General Obligation bond rating from AA+ to AAA in February 2019, the highest rating in its system. High credit ratings allow the City to issue debt at lower borrowing costs. The "AAA" classification indicates that the City presents minimal credit risk. The rating upgrade was attributed to the City's strong management, sustainable budgeting, and financial policies and practices, improved reserve position to weather the next down-cycle, robust tax base, and position as a regional economic center. S&P views favorably San Francisco's budgeting approach amid a prolonged period of economic growth and notes "continuity in the finance and budgeting functions" at the City in recent years.

Moody's credit agency, who upgraded the San Francisco General Obligation bond rating from Aa1 to Aaa in March 2018, affirmed its rating in February 2019, which is also the highest rating in its system.

Additionally, the current budget reporting tools are inadequate to support the increasing information demands of the public, city departments, and related growing multi-year projections reporting. The BPMS replacement project will mitigate these issues and integrate with the City's existing enterprise systems to ensure a smooth transition for the City's budget.

The project has a proposed total budget of \$6.8 million over the course of two years, with \$1.9 million budgeted in FY 2019-20 and \$4.9 million budgeted in FY 2020-21 to fund the City staff, project staff, external consultants, and IT procurement required for this project.

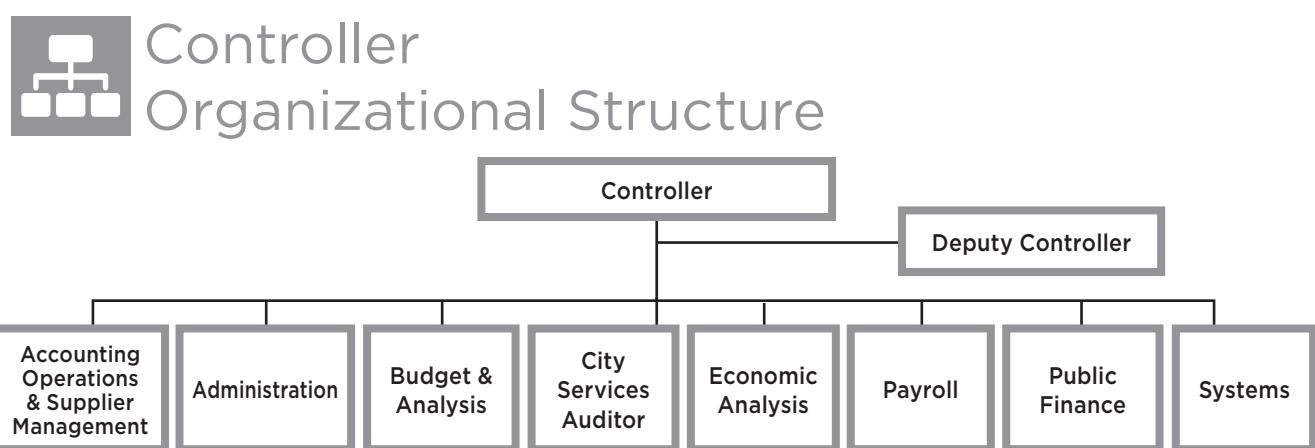
### **Continued Citywide System Efficiency and Adoption**

The Department of the Controller implements and maintains technology to provide standardization, transparency, and efficiency for the City's crucial business processes. The Department's budget allocates staff and resources to increase the utility of key citywide systems used by city departments to perform core financial, procurement, human resources, learning, benefits, payroll, and management reporting needs. Key initiatives are planned for FY 2019-20 and 2020-21 to enhance these systems and increase the adoption of them by city departments. PeopleSoft-related systems will be upgraded to the latest releases, providing

important updates and improved functionality and navigation. Partnering with the Health Services System, the Department will also soon expand the option for online benefits Open Enrollment to all employees and retirees, as well as enable online benefits enrollment for new hires and employees undergoing life event changes.

### **Public Access to Information**

Improving the transparency of city government and providing timely and easy access to information are core goals of the Controller's Office. The Department provides information on the City's performance, operations, and financial health to a wide and diverse audience. The Department publishes over 150 audits and reports annually, designs and publishes web dashboards, and builds interactive analytical tools. Additionally, staff make presentations and provide analysis to the Board of Supervisors, commissions, and various labor, business, and neighborhood organizations. The Controller's Office Performance Scorecards, Benchmarking, and OpenBook SF sites are designed to provide citizens and public officials with clear and critical information on the City's services and financial information. The Department has now automated the citywide Performance Scorecard tools and in FY 2019-20 will work with the Mayor's Office and departments to create a cycle of analysis and action updates informed by the Scorecards data.





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	285.93	298.07	12.14	301.45	3.38
Non-Operating Positions (cap/other)	(35.00)	(47.77)	(12.77)	(51.27)	(3.50)
<b>Net Operating Positions</b>	<b>250.93</b>	<b>250.30</b>	<b>(0.63)</b>	<b>250.18</b>	<b>(0.12)</b>

## Sources

Property Taxes	65,000	67,000	2,000	67,000
Intergovernmental Revenue-Othe	150,000	150,000		150,000
Charges for Services	404,000	405,000	1,000	405,000
Other Revenues	1,000,000	1,000,000		1,000,000
Expenditure Recovery	55,660,410	60,692,117	5,031,707	62,337,444
General Fund Support	10,544,070	12,394,002	1,849,932	13,117,564
<b>Sources Total</b>	<b>67,823,480</b>	<b>74,708,119</b>	<b>6,884,639</b>	<b>77,077,008</b>
				<b>2,368,889</b>

## Uses - Operating Expenditures

Salaries	31,448,784	32,802,676	1,353,892	33,880,435	1,077,759
Mandatory Fringe Benefits	12,811,968	14,246,247	1,434,279	15,095,261	849,014
Non-Personnel Services	13,518,942	14,934,767	1,415,825	18,126,314	3,191,547
Materials & Supplies	407,201	428,775	21,574	428,775	
Overhead and Allocations					
Programmatic Projects	3,740,358	5,690,063	1,949,705	3,733,299	(1,956,764)
Services Of Other Depts	5,896,227	6,605,591	709,364	5,812,924	(792,667)
<b>Uses Total</b>	<b>67,823,480</b>	<b>74,708,119</b>	<b>6,884,639</b>	<b>77,077,008</b>	<b>2,368,889</b>

## Uses - Division Description

CON Accounting	11,192,757	11,965,015	772,258	12,431,962	466,947
CON Administration	1,347,075	1,492,617	145,542	1,751,669	259,052
CON Budget & Analysis	1,924,280	2,223,760	299,480	2,261,905	38,145
CON City Services Auditor	18,812,533	20,079,495	1,266,962	19,644,555	(434,940)
CON Citywide Systems	30,005,981	34,583,528	4,577,547	36,439,490	1,855,962
CON Economic Analysis	557,056	581,786	24,730	601,596	19,810
CON Payroll	3,011,139	3,293,387	282,248	3,438,292	144,905
CON Public Finance	972,659	488,531	(484,128)	507,539	19,008
<b>Uses by Division Total</b>	<b>67,823,480</b>	<b>74,708,119</b>	<b>6,884,639</b>	<b>77,077,008</b>	<b>2,368,889</b>



# 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 and Their Families (DCYF), which administers funds in conjunction with the San Francisco Unified School District (SFUSD).

In March 2004, voters approved Proposition H, creating the 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, overseen by the Office of Early Care and Education in the Human Services Agency, can be found in that department's section.

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 2019-20 is \$97.9 million, a 15.0 percent increase from the FY 2018-19 contribution. This increase is partially driven by the return of one-time excess Educational Reserve Augmentation Fund paid by the City in previous years. Another \$96.3 million in total PEEF allocation to SFUSD is projected in FY 2020-21.

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 \$82.2 million available to SFUSD in FY 2019-20.



# 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 and Sexual Assault, and Domestic Violence.

**GENERAL CRIMINAL** prosecutes felony and misdemeanor crimes through Intake, Misdemeanors, and General Felonies units.

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

**DATA-DRIVEN AND COMMUNITY INFORMED STRATEGIES** is a multi-disciplinary division, skilled in identifying and prosecuting individuals and criminal organizations that have an outsized impact on crime in our community.

**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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	68,444,312	73,731,299	5,286,987	74,411,437	680,138
Total FTE	276	276	0	276	0

Services (continued)

**BRADY, APPELLATE AND 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.

**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 and Planning, Information Technology, Finance and Administration, Legal Support, and Human Resources.

Performance Measures					
	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Assist Victims to Recover in the Aftermath of Crime</b>					
• Number of victims provided with crisis intervention services (Services)	5,618	5,000	4,700	5,000	5,000
• Number of victims receiving an orientation to the criminal justice system (Services)	8,194	8,000	8,000	8,000	8,000
<b>Effectively Prosecute Child Abuse &amp; Sexual Assault Cases</b>					
• Child Abuse & Sexual Assault Trial Conviction Rate	91%	100%	85%	100%	100%
• Median number of days (age) of Pending Child Abuse & Sexual Assault Unit Cases	472	400	508	400	400
<b>Effectively Prosecute Homicide Cases</b>					
• Homicide Unit Trial Conviction Rate	100%	100%	90%	100%	100%
• Median number of days (age) of Pending Homicide Cases	866	700	888	700	700
<b>Hold Offenders Accountable</b>					
• Charging Rate for Felony Incidents	57%	55%	55%	55%	55%
• Felony Trial Conviction Rate	84%	100%	85%	100%	100%
• Misdemeanor Trial Conviction Rate	86%	100%	85%	100%	100%
• Total Rate of Action Taken for Felony Incidents	68%	65%	65%	65%	65%
<b>Promote the Fair Administration of Justice</b>					
• Median number of days (age) of Pending Officer Involved Shooting & In Custody Incidents	119	180	180	180	180



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$73.7 million for the District Attorney is \$5.3 million, or 7.7 percent, higher than the FY 2018-19 budget of \$68.4 million. The increase is primarily due to salary and benefit increases, as well as real estate costs related to the Department's move from the Hall of Justice.

The FY 2020-21 proposed budget of \$74.4 million is \$0.7 million, or 0.9 percent, higher than the FY 2019-20 proposed budget. This is largely driven by growth in salary and benefit increases.

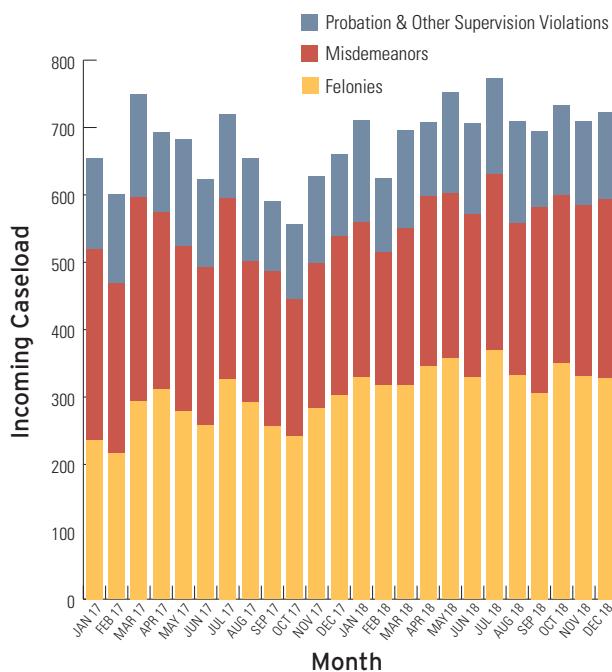
## Independent Investigations Bureau

Going into its fourth year of operation, the 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. While a division of the District Attorney's Office, this bureau functions directly

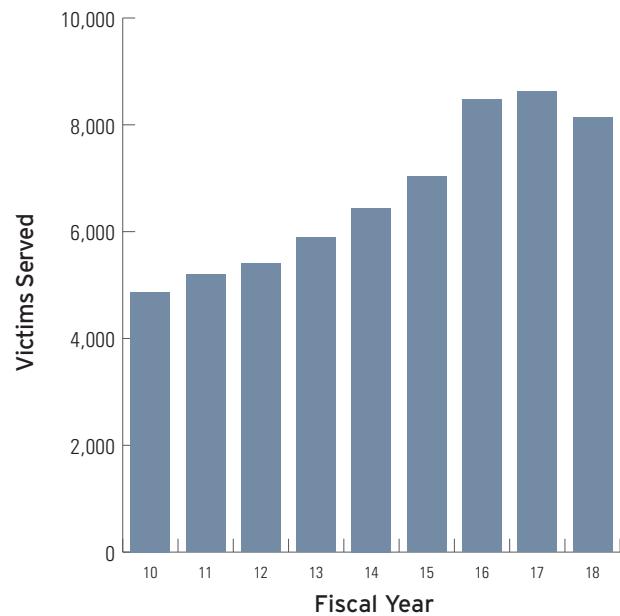
under the direction of the District Attorney, separate and apart from the other functional areas of the Department to ensure its complete autonomy in investigating and prosecuting potential criminal conduct by law enforcement agencies.

## Administrative Support for Body-Worn Cameras/Discovery Obligation

With the implementation of body-worn cameras (BWC) in the San Francisco Police Department, the District Attorney's Office is now seeing an operational impact of equipping every police officer with a camera. When the District Attorney is involved, BWC video must be reviewed for its evidentiary value and presented to the defense as a discovery requirement. For each case charged there are approximately four to 10 (or more) BWC videos each, ranging from 20 minutes to an hour. Additional staff resources have been added to help the Department provide timelier discovery.



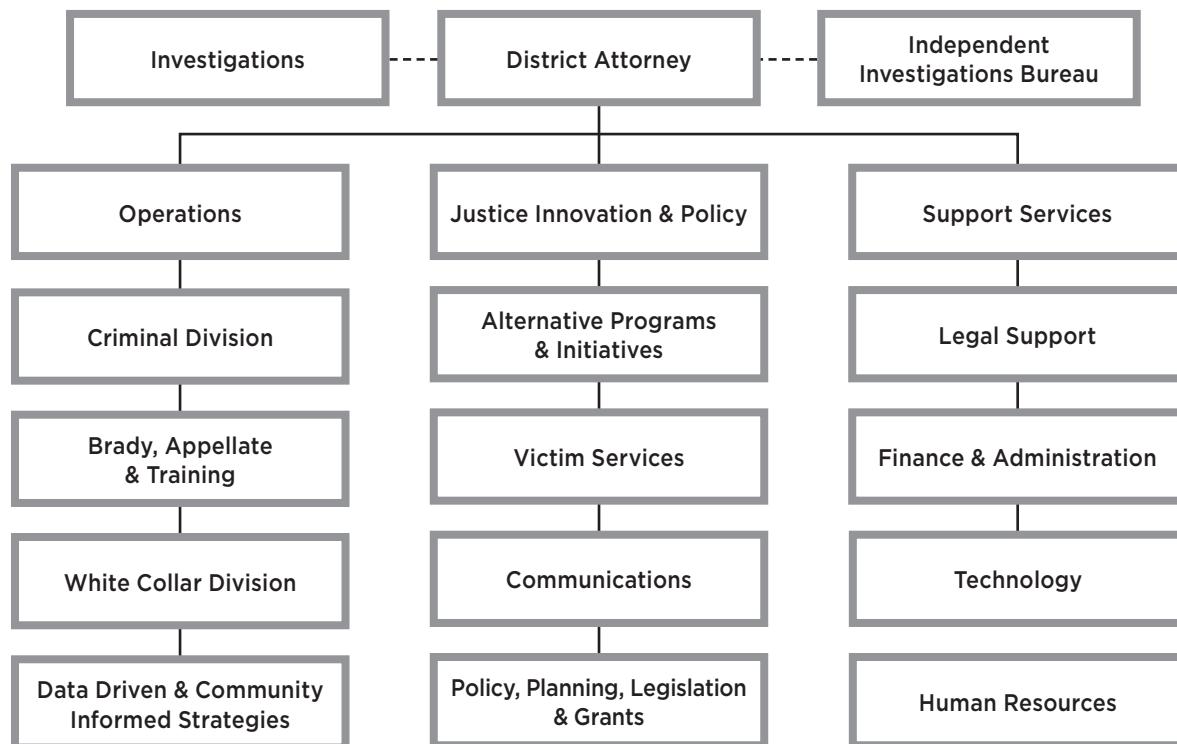
**▲ MONTHLY CASELOAD.** Incoming case filings separated by type, from January 2017, December 2018.



**▲ VICTIMS SERVED BY DISTRICT ATTORNEY.** Number of victims served annually by District Attorney, 2010-2018.



# District Attorney Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	295.06	295.96	0.90	293.82	(2.14)
Non-Operating Positions (cap/other)	(18.92)	(20.00)	(1.08)	(18.00)	2.00
<b>Net Operating Positions</b>	<b>276.14</b>	<b>275.96</b>	<b>(0.18)</b>	<b>275.82</b>	<b>(0.14)</b>

## Sources

InterGovernmental Rev-Federal	2,168,068	2,538,883	370,815	2,499,159	(39,724)
Intergovernmental Rev-State	3,310,856	3,648,511	337,655	3,341,574	(306,937)
Charges for Services	743,568	749,568	6,000	749,568	
Expenditure Recovery	776,909	795,888	18,979	795,888	
Unappropriated Fund Balance	1,407,192	1,853,873	446,681	1,830,969	(22,904)
General Fund Support	60,037,719	64,144,576	4,106,857	65,194,279	1,049,703
<b>Sources Total</b>	<b>68,444,312</b>	<b>73,731,299</b>	<b>5,286,987</b>	<b>74,411,437</b>	<b>680,138</b>

## Uses - Operating Expenditures

Salaries	38,929,418	40,597,133	1,667,715	41,966,189	1,369,056
Mandatory Fringe Benefits	14,199,446	15,608,489	1,409,043	16,456,779	848,290
Non-Personnel Services	4,132,185	3,290,607	(841,578)	2,842,603	(448,004)
City Grant Program	722,931	1,679,236	956,305	1,296,420	(382,816)
Materials & Supplies	461,648	465,012	3,364	454,539	(10,473)
Overhead and Allocations	(146,171)	(172,000)	(25,829)	(174,871)	(2,871)
Programmatic Projects	2,696,358	2,708,666	12,308	2,708,666	
Services Of Other Depts	7,448,497	9,554,156	2,105,659	8,861,112	(693,044)
<b>Uses Total</b>	<b>68,444,312</b>	<b>73,731,299</b>	<b>5,286,987</b>	<b>74,411,437</b>	<b>680,138</b>

## Uses - Division Description

DAT District Attorney	68,444,312	73,731,299	5,286,987	74,411,437	680,138
<b>Uses by Division Total</b>	<b>68,444,312</b>	<b>73,731,299</b>	<b>5,286,987</b>	<b>74,411,437</b>	<b>680,138</b>



# 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 everyone achieve economic self-sufficiency.

## Services

The Office of Economic and Workforce Development provides services through the following divisions:

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

**FILM COMMISSION AND FILM SF** 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** strengthens commercial corridors in neighborhoods across the City and facilitates the creation of Community Benefit Districts. This division provides oversight and technical assistance for targeted programs that retain and strengthen our small businesses.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	67,469,484	84,731,821	17,262,337	70,033,823	(14,697,998)
Total FTE	102	109	7	110	1

Services (continued)

**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 and advocacy on issues affecting small businesses. The Office of Small Business also 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** coordinates the City's workforce system, connects employers to job seekers, and creates and implements job training programs, especially in growing industries such as technology, healthcare, hospitality, and construction. It also staffs the San Francisco Workforce Investment Board (WISF).

## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Create economic prosperity for all residents, including the unemployed, underemployed and hard to employ, by preparing, training, and connecting San Franciscans to sustainable jobs with strong career pathways</b>					
● Placement rate of individuals 18 and older who complete a program in jobs that are either full-time or part-time	103.8%	65.0%	75.0%	65.0%	65.0%
<b>Facilitate a resilient and robust economy that helps businesses start, stay and grow - creating shared prosperity and a diverse and vibrant city</b>					
● Number of commercial shoot days	99	137	150	140	140
● Number of film and tv shoot days	266	292	300	271	271
● Number of film productions taking advantage of film incentive rebate program	2	4	4	4	4
● Number of international trade delegations hosted or co-hosted	54	150	128	125	125
● Number of film location permits issued	669	663	669	676	676
● Revenues collected from film permits	\$242,200	\$247,044	\$247,044	\$251,985	\$251,985
<b>Lead the approval and implementation of significant development projects to create space for jobs, recreation, community benefits, and housing affordable to a variety of income levels</b>					
● Percent of public-private development projects proceeding on time and on budget	100.0%	90.0%	100.0%	90.0%	90.0%
<b>Support diverse and vibrant neighborhoods by strengthening and investing in small businesses, non-profits, community organizations, commercial corridors and public spaces</b>					
● Annual Community Benefit District (CBD) revenue	\$70,798,988	\$73,609,850	\$91,000,000	\$96,271,311	\$96,271,311
● Number of businesses receiving one-on-one technical assistance	2,165	2,500	2,100	2,100	2,100
● Number of ordinances, resolutions, motions and policies initiated by or reviewed by the Small Business Commission	94	58	60	60	60
● Number of outreach events (ECN)	42	18	22	18	18
● Number of small businesses assisted	3,608	3,500	3,500	3,500	3,500
● Retail vacancy rate in targeted commercial corridors	11.8%	10.0%	12.0%	10.0%	10.0%



## Budget Issues and Details

The Office of Economic and Workforce Development's proposed Fiscal Year (FY) 2019-20 budget of \$84.7 million is \$17.3 million, or 25.6 percent, more than the FY 2018-19 budget of \$67.5 million. The increase is largely driven by new small business investments, as well as increased staffing for workforce and neighborhood programming.

The FY 2020-21 proposed budget of \$70.0 million is \$14.7, or 17.3 percent, lower than the FY 2019-20 proposed budget. The decrease is largely due to the end of one-time small business and youth workforce investments.

### **Strengthening and Investing in Small Businesses**

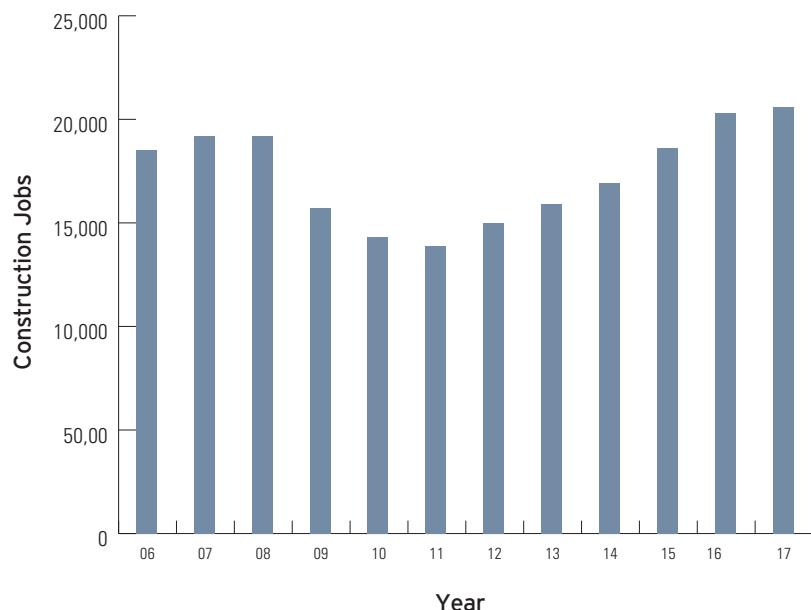
In FY 2019-20, and FY 2020-21, the Department will continue to promote the vitality of local neighborhoods through its Invest in Neighborhoods programs. These include: the Small Business New Jobs Investment Fund, business retention and relocation, small business disaster relief, neighborhood marketing and small business support during City-led infrastructure projects, the Citywide Public Space Initiative, SF Shines façade

and tenant improvements, HealthyRetailSF, the expansion of business consulting services through the Small Business Development Center, and the interagency Civic Center activation effort.

This Mayor's proposed budget makes a total investment of \$9.0 million in new funding to help small businesses start, grow, and thrive in San Francisco. The Department will spend \$2.0 million over two years to expand the SF Shines program, and will spend another \$2.0 million in FY 2019-20 on small business fee assistance to help mitigate the cost burden small businesses face from on-going regulatory fees. The proposed budget also reinvests \$1.0 million into OEWD's Small Business Revolving Loan Fund, and invests \$4.0 million in a new Community Cornerstones program. This program will provide financial assistance to small businesses and nonprofits for tenant improvements located within ground floor spaces of newly constructed affordable housing throughout San Francisco. This investment will support the retention and stability of participating nonprofits and small businesses while fostering the economic health and well-being of neighborhoods across the City.

### **CONSTRUCTION JOBS IN SAN FRANCISCO >**

**FRANCISCO.** Thanks in part to OEWD's workforce development programming, San Francisco has seen a steady increase in construction jobs since 2011.



## **Supporting and Retaining Nonprofits**

In addition to the programs above, the Nonprofit Sustainability Initiative (NSI) will continue to support and retain nonprofits in San Francisco by enabling them to become owners of their spaces and incentivizing philanthropic investment in nonprofit stabilization and real estate. In FY 2019-20, the Mayor's proposed budget will infuse \$2.0 million in new funding to the initiative to create an investment of \$8.0 million over two years. To aid in the planning, prioritizing, community engagement, and fund development necessary to secure long-term space, the NSI will connect nonprofits to professional services and pro bono expertise.

## **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 the Mayor's proposed budget, 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, workforce training and employment opportunities, open space, transportation, and streetscape improvements, parks and open space, and manufacturing space. The developments that OEWD is coordinating within its long-term development pipeline include approximately 25,000 total housing units (including 7,500 affordable units), 65 acres of open space, and \$7.0 million square feet of office space.

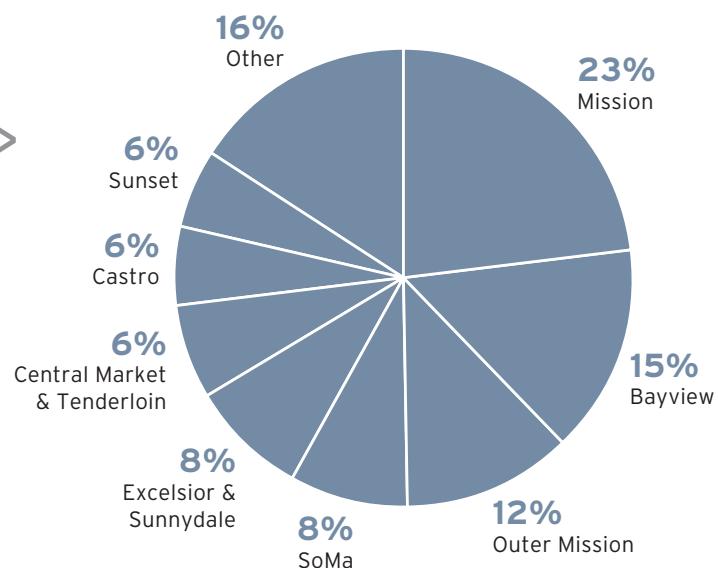
## **Strengthening the Local Economy**

The Department will continue to implement its successful sector-based economic development initiatives, focusing on priorities identified in the San Francisco Economic Strategy. This includes preparing and connecting San Franciscans to jobs in 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.

OEWD will collaborate with the Office of Cannabis to increase assistance for cannabis workers and entrepreneurs participating in San Francisco's Cannabis Equity program. The Mayor's proposed budget funds new positions to help program participants navigate and expedite the permitting and startup processes. The Mayor's proposed budget also includes funding for legal and compliance advising assistance for cannabis entrepreneurs.

As San Francisco, and the nation, wrestles with the disruption of the workforce by new technologies and automation, OEWD is exploring ways to support workers through these transitions. By building new partnerships in the private sector, incentivizing companies to invest in their workforce, and creating pathways to career advancement in growing fields, OEWD seeks to minimize destabilizing layoffs and advance economic mobility for San Franciscans. OEWD is focused on retaining industrial businesses, many of which are currently facing significant displacement pressures, through strengthened supportive programming aimed at

**NONPROFIT SUSTAINABILITY INITIATIVE BENEFICIARIES.**  
Since 2017, OEWD's Nonprofit Sustainability Initiative provided financial assistance to 23 nonprofits throughout the City.



retaining the sector's jobs, culture, and legacy within San Francisco.

## Workforce Development

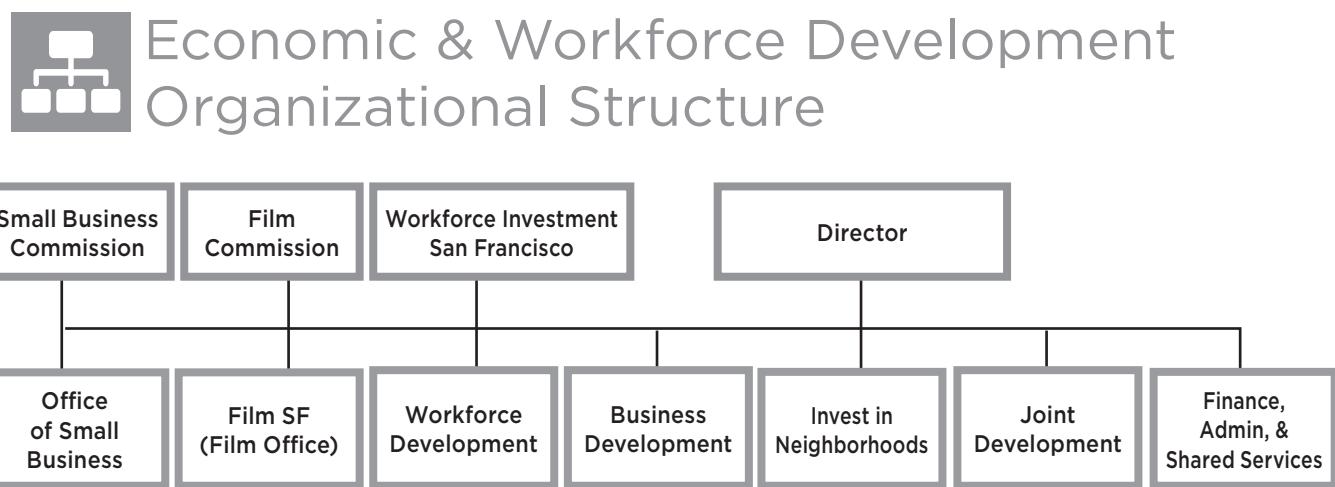
In the Mayor's proposed budget, OEWD's Workforce Development Division will continue to invest in and expand its Sector Training programs, increase coordination between service providers and neighborhood and Specialized Access Points, and more efficiently connect jobseekers with the workforce system to ensure that it reaches as many un- or under-employed San Franciscans as possible.

The Mayor's proposed budget includes new staff to increase collaboration with employers who participate in the First Source Hiring Program. The First Source Hiring Ordinance requires that developers, contractors, and employers show good faith efforts toward employing economically disadvantaged San Francisco residents in new entry-level positions. Specifically, this position will increase engagement with and streamline the hiring process for the over 4,000 employers who do business with the City and so must first offer entry level job opportunities to OEWD's workforce system clients. Staff will also work to improve the efficiency and effectiveness of the Jobs Portal, the

City's online connection database for OEWD's workforce system.

In partnership with the Human Rights Commission (HRC), OEWD continues to facilitate and coordinate efforts among City departments to align workforce development services through the Committee on Citywide Workforce Alignment. OEWD is also partnering with HRC and the Department of Children, Youth and Their Families to implement the Opportunities for All initiative, which will provide high school students with paid internship opportunities and workforce development services. This budget includes \$5.2 million for OEWD to help fund the program's infrastructure, internship stipends, and on-going coaching support for the program participants over the two years of the budget.

OEWD will continue to implement pilot programs launched in FY 2018-19, including the CityDrive program that trains candidates for SFMTA employment and commercial driving opportunities, an Advanced Manufacturing pilot with SFMade and Young Community Developers, the CityGrow cannabis pre-apprenticeship, and Access Points, including the LGBTQ+ Trans Specialized and Re-Entry Young Adult Access Points.





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	124.12	131.41	7.29	132.55	1.14
Non-Operating Positions (cap/other)	(22.04)	(22.88)	(0.84)	(23.00)	(0.12)
<b>Net Operating Positions</b>	<b>102.08</b>	<b>108.53</b>	<b>6.45</b>	<b>109.55</b>	<b>1.02</b>

## Sources

Business Taxes	240,000	350,000	110,000	350,000	
Interest & Investment Income	8,728	8,728		8,728	
InterGovernmental Rev-Federal	4,472,731	4,930,736	458,005	4,466,656	(464,080)
Intergovernmental Rev-State	300,000	500,000	200,000	250,000	(250,000)
Intergovernmental Revenue-Othe	160,000	160,000		160,000	
Charges for Services	528,656	512,390	(16,266)	512,390	
Other Revenues	15,688,995	16,332,576	643,581	16,684,327	351,751
Expenditure Recovery	4,852,817	4,730,019	(122,798)	4,733,216	3,197
Operating Transfers In	801,272	801,272		801,272	
Transfer Adjustment-Source	(1,272)	(1,272)		(1,272)	
General Fund Support	40,417,557	56,407,372	15,989,815	42,068,506	(14,338,866)
<b>Sources Total</b>	<b>67,469,484</b>	<b>84,731,821</b>	<b>17,262,337</b>	<b>70,033,823</b>	<b>(14,697,998)</b>

## Uses - Operating Expenditures

Salaries	11,952,285	13,342,493	1,390,208	13,909,228	566,735
Mandatory Fringe Benefits	4,889,144	5,607,128	717,984	5,972,236	365,108
Non-Personnel Services	2,498,743	5,507,216	3,008,473	3,505,352	(2,001,864)
City Grant Program	27,314,885	43,091,903	15,777,018	29,028,625	(14,063,278)
Carry-Forward Budgets Only	131,075		(131,075)		
Materials & Supplies	68,332	66,117	(2,215)	66,117	
Operating Transfers Out	11,272	11,272		11,272	
Overhead and Allocations					
Programmatic Projects	9,116,908	6,115,857	(3,001,051)	6,296,626	180,769
Services Of Other Depts	11,488,112	10,991,107	(497,005)	11,245,639	254,532
Transfer Adjustment - Uses	(1,272)	(1,272)		(1,272)	
<b>Uses Total</b>	<b>67,469,484</b>	<b>84,731,821</b>	<b>17,262,337</b>	<b>70,033,823</b>	<b>(14,697,998)</b>

## Uses - Division Description

ECN Economic Development	1,820,000	32,503,461	30,683,461	22,768,844	(9,734,617)
ECN Economic and Workforce Dev	64,194,484	92,422	(64,102,062)	57,056	(35,366)
ECN Film Commission		1,452,390	1,452,390	1,452,390	
ECN Office of Small Business		2,575,487	2,575,487	2,791,913	216,426
ECN Real Estate Development		17,176,129	17,176,129	17,529,915	353,786
ECN Workforce Development	1,455,000	30,931,932	29,476,932	25,433,705	(5,498,227)
<b>Uses by Division Total</b>	<b>67,469,484</b>	<b>84,731,821</b>	<b>17,262,337</b>	<b>70,033,823</b>	<b>(14,697,998)</b>

# 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 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

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	19,280,746	26,751,119	7,470,373	20,939,417	(5,811,702)
Total FTE	49	76	27	57	(19)

#### *Services (continued)*

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.



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Administer conditional voter registration</b>					
• Number of voters who voted conditionally	1,098	1,000	4,466	2,000	3,000
<b>Ensure access for all residents and raise awareness through community partners</b>					
• Average rating for the level of customer service provided (scale of 1-5)	4.2	5.0	4.4	5.0	5.0
• Number of bilingual poll workers recruited	863	792	901	1,584	792
• Number of educational presentation program attendees	48,431	1,144	1,144	1,144	1,144
• Number of educational presentations	169	100	100	100	100
• Turnout as a percentage of registration	53%	55%	74%	55%	55%
• Voter turnout	253,583	275,000	372,848	500,000	300,000
<b>Expand programs serving new registrants</b>					
• Number of registered voters	481,991	500,000	500,516	520,000	500,000
<b>Implement an accessible vote-by-mail system</b>					
• Vote-by-mail turnout	163,827	148,500	244,962	300,000	148,500
• Vote-by-mail turnout as a percentage of total turnout	65%	61%	65%	60%	61%



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$26.7 million for the Department is \$7.5 million, or 38.7 percent, higher than the FY 2018-19 budget of \$19.3 million. This increase is due to negotiated increases in salary and benefits, as well as variable staffing, equipment, and supply costs related to running two elections in the fiscal year.

The FY 2020-21 proposed budget of \$20.9 million is \$5.8 million, or 21.7 percent lower than the FY 2019-20 proposed budget. This decrease is due to the fact that the City and County will hold only one election in FY 2020-21, as opposed to two elections in the previous fiscal year.

### **Preparing for Future Elections and Increased Voter Turnout**

The Department's budget fluctuates year-to-year due to many factors, including the number of elections held in each fiscal year, changes in election laws, the number of contests expected to appear on a ballot, and voter turnout, which determines the number of cast ballots the Department must

process. Additionally, factors such as increases in the number of registered voters or those who vote by mail may necessitate modifications to Department processes.

Expenses in this proposed budget include those for the production and postage of ballots, vote-by-mail envelopes, and Voter Information Pamphlets, translation of election materials into all required languages, polling place materials and supplies, poll worker stipends, and vehicles for ballot pick-up and equipment transportation on Election Day.

In FY 2019-20, the Department will increase temporary election staffing to support operations for two elections (November 2019 and March 2020) in quick succession and the expanded City Hall Voting Center. In response to recent surges in turnout for primary presidential elections and the growing popularity of Conditional Voter Registration, the Department also plans to acquire new equipment and workstations for the City Hall Voting Center.

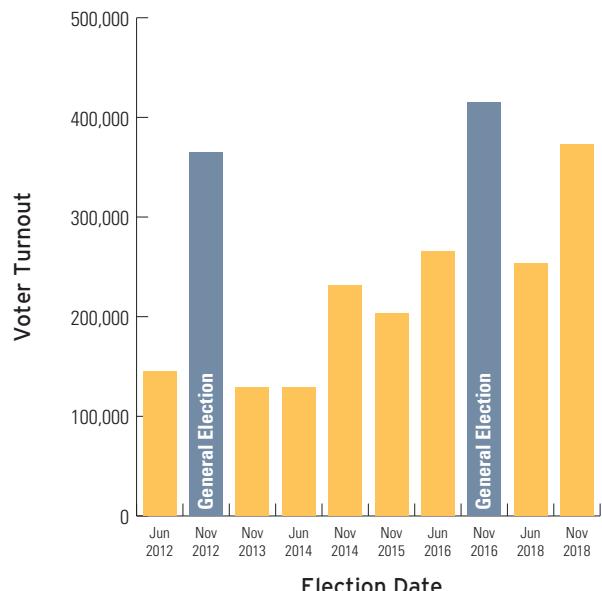
In FY 2020-21 includes the November 3, 2020 Consolidated General Election, which could end up being one of the largest elections in the City's history. Due to recent upticks in voter registration and heightened public interest, the Department projects a greater workload in November 2020, and will need to allocate additional resources towards printing services and personnel to accommodate the expected high voter turnout.

## **Education and Outreach for New Ranked-Choice Ballot Format**

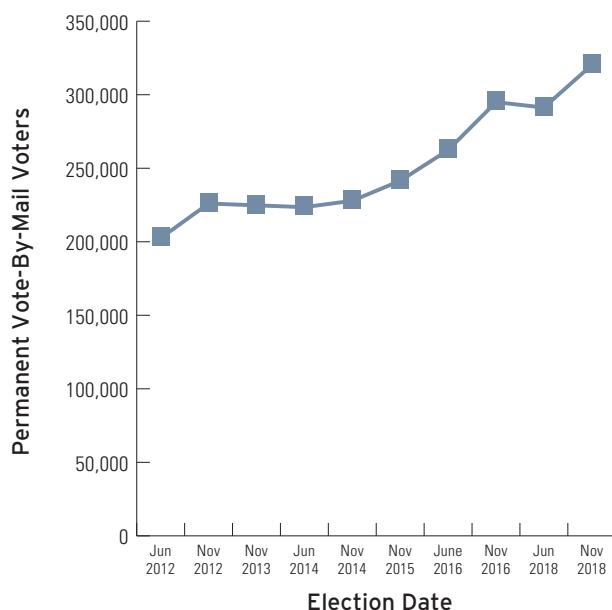
In 2019, the Department plans to launch a comprehensive public outreach campaign to educate voters of the new ranked-choice voting (RCV) ballot format, which allows for selection of up to ten candidates in each contest. The campaign will comprise a variety of multimedia platforms including, but not limited to, mailings, advertisements, social media posts, and instructional materials that will appear in the Voter Information Pamphlet and on the Department's website.

The Department will also develop a grant program for community organizations to enhance public awareness of the new RCV format. The proposed budget includes \$0.3 million in grant funding to support local organizations' development of RCV educational content and allow the Department to

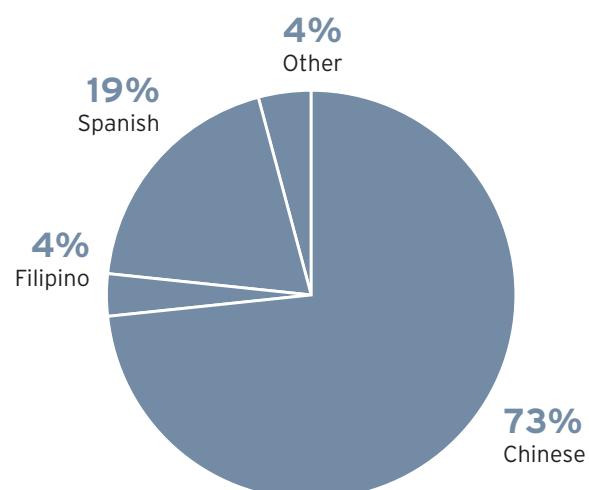
engage with communities regarding the new RCV ballot. Focused outreach on RCV will benefit communities with limited English proficiency, seniors, persons with disabilities, residents of historically low voter-turnout neighborhoods, and first-time voters.



**▲ VOTER TURNOUT BY ELECTION DATE.** Voter turnout continues to be highest during General Elections. The Department is preparing for the November 2020 election to be one of the largest in the City's history in terms of voter turnout.



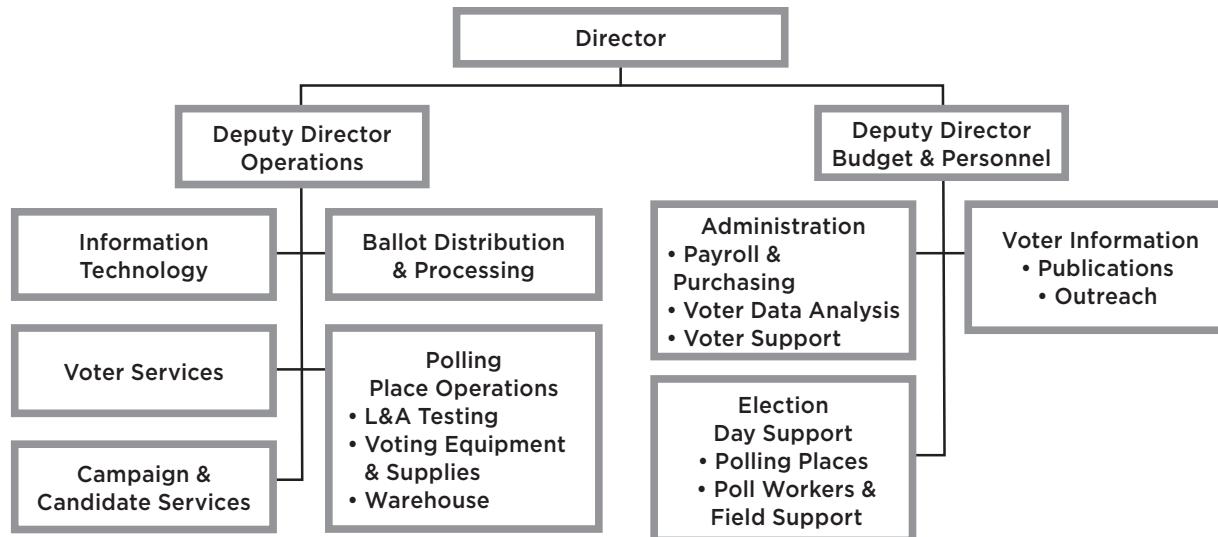
**▲ PERMANENT VOTE-BY-MAIL VOTERS.**  
A growing number of voters in San Francisco choose to vote by mail.



**▲ TRANSLATED ELECTION MATERIALS.**  
The Department strives to meet the needs of San Francisco's multi-cultural, multi-lingual voting population.



# Elections Organizational Structure



## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	49.04	75.97	26.93	56.94	(19.03)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>49.04</b>	<b>75.97</b>	<b>26.93</b>	<b>56.94</b>	<b>(19.03)</b>

### Sources

InterGovernmental Rev-Federal	100,000	100,000	(100,000)	
Intergovernmental Rev-State	2,100,000	2,100,000	900,000	
Charges for Services	835,465	641,709	(193,756)	
Expenditure Recovery	140,000	140,000	140,000	
General Fund Support	18,305,281	23,769,410	5,464,129	
<b>Sources Total</b>	<b>19,280,746</b>	<b>26,751,119</b>	<b>7,470,373</b>	
			<b>20,939,417</b>	<b>(5,811,702)</b>

### Uses - Operating Expenditures

Salaries	5,079,042	8,381,690	3,302,648	6,592,003	(1,789,687)
Mandatory Fringe Benefits	1,602,100	1,959,696	357,596	1,899,815	(59,881)
Non-Personnel Services	10,232,023	13,072,275	2,840,252	10,609,861	(2,462,414)
City Grant Program		250,000	250,000		(250,000)
Capital Outlay	9,982	195,225	185,243	40,000	(155,225)
Materials & Supplies	222,994	413,814	190,820	278,745	(135,069)
Programmatic Projects	960,000	712,000	(248,000)		(712,000)
Services Of Other Depts	1,174,605	1,766,419	591,814	1,518,993	(247,426)
<b>Uses Total</b>	<b>19,280,746</b>	<b>26,751,119</b>	<b>7,470,373</b>	<b>20,939,417</b>	<b>(5,811,702)</b>

### Uses - Division Description

REG Elections Services	19,193,570	26,658,861	7,465,291	20,843,443	(5,815,418)
REG Elections-Commission	87,176	92,258	5,082	95,974	3,716
<b>Uses by Division Total</b>	<b>19,280,746</b>	<b>26,751,119</b>	<b>7,470,373</b>	<b>20,939,417</b>	<b>(5,811,702)</b>

# 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 in order 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	95,248,365	96,431,631	1,183,266	97,144,983	713,352
Total FTE	268	280	12	280	0



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Create a Thriving Workforce</b>					
• Number of new dispatchers successfully completing the training program	28	30	26	30	30
• Percentage of fully qualified staff maintaining continuing education requirements.	18%	50%	50%	50%	50%
• Percentage of staff that have at least one professional certification	50%	40%	90%	90%	90%
<b>Educate &amp; Engage Communities</b>					
• Number of preparedness presentations made	40	30	54	40	40
• Percent of increase in number of AlertSF registrants	146%	20%	34%	20%	20%
• Social Media Engagement, Hits, and Impressions as provided through various social media platforms and analytics	35,753,100	200,000	8,000,000	200,000	200,000
<b>Ensure a Prepared &amp; Resilient City</b>					
• Number of exercises led by DES staff	10	23	13	23	23
• Number of new emergency plans developed or existing emergency plans revised in the last 3 years	4	6	1	6	6
• Number of training courses led by DES staff	20	N/A	10	20	10
• Percent of staff that are certified in at least one IMT position	0%	5%	0%	5%	5%
<b>Invest in the 911 Center</b>					
• Average daily emergency call volume	1,970	N/A	1,932	N/A	N/A
• Average time (in minutes) from received to dispatch of Code 3 medical calls	1.98	2.00	1.56	2.00	2.00
• Percentage of emergency calls answered within 10 seconds ("Ring Time")	84%	90%	90%	90%	90%
• Percentage of non-emergency calls answered within 1 minute	72%	80%	76%	80%	80%
• Response to code 3 medical calls (in minutes) in 90th percentile	3.60	2.00	3.22	2.00	2.00
<b>Promote Strategic City Initiatives</b>					
• Number of outstanding DEM tasks in the master improvement plan completed.	25	30	30	32	30
<b>Strengthen Regional Relationships</b>					
• Percent of DEM awarded grant funds that are encumbered or have been spent.	38%	60%	60%	60%	60%



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$96.4 million for the Department of Emergency Management (DEM) is \$1.2 million, or 1.2 percent, higher than the FY 2018-19 budget of \$95.2 million. This increase reflects investment in 911 dispatcher staffing resources to meet rising call volumes, HSOC personnel, and capital and information technology project expenditures.

The FY 2020-21 proposed budget of \$97.2 million for DEM is \$0.7 million, or 0.7 percent, higher than

the FY 2019-20 proposed budget of \$96.4 million. This increase is largely due to additional salary and fringe costs.

### Improve Call Performance for 9-1-1 Operations

For DEM's 9-1-1 Operations, the ability to meet the performance standard of answering 90 percent of emergency calls with 10 seconds is driven by overall call volume and the number of fully-trained dispatchers. The Mayor's proposed budget includes

funding to maintain the City's responsiveness to 911 emergency calls through continued support of increased personnel resources at the Department of Emergency Management and at the 311 Call Center for non-emergency calls. The continuing resources will support the Department of Emergency Management's commitment to answering 90 percent of 911 calls within 10 seconds of receipt.

## **Healthy Streets Operations Center**

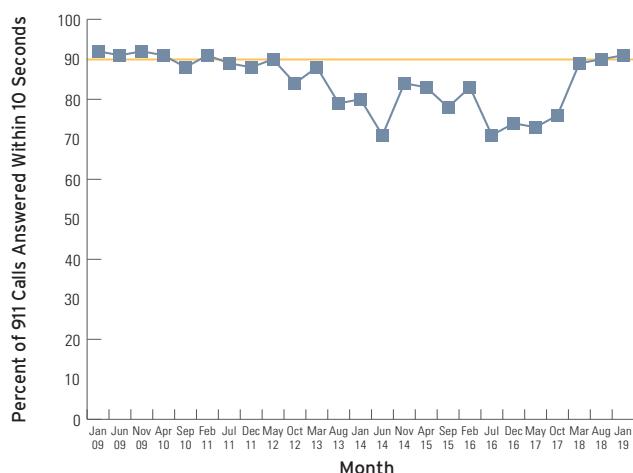
Physically located at DEM, the City launched the Healthy Streets Operations Center (HSOC) in January 2018 to coordinate the City's response both to homeless encampments and unhealthy street behavior. Given the complexity of these issues, many city departments play a role in a comprehensive and coordinated response. The Mayor's proposed budget supports additional resources, including both within the staff at DEM and in other key stakeholder departments to continue the work of this critical city initiative.

## **Refresh Critical Public Safety Systems**

Since FY 2013-14, DEM has lead a multi-year initiative to replace the current 800MHz Radio System with new technology to support over 9,000

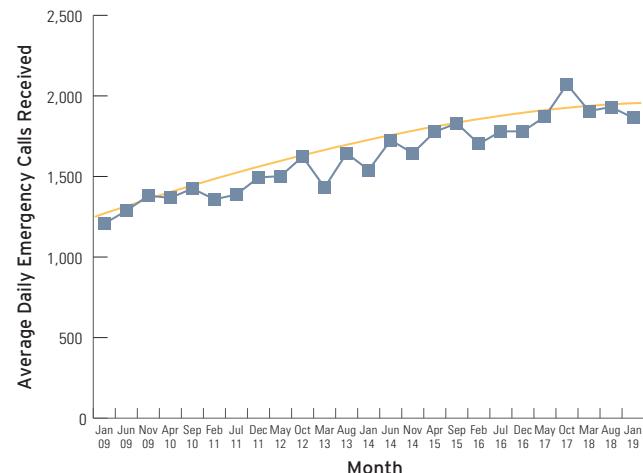
mobile and handheld radios along with 10 city departments and four outside agencies operating daily on the system. The Committee on Information Technology (COIT) approved funding for this project as part of its Major IT Projects Allocation. In FY 2019-20 and FY 2020-21, a total budget of \$12.0 million will fund salary expenses for the Project Management Team, consultant fees, interdepartmental work order expenses, infrastructure costs such as software interfaces, network equipment upgrade, fiber upgrades, and subscriber costs required to deploy new radios. The new Public Safety Radio System is anticipated to be operational in January 2021.

With the Radio Project nearing completion, DEM is continuing the scoping phase of replacing the current Computer Aided Dispatch (CAD) System, which serves as the other primary communication tool for dispatchers during emergency call situations. CAD allows dispatchers to preserve contact with 911-callers, direct first responders (Police, Fire, Sheriff, etc.), and continuously monitor emergency situations. In FY 2019-20 and FY 2020-21, \$3.2 million has been allocated to define the overall project scope and document program requirements.



### **▲ EMERGENCY SERVICE STANDARD.**

*The Department of Emergency Management is currently meeting the national emergency service standard of answering 90 percent of emergency calls within 10 seconds after multiple years of not making call standards.*

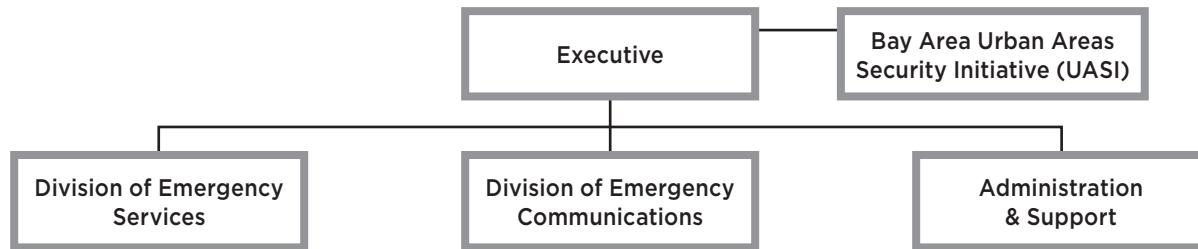


### **▲ EMERGENCY CALLS RECEIVED.**

*The last year saw a slight decrease in average daily emergency call volume after average year-over-year climbs.*



# Emergency Management Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	272.47	285.22	12.75	282.95	(2.27)
Non-Operating Positions (cap/other)	(4.54)	(5.00)	(0.46)	(3.00)	2.00
<b>Net Operating Positions</b>	<b>267.93</b>	<b>280.22</b>	<b>12.29</b>	<b>279.95</b>	<b>(0.27)</b>

### Sources

InterGovernmental Rev-Federal	25,388,966	25,395,307	6,341	25,395,307
Charges for Services	4,025	4,025		4,025
Expenditure Recovery	2,191,820	2,552,581	360,761	1,501,344
Unappropriated Fund Balance	500,000		(500,000)	
General Fund Support	67,163,554	68,479,718	1,316,164	70,244,307
<b>Sources Total</b>	<b>95,248,365</b>	<b>96,431,631</b>	<b>1,183,266</b>	<b>97,144,983</b>
				<b>713,352</b>

### Uses - Operating Expenditures

Salaries	36,250,033	38,174,363	1,924,330	39,249,152	1,074,789
Mandatory Fringe Benefits	12,630,152	14,288,920	1,658,768	15,074,996	786,076
Non-Personnel Services	22,560,477	22,653,257	92,780	22,471,166	(182,091)
Capital Outlay	3,028,000	1,640,000	(1,388,000)	2,000,000	360,000
Debt Service	5,382,913	5,382,146	(767)	5,400,874	18,728
Materials & Supplies	511,061	916,438	405,377	536,910	(379,528)
Programmatic Projects	6,335,637	5,138,705	(1,196,932)	4,687,421	(451,284)
Services Of Other Depts	8,550,092	8,237,802	(312,290)	7,724,464	(513,338)
<b>Uses Total</b>	<b>95,248,365</b>	<b>96,431,631</b>	<b>1,183,266</b>	<b>97,144,983</b>	<b>713,352</b>

### Uses - Division Description

DEM Administration	29,428,322	27,561,976	(1,866,346)	26,780,540	(781,436)
DEM Emergency Communications	36,916,873	39,410,905	2,494,032	40,818,058	1,407,153
DEM Emergency Services	3,514,204	4,063,443	549,239	4,151,078	87,635
DEM Homeland Security Grants	25,388,966	25,395,307	6,341	25,395,307	
<b>Uses by Division Total</b>	<b>95,248,365</b>	<b>96,431,631</b>	<b>1,183,266</b>	<b>97,144,983</b>	<b>713,352</b>

# Environment

## MISSION

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

## 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	21,745,648	25,899,200	4,153,552	27,445,578	1,546,378
Total FTE	65	66	1	66	0

*Services (continued)*

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

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

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

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

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

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Amplifying community action</b>					
• Number of volunteers, interns, and Public Service Trainees recruited annually	170	170	160	160	150
<b>Eliminating waste</b>					
• Average workday tons of refuse to primary landfill	1,563	1,600	1,600	1,650	1,600
• Percentage of residential and small business refuse recovered through recycling and composting	59.6%	62.0%	58.0%	59.0%	60.0%
<b>Leading on climate action</b>					
• Greenhouse gas emissions percentage below 1990 levels	36%	29%	38%	31%	33%
• Percent of vehicles registered in San Francisco that are zero emission vehicles	1.7%	1.5%	3.0%	4.0%	5.0%
• Total publicly accessible zero emission vehicle charging and fueling stations	620	686	839	1000	1200
<b>Promoting healthy communities &amp; ecosystems</b>					
• Percentage of SFE employees that have received racial equity and implicit bias training to ensure sustainability initiatives are equitable and accessible	80%	100%	100%	100%	100%
<b>Strengthening community resilience</b>					
• Incentive dollars provided to multi-family housing and commercial sector customers for energy efficiency upgrades	\$2,500,190	\$2,312,000	\$2,231,327	\$1,000,000	\$1,275,000
• Number of certified Green Businesses (certified through the Green Business program) to improve environmental quality and affordability	264	310	320	400	450
• Percentage of all Department of the Environment grant funds allocated to low-income communities or public housing	55%	50%	55%	50%	50%



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$25.9 million for the Department of the Environment is \$4.2 million, or 19.1 percent, higher than the FY 2018-19 budget of \$21.7 million. This is largely due to growth of grant funding.

The FY 2020-21 proposed budget of \$27.4 million is \$1.5 million, or 6.0 percent, higher than its FY 2019-20 proposed budget, reflecting increased costs associated with the Department's offices moving to a new building.

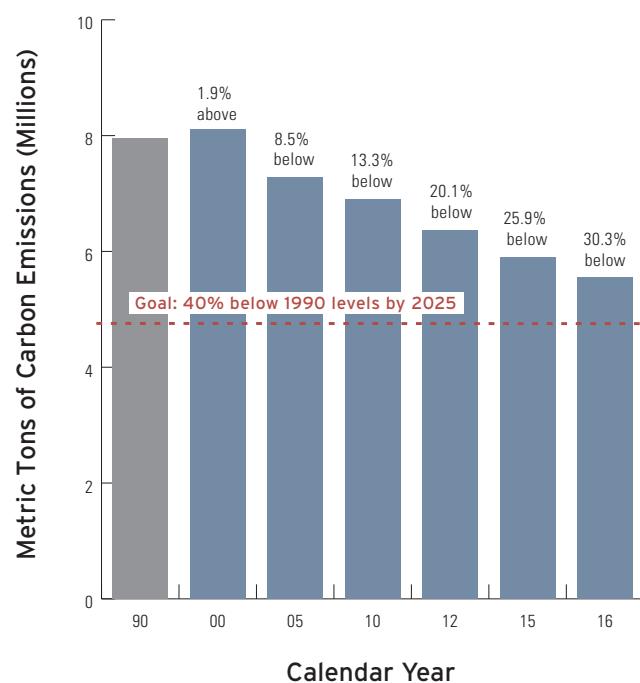
On an annual basis, the Department's budget fluctuates depending on the timing and size of external grants.

## **Delivering Cost Savings and Greater Affordability Through Energy Efficiency**

ENV oversees two important energy efficiency programs—SF Energy Watch and the Bay Area Regional Energy Network (BayREN)—to help reduce energy use and greenhouse gas emissions from buildings. Funded by California utility ratepayers through a local government partnership with Pacific Gas and Electric (PG&E), SF Energy Watch offers free energy assessments and financial incentives for energy efficiency upgrades for small businesses, multifamily residential, and other hard to reach customers, as well as larger commercial building owners. BayREN is a regional program administered by the Association of Bay Area Governments (ABAG) focused on energy efficiency retrofits for multifamily properties with five or more units. Since 2013, ENV has completed retrofits in over 8,600 units, and currently has over 600 units in construction for retrofits. Both programs have a direct impact in the lives of San Franciscans by improving essential services—like hot water, lighting, and building safety—while reducing energy costs. Energy efficiency retrofits enable greater affordability and economic resilience in addition to providing the benefits of better building performance and fewer building energy emissions. Recent changes to program rules initiated by the California Public Utilities Commission may impact continuation of SF Energy Watch in its current form. ENV is looking into alternative funding and partnership opportunities to continue to deliver this successful program model in FY 2020-21.

## **Helping More San Francisco Businesses Go Green**

Since 2006, ENV's Green Business certification program has helped hundreds of San Francisco businesses save money through lower utility bills and improvements to employee wellness and productivity. ENV provides hands-on, free technical assistance to businesses to help them meet program criteria based on the City's O-80-100-ROOTS climate action strategy to reduce greenhouse gas emissions. The criteria include energy efficiency upgrades, water conservation, supporting clean transportation, waste reduction, and use of low-toxic products. Businesses that complete the program enjoy a marketing edge over their peers through public recognition on the City's Green Business website ([www.sfgreenbusiness.org](http://www.sfgreenbusiness.org)) and a special seal to display in their storefront to showcase their Green Business status to customers or visitors.



**▲ REDUCTION IN GREENHOUSE GAS EMISSIONS SINCE 1990.** San Francisco greenhouse gas emissions for energy, transportation, fuel, and waste dropped 30.3 percent below 1990 levels by 2016. San Francisco remains ahead of its goal to reduce emissions by 25 percent by 2019 and on track to meet its 40 percent reduction goal by 2025. The 30 percent reduction is equivalent to taking 511,705 cars off the road.

In 2018, ENV welcomed over 100 new green businesses to the program. There are now over 350 certified Green Businesses in San Francisco.

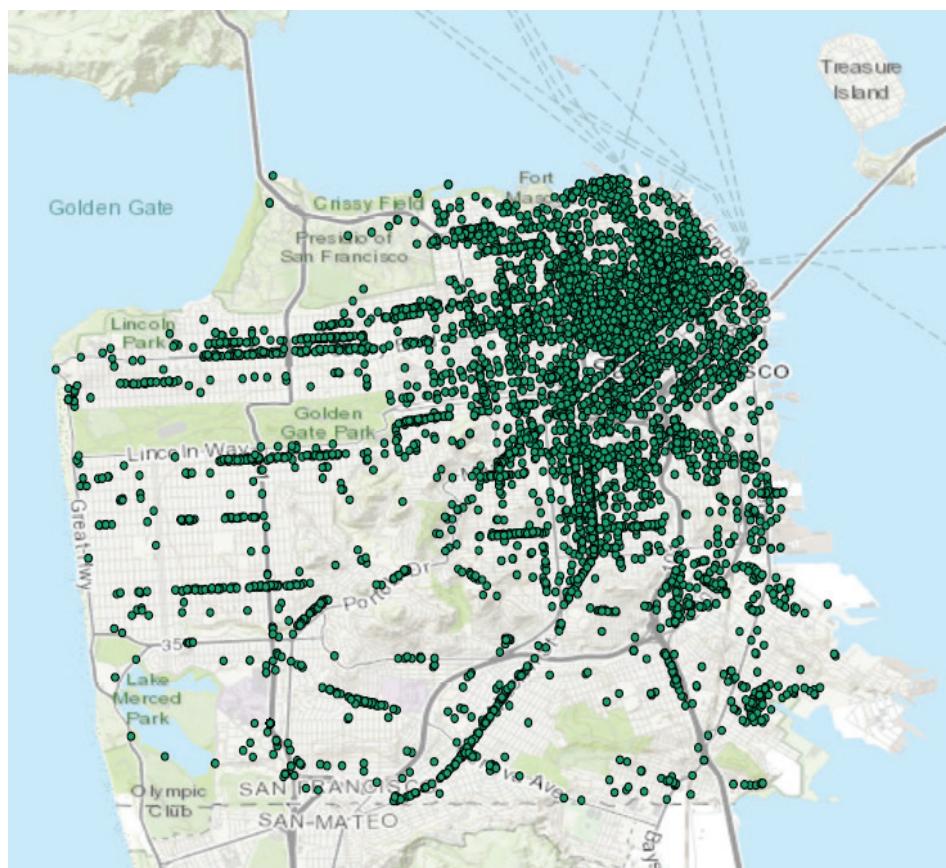
## Electric Vehicle (EV) Roadmap

San Francisco's long-term transportation vision is to move away from single-occupancy vehicle use and to ensure emissions-free trips. The Electric Vehicle (EV) Roadmap outlines the City's goals: by 2025, EVs will make up half of all new passenger vehicle registrations in San Francisco (with no increase in total vehicle registrations per household); by 2030, EVs will make up 100 percent of new passenger vehicle registrations; and by 2040, all trips beginning or ending in, or passing through San Francisco will be emissions-free. The EV Interagency Working Group, consisting of the Department of the Environment, San Francisco Municipal Transportation Agency, San Francisco Public Utilities Commission, Department of Building Inspection, City Planning, San Francisco Public Works, and City

Administrator's Office will coordinate the implementation of policies and programs outlined in the EV Roadmap.

## Healthier Homes for Low-Income Residents through Integrated Pest Management

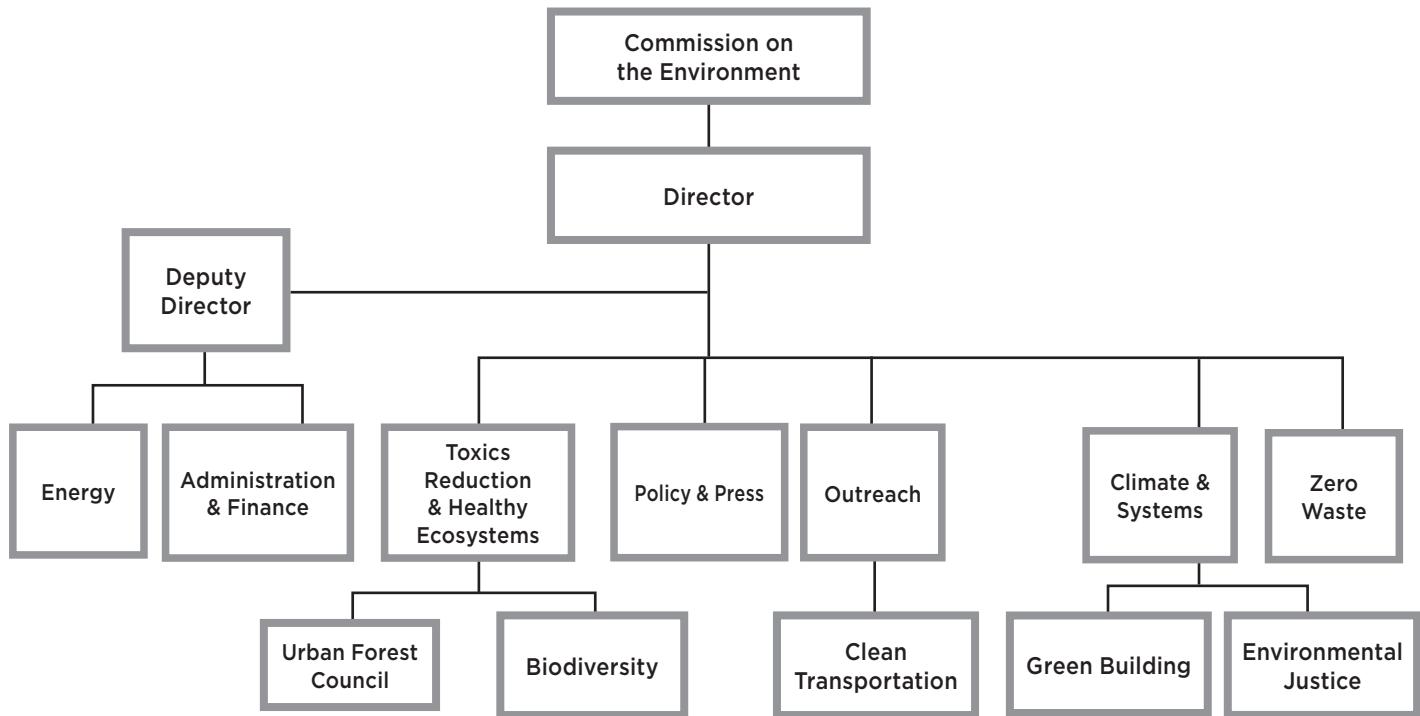
As leaders of the City's Integrated Pest Management (IPM) Program, ENV staff are delivering quality of life and sustainability improvements directly to low-income residents living in affordable and public housing. At rehabilitated SF Housing Authority properties, as well as at new HOPE SF housing sites, ENV works to reduce reliance on toxic chemicals to address pest infestations through a combination of preventative design, one-on-one education, and technical assistance. To date, the program has treated 857 cockroach-infested units and 174 bedbug-infested units, completed pest inspections at 30 housing facilities, and incorporated pest preventative design elements in close to 3,500 units.



**COMPLETED ENERGY EFFICIENCY PROJECTS TO DATE.** The Department has completed over 8,000 energy efficiency projects throughout the City, paid over \$30 million in incentives, and saved residents and businesses over \$31 million in utility costs. These projects have saved over 166 million kWh-watt hours of electricity, which translates to an emissions reduction of 117,701 tons of CO<sub>2</sub> per year or taking 25,000 passenger vehicles off the road for one year.



# Environment Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	86.51	86.46	(0.05)	86.36	(0.10)
Non-Operating Positions (cap/other)	(21.20)	(20.78)	0.42	(20.78)	
<b>Net Operating Positions</b>	<b>65.31</b>	<b>65.68</b>	<b>0.37</b>	<b>65.58</b>	<b>(0.10)</b>

## Sources

Intergovernmental Rev-State	986,000	4,673,216	3,687,216	4,683,405	10,189
Intergovernmental Revenue-Othe		1,080	1,080	1,080	
Charges for Services	16,626,482	16,971,248	344,766	18,026,290	1,055,042
Other Revenues	1,734,465	1,815,032	80,567	2,293,039	478,007
Expenditure Recovery	2,398,701	2,438,624	39,923	2,441,764	3,140
IntraFund Transfers In	3,867,731	3,834,257	(33,474)	3,900,022	65,765
Transfer Adjustment-Source	(3,867,731)	(3,834,257)	33,474	(3,900,022)	(65,765)
General Fund Support					
<b>Sources Total</b>	<b>21,745,648</b>	<b>25,899,200</b>	<b>4,153,552</b>	<b>27,445,578</b>	<b>1,546,378</b>

## Uses - Operating Expenditures

Salaries	6,368,360	6,680,322	311,962	6,890,500	210,178
Mandatory Fringe Benefits	3,292,679	3,531,074	238,395	3,718,140	187,066
Non-Personnel Services	3,902,333	7,518,379	3,616,046	7,518,379	
City Grant Program	360,000	561,437	201,437	561,437	
Intrafund Transfers Out	3,867,731	3,834,257	(33,474)	3,900,022	65,765
Materials & Supplies	425,091	229,241	(195,850)	229,241	
Overhead and Allocations	236,551	601,726	365,175	601,726	
Programmatic Projects	825,528	834,888	9,360	834,888	
Services Of Other Depts	6,324,786	5,942,133	(382,653)	7,091,267	1,149,134
Unappropriated Rev-Designated		10,320		(10,320)	
Transfer Adjustment - Uses	(3,867,731)	(3,834,257)	33,474	(3,900,022)	(65,765)
<b>Uses Total</b>	<b>21,745,648</b>	<b>25,899,200</b>	<b>4,153,552</b>	<b>27,445,578</b>	<b>1,546,378</b>

## Uses - Division Description

ENV Environment	21,745,648	25,899,200	4,153,552	27,445,578	1,546,378
<b>Uses by Division Total</b>	<b>21,745,648</b>	<b>25,899,200</b>	<b>4,153,552</b>	<b>27,445,578</b>	<b>1,546,378</b>

# 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:

**PUBLIC DISCLOSURE AND COMPLIANCE GUIDANCE** provides compliance and filing assistance 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. Provides public access to disclosed information.

**AUDITS** conducts audits of campaign committees, publicly financed candidates, and lobbyists to ensure compliance with applicable 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 AND 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.

**INVESTIGATIONS AND ENFORCEMENT** investigates complaints alleging violations of laws under the Commission's jurisdiction and pursues administrative enforcement when warranted.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	6,458,045	11,556,718	5,098,673	6,468,452	(5,088,266)
Total FTE	24	23	(1)	22	(1)



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Enhance Transparency Through Public Disclosure</b>					
• Percentage of annual Statements of Economic Interests e-filed with the Ethics Commission on time	91%	90%	90%	92%	92%
• Percentage of expected campaign finance statements (Form 460) filed on time	76%	70%	80%	80%	85%
• Percentage of identified lobbyists filing reports on a timely basis	89%	90%	90%	92%	92%
<b>Increase Accountability in Government</b>					
• Average age (in months) of open matters in preliminary review at end of the fiscal year	2.2	5.0	5.0	3.0	3.0
• Number of campaign committees and publicly financed candidate committees audited	18	16	17	17	8
• Number of investigations opened during the fiscal year	62	60	60	60	60



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$11.6 million for the Ethics Commission is \$5.1 million, or 79.0 percent, higher than the FY 2018-19 budget of \$6.5 million. This increase is primarily due to a mandated deposit to the Election Campaign Fund.

The FY 2020-21 proposed budget of \$6.5 million for the Ethics Commission is \$5.1 million, or 44.0 percent, lower than the FY 2019-20 proposed budget. This majority of this decrease is due to the change in mandated deposit to the Election Campaign Fund.

### Election Campaign Fund

The Election Campaign Fund is established in the City's Campaign Finance Reform Ordinance (CFRO) for purposes of funding the City's system of public financing for candidates for the Office of Mayor and the Board of Supervisors. The public financing system was created by San Francisco voters in 2000 and enables candidates to qualify for a limited amount of public funds in their campaigns. Under CFRO, the Fund is capped at a maximum of \$7 million. Annual required allocations to the Fund are based on a formula of \$2.75 per resident, with additional required allocations in the case of a Mayoral or Board of Supervisor vacancy. No more than 15 percent of the total in the Fund for any given election may be used for administering the public financing program. The FY 2019-20 budgeted

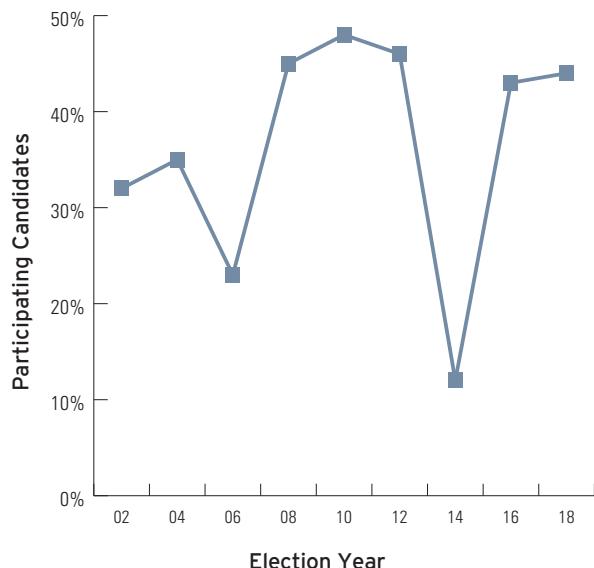
allocation is approximately \$6.8 million—an increase from previous years due to the additional allocations required by code in the year following a Mayoral vacancy, while the FY 2020-21 budgeted allocation is approximately \$1.7 million. Final disbursements will take into account the number of qualified candidates in connection with the November 2019 and November 2020 elections.

### Broadening Impact And Accessibility

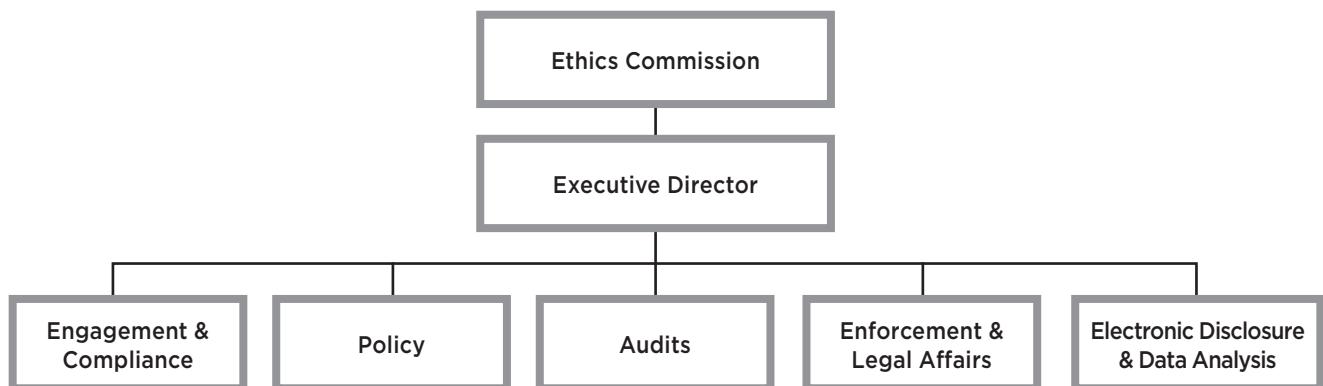
With a series of new ethics and campaign laws taking effect in the past year, the effective and timely implementation of new public disclosure requirements continues to be a top priority for the Ethics Commission. As the Commission continues to modernize compliance tools and develop enhanced compliance information, it is also providing new and easier ways for the public to more meaningfully engage with the data that is required to be disclosed. This year, the Commission will continue its work to digitize public disclosure data, and improve online data searchability and user-friendly visualizations. This work is designed to help the public better understand the role of money in City campaigns. In addition to its compliance guidance work, the Commission will continue to heighten its organizational effectiveness and improve the efficiency and timeliness of services delivered across the range of its programmatic mandates.

**PERCENTAGE OF CANDIDATES WHO AGREED TO PARTICIPATE IN THE PUBLIC FINANCING PROGRAM.**

*To establish eligibility for the public financing program, candidates must demonstrate that they have raised a certain amount of contributions from San Francisco residents. In the City's Mayoral and Board of Supervisors 2018 elections, 44 percent of candidates proved eligibility and chose to participate in the program.*



## Ethics Commission Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	23.50	23.26	(0.24)	22.47	(0.79)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>23.50</b>	<b>23.26</b>	<b>(0.24)</b>	<b>22.47</b>	<b>(0.79)</b>

## Sources

Licenses, Permits,& Franchises	92,000	92,000	92,000
Fines, Forfeiture, & Penalties	62,750	62,750	62,750
Charges for Services	2,450	2,450	2,450
General Fund Support	6,300,845	11,399,518	5,098,673
<b>Sources Total</b>	<b>6,458,045</b>	<b>11,556,718</b>	<b>5,098,673</b>
			<b>6,468,452</b>
			<b>(5,088,266)</b>

## Uses - Operating Expenditures

Salaries	2,740,413	2,915,771	175,358	2,898,763	(17,008)
Mandatory Fringe Benefits	1,084,391	1,187,509	103,118	1,212,238	24,729
Non-Personnel Services	240,744	240,744		240,744	
City Grant Program	2,053,542	6,803,704	4,750,162	1,695,000	(5,108,704)
Materials & Supplies	23,508	23,508		23,508	
Programmatic Projects	81,712	81,712		81,712	
Services Of Other Depts	233,735	303,770	70,035	316,487	12,717
<b>Uses Total</b>	<b>6,458,045</b>	<b>11,556,718</b>	<b>5,098,673</b>	<b>6,468,452</b>	<b>(5,088,266)</b>

## Uses - Division Description

ETH Ethics Commission	6,458,045	11,556,718	5,098,673	6,468,452	(5,088,266)
<b>Uses by Division Total</b>	<b>6,458,045</b>	<b>11,556,718</b>	<b>5,098,673</b>	<b>6,468,452</b>	<b>(5,088,266)</b>

# 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 nonprofit organization, on behalf of FAM. COFAM raises contributions, sells memberships, and conducts mission-related revenue earning 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, building 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** is responsible for administering public entry into the two museums.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	22,520,741	19,400,288	(3,120,453)	20,622,692	1,222,404
Total FTE	110	109	(1)	109	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Create a dynamic, efficient, and financially secure organization</b>					
• City cost per visitor (All museums)	\$10.71	\$10.44	\$10.44	\$12.80	\$12.05
<b>Create a welcoming and stimulating environment for all audiences</b>					
• Number of participants in public programs	195,000	225,000	225,000	250,000	300,000
<b>Lead as two of the major museums on the West Coast</b>					
• Number of de Young visitors	993,815	1,100,000	1,100,000	1,000,000	1,100,000
• Number of Legion of Honor visitors	474,857	400,000	400,000	325,000	350,000
• Number of paid memberships	95,685	100,000	100,000	100,000	100,000
<b>Present extraordinary exhibitions and build on Collection's strengths</b>					
• Number of acquisitions through gifts, bequests and purchases	1,797	470	656	500	500
• Number of exhibitions	14	15	21	20	16
<b>Support education and engagement programs</b>					
• Number of all school children and youth participating in education programs	38,000	40,000	40,000	45,000	55,000
• Number of San Francisco school children and youth participating in education programs	28,000	35,000	35,000	40,000	45,000



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$19.4 million for the Fine Arts Museums is \$3.1 million, or 13.9 percent, lower than the FY 2018-19 budget of \$22.5 million. The FY 2020-21 proposed budget of \$20.6 million is approximately \$1.2 million, or 6.3 percent, higher than the FY 2019-20 proposed budget. These changes are mainly due to mandatory salary and benefit cost adjustments as well as new capital budget allocations.

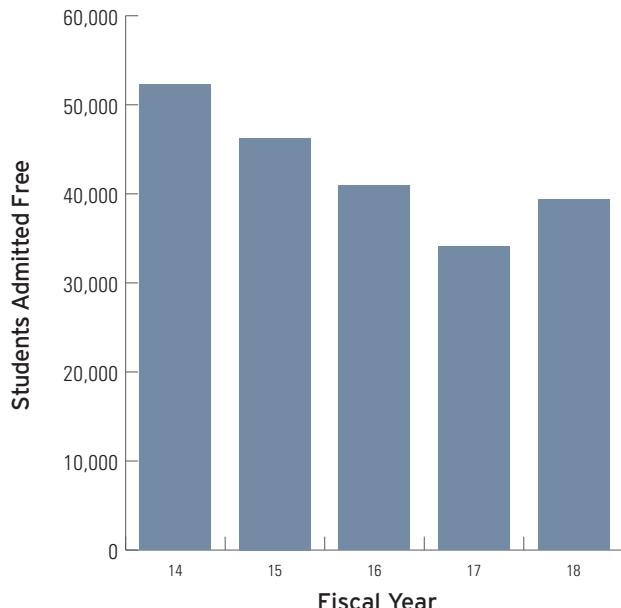
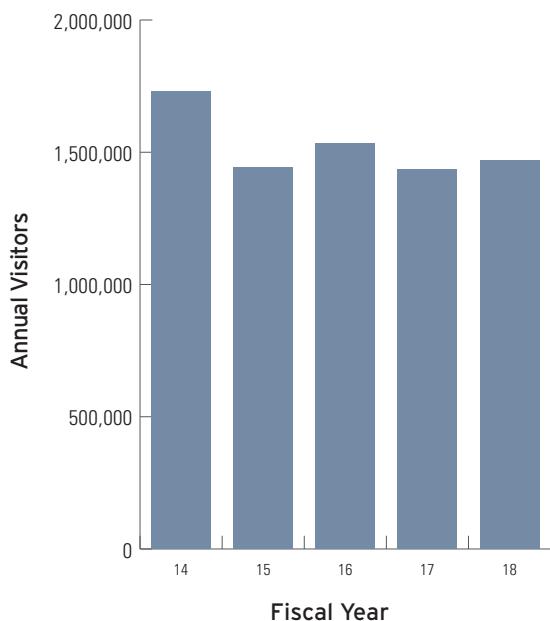
### Exhibitions and Education Programs

The Museums offer a wide range of programs that foster connections, expand knowledge, and stimulate curiosity among broad and diverse audiences. The Museums will offer several major special exhibitions covering a wide range of art and artists, including *Ed Hardy: Deeper than Skin*, the first museum retrospective of the renowned San Francisco tattoo icon; and *Soul of a Nation: Art in the Age of Black Power*, showcasing works by African American artists from 1963 through 1983, capturing a turbulent time when race and identity were central issues in American society, much as they are today.

The new de Youngsters Studio created for visitors ages three-to-eight is free during regular hours, and deploys new technologies in fun ways to foster children's innate curiosity.

### Equitable Opportunities for All

The Museums ensure that the City's collections are accessible to individuals and families from across the socio-economic spectrum. In April 2016, the Museums instated free general admission to San Francisco residents and for all visitors with disabilities during regular hours. It continues to offer free general admission to all every first Tuesday of the month. School group admission and programs are also free of charge, including for special exhibitions. Several Access Mondays each year provide free general and special exhibition admission and facilitated programs for individuals with disabilities. FAM is also participating in the Mayor's summer pilot initiative, *San Francisco Museums for All*. The summer-long program will allow over 200,000 low-income residents to visit the City's cultural institutions for free. This effort will help increase



**ANNUAL VISITORS.** The Fine Arts Museums of San Francisco, comprised of the de Young Museum and the Legion of Honor, is among the most visited arts institutions in the United States.

diversity and financial accessibility at the museums, expanding awareness in new communities.

During summer 2019, the Museums will host paid internships for 15 diverse San Francisco youths, ages 18-24, to learn about careers in museums. Simultaneously, the Museum's Ambassadors Program continues with 25 San Francisco high school students as paid employees providing art projects and presentations to local schools, summer camps, community groups, and senior centers.

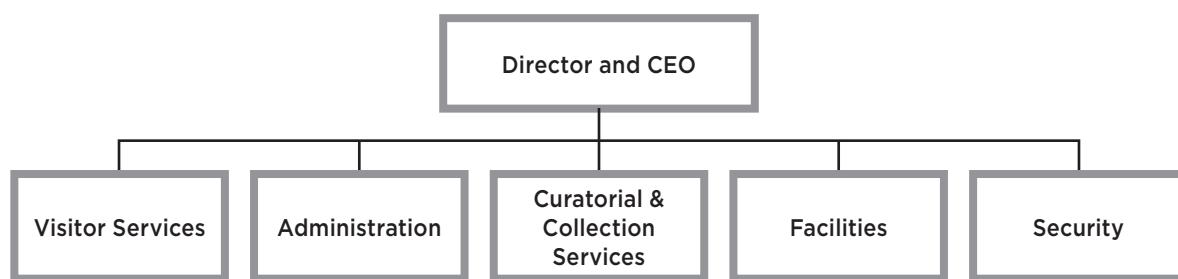
**FREE STUDENT MUSEUM VISITS.** Museum visits and programming are provided free of charge at the Fine Arts Museums for thousands of local students each year.

## Capital and Technology Investments

Capital improvements essential for keeping the museum buildings in good working order and ensuring a safe environment for visitors, staff, and the collections include continued restoration of masonry and roof improvements at the Legion of Honor; assessment and repairs to tower exterior panel supports at the de Young; and replacement of aging building systems at both facilities.

The Museums will implement a new Collections Management System to modernize registration and improve access to the City's collection of over 130,000 objects stored and exhibited.

## Fine Arts Museums Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	109.92	109.41	(0.51)	109.34	(0.07)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>109.92</b>	<b>109.41</b>	<b>(0.51)</b>	<b>109.34</b>	<b>(0.07)</b>

## Sources

Charges for Services	4,087,650	1,275,000	(2,812,650)	1,313,250	38,250
Expenditure Recovery	179,000	179,000		179,000	
Unappropriated Fund Balance		61,610	61,610	66,895	5,285
General Fund Support	18,254,091	17,884,678	(369,413)	19,063,547	1,178,869
<b>Sources Total</b>	<b>22,520,741</b>	<b>19,400,288</b>	<b>(3,120,453)</b>	<b>20,622,692</b>	<b>1,222,404</b>

## Uses - Operating Expenditures

Salaries	8,993,493	9,323,894	330,401	9,614,498	290,604
Mandatory Fringe Benefits	4,049,838	4,361,125	311,287	4,607,026	245,901
Non-Personnel Services	3,536,877	711,548	(2,825,329)	711,548	
Capital Outlay	2,385,000	950,000	(1,435,000)	1,500,000	550,000
Facilities Maintenance	201,774	211,863	10,089	222,456	10,593
Materials & Supplies	45,400	41,400	(4,000)	41,400	
Overhead and Allocations	134,472	192,534	58,062	192,534	
Services Of Other Depts	3,173,887	3,607,924	434,037	3,733,230	125,306
<b>Uses Total</b>	<b>22,520,741</b>	<b>19,400,288</b>	<b>(3,120,453)</b>	<b>20,622,692</b>	<b>1,222,404</b>

## Uses - Division Description

FAM Fine Arts Museum	22,520,741	19,400,288	(3,120,453)	20,622,692	1,222,404
<b>Uses by Division Total</b>	<b>22,520,741</b>	<b>19,400,288</b>	<b>(3,120,453)</b>	<b>20,622,692</b>	<b>1,222,404</b>

# 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 two fireboats, and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	397,834,807	424,338,305	26,503,498	427,712,112	3,373,807
Total FTE	1,667	1,676	9	1,670	(6)

Services (continued)

**AIRPORT** provides fire services at the San Francisco International Airport, including Fire Suppression, EMS, Water Rescue, and other services.

**ADMINISTRATION** provides support 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.



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Emphasize the Physical and Mental Health and Wellness of Department employees</b>					
• Number of Battalion Based/In-Service training hours	80,296	70,000	70,000	70,000	70,000
• Number of new recruits trained	139	150	150	150	150
• Number of probationary firefighter training hours	85,064	100,000	100,000	100,000	100,000
<b>Prioritize Employee &amp; Community Engagement</b>					
• Number of citizens trained in emergency techniques and procedures	1,456	1,600	1,000	1,600	1,600
• Number of public education presentations	43	80	80	80	80
<b>Provide the Highest Level of Service</b>					
• Number of Code 2 (Non Emergency) Incidents	63,163	55,000	63,000	55,000	55,000
• Number of Code 3 (Emergency) Incidents	85,697	85,000	86,000	85,000	85,000
• Number of fires extinguished	3,597	3,400	3,550	3,400	3,400
• Number of fires investigated	263	300	300	300	300
• Number of inspections made	22,736	22,000	22,000	22,000	22,000
• Number of inspections resulting in violation	1,362	2,000	2,000	2,000	2,000
• Number of new fire permits issued	4,210	4,500	4,700	4,500	4,500
• Number of violation re-inspections made	1,218	1,000	1,000	1,000	1,000
• Total arson arrests	167	220	200	220	220
• Total number of arson incidents	1,205	1,200	1,218	1,200	1,200
• Total number of responses to emergency incidents	311,290	320,000	310,512	320,000	320,000
• Percentage of ambulances that arrive on-scene within 10 minutes to life-threatening medical emergencies	93.4%	90.0%	92.4%	90.0%	90.0%
• Percentage of ambulances that arrive on-scene within 20 minutes to non-life-threatening medical emergencies	94.2%	90.0%	93.4%	90.0%	90.0%
• Percentage of First Responders (Advanced Life Support) that arrive on-scene within 7 minutes to life-threatening medical emergencies	93.7%	90.0%	93.4%	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	82.4%	90.0%	80.5%	90.0%	90.0%
• Total response time (CRI) of first unit to Code 2 incidents, in seconds - 90th percentile	36	60	42	60	60
• Total response time (CRI) of first unit to Code 3 incidents requiring possible medical care, in seconds - 90th percentile	474	480	474	480	480
• Total response time (CRI) of first unit to Code 3 incidents, in seconds - 90th percentile	475	480	475	480	480



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$424.3 million for the Fire Department is \$26.5 million, or 6.7 percent, higher than the FY 2018-19 budget of \$397.8 million. This increase is primarily due to negotiated salary and benefit increases, and investments in staffing to respond to calls for service.

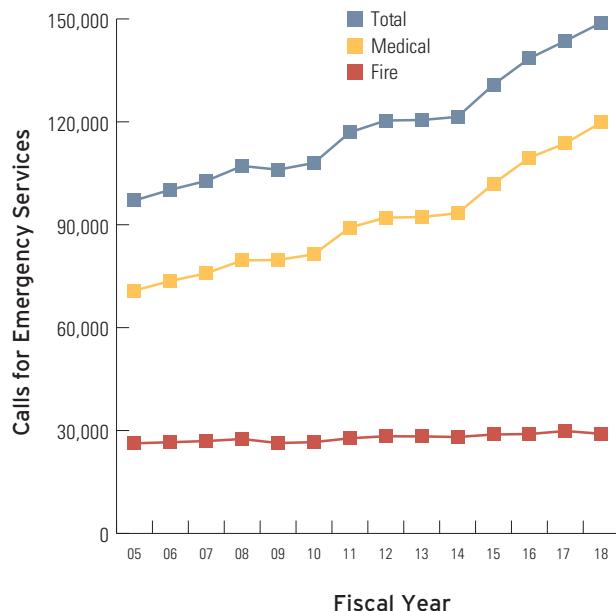
The FY 2020-21 proposed budget of \$427.7 million is \$3.4 million, or 0.8 percent, higher than the FY 2019-20 proposed budget primarily due to increased salary and benefit costs.

## Expanding EMS6

The EMS6 Unit, which pairs paramedic captains with Healthy Streets Operation Center (HSOC) members, has proven to be effective at directing clients, often high-system users of the City's public services, to appropriate resources in a manner that is individualized and immediate, freeing up ambulances, hospital beds, and public safety resources. The Mayor's proposed budget invests \$1.9 million over two years, adding an additional five EMS6 personnel, which will increase available services to those experiencing homelessness and mental health issues in the City.

## Equipment and Fleet Investments

Fiscal Years 2019-20 and 2020-21 represent the fulfillment of the current five-year equipment and fleet



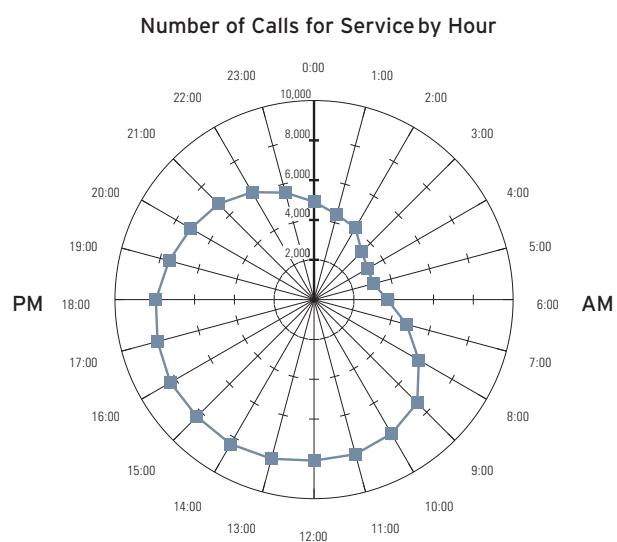
### ▲ MONTHLY CALLS FOR EMERGENCY SERVICE.

*While calls for fire suppression have maintained a stable rate, calls for emergency medical services have risen by 28.4 percent over the last five years.*

modernization initiative for the Fire Department. This plan has served to provide the Department's Fire Suppression and EMS personnel with much needed funding for upgraded tools, equipment, and vehicles that are outdated and in need of replacement. Through the first three years of the equipment plan, the Department was able to replace a number of aging apparatus to improve the health of the overall fleet. Over the next two years, the Mayor's proposed budget commits an additional \$9.2 million in funding for new equipment and apparatus.

## Planning for Tomorrow's Hiring Demands

With an increase in retirements projected over the next two fiscal years, the Department has been funded for new hires to backfill those front-line operational positions. Over the two years of the Mayor's proposed budget, the Department is projected to graduate two H-2 entry-level firefighter academies. These new hires will assist in backfilling retirements, and will also help to support fire safety and minimum staffing requirements at the Airport, Port of San Francisco, and the Department's Bureau of Fire Prevention. The Fire Department is also budgeted to conduct two EMT/Paramedic academies over the next two years to backfill personnel and support the increasing ambulance service demands on the City's emergency 911 system.



**▲ 2018 DAILY CALL DISTRIBUTION.** On average, the Department receives the lowest volume of calls during the early morning hours and the highest volume between the hours of 10 am-6 pm.

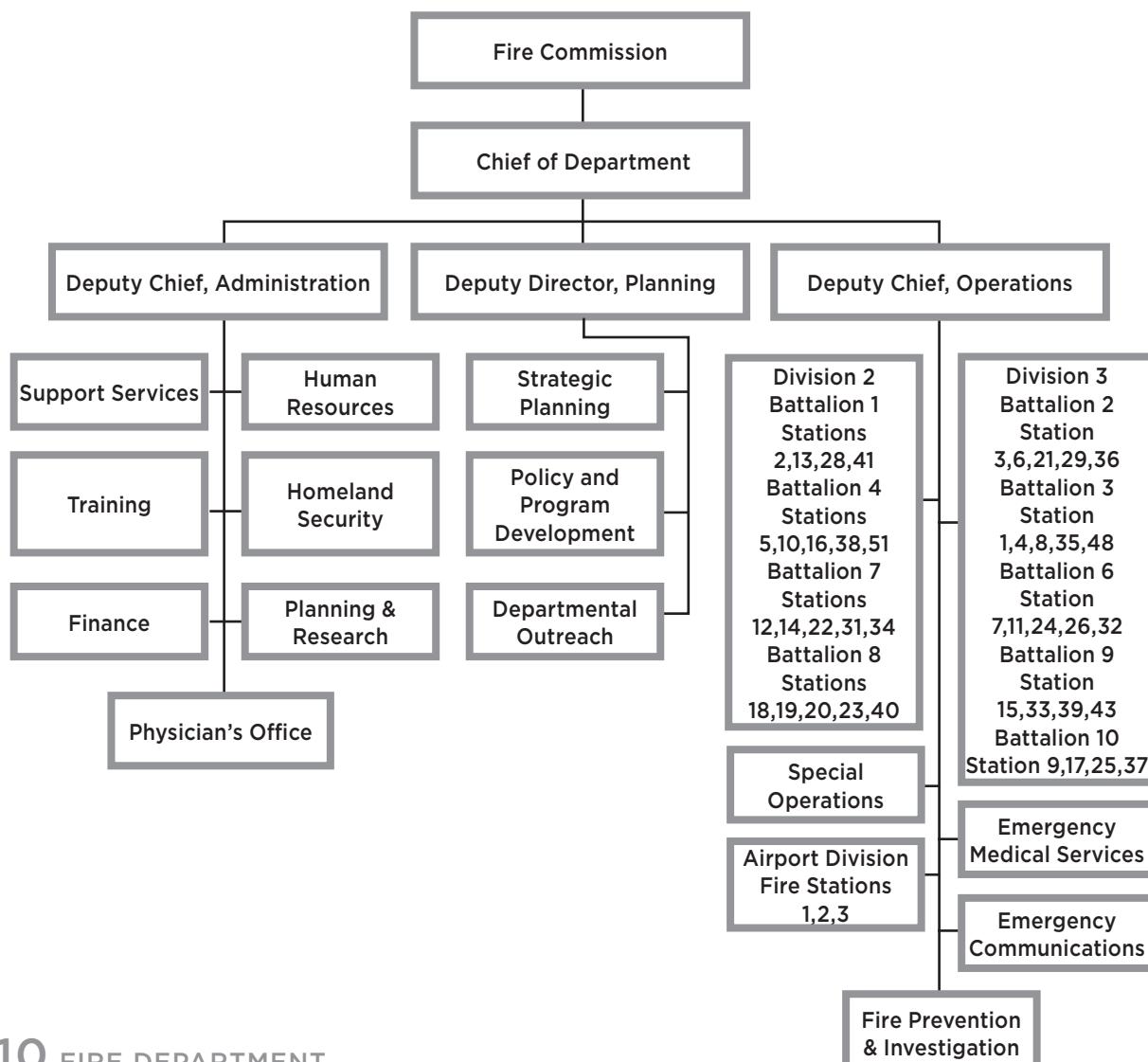
## **Supporting Faster Plan Review for Housing**

The Fire Department helps to further many of the Mayor's housing initiatives, from large-scale construction projects to accessory dwelling units (ADUs). By working within the Mayor's Office, Department of Building Inspection, City Planning, and the Municipal Transportation Authority (MTA), the Department has been able to allocate additional staff to efficiently review and give feedback on projects in the pipeline and assist with the City's efforts to create safe housing in San Francisco. This includes an enhancement of three Assistant Fire Marshalls to accelerate the delivery of housing by improving span of control and adding additional personnel to expedite inspections.

## **Critical Capital Projects**

The Department has a large capital need due to years of deferred maintenance and other issues, and has made significant investments in recent years through general obligation bond funding as well as general fund budget allocations. In addition to the recent rebuilds of Fire Stations 5 and 16, a new Ambulance Deployment Facility and a new fireboat Station 35 along the Embarcadero are currently under construction. These projects are in addition to the large range of facilities maintenance and capital projects that will be underway during the same time period, which includes shower replacement, roof replacement, and seismic repairs. The Mayor's proposed budget allocates \$2.5 million in funding over two years to address specific and general needs.

## **Fire Department Organizational Structure**





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	1,747.15	1,755.58	8.43	1,749.61	(5.97)
Non-Operating Positions (cap/other)	(80.00)	(80.00)		(80.00)	
<b>Net Operating Positions</b>	<b>1,667.15</b>	<b>1,675.58</b>	<b>8.43</b>	<b>1,669.61</b>	<b>(5.97)</b>

## Sources

Licenses, Permits,& Franchises	45,500	45,500	45,500		
Rents & Concessions	370,000	370,000	370,000		
InterGovernmental Rev-Federal	1,238,477	1,267,894	29,417	1,267,894	
Intergovernmental Rev-State	52,330,000	52,820,000	490,000	53,930,000	1,110,000
Charges for Services	52,440,747	54,677,417	2,236,670	55,023,379	345,962
Expenditure Recovery	6,321,556	6,420,787	99,231	6,420,787	
Operating Transfers In	1,238,477	1,267,894	29,417	1,267,894	
IntraFund Transfers In	1,648,686	1,801,498	152,812	1,801,498	
Unappropriated Fund Balance	1,700,000	1,700,000			(1,700,000)
Transfer Adjustment-Source	25,494,472	27,131,060	1,636,588	28,416,255	1,285,195
General Fund Support	255,006,892	276,836,255	21,829,363	279,168,905	2,332,650
<b>Sources Total</b>	<b>397,834,807</b>	<b>424,338,305</b>	<b>26,503,498</b>	<b>427,712,112</b>	<b>3,373,807</b>

## Uses - Operating Expenditures

Salaries	272,821,222	285,159,356	12,338,134	291,570,715	6,411,359
Mandatory Fringe Benefits	78,658,662	86,092,307	7,433,645	91,628,420	5,536,113
Non-Personnel Services	2,846,912	2,846,912		2,846,912	
Capital Outlay	10,845,720	13,202,994	2,357,274	4,751,817	(8,451,177)
Facilities Maintenance	1,465,002	1,241,822	(223,180)	1,303,913	62,091
Intrafund Transfers Out	1,648,686	1,801,498	152,812	1,801,498	
Materials & Supplies	5,855,713	5,905,713	50,000	5,905,713	
Operating Transfers Out	1,238,477	1,267,894	29,417	1,267,894	
Overhead and Allocations	370,321	168,288	(202,033)	168,288	
Programmatic Projects	1,090,000	2,825,000	1,735,000	1,625,000	(1,200,000)
Services Of Other Depts	23,881,255	26,895,913	3,014,658	27,911,334	1,015,421
Transfer Adjustment - Uses	(2,887,163)	(3,069,392)	(182,229)	(3,069,392)	
<b>Uses Total</b>	<b>397,834,807</b>	<b>424,338,305</b>	<b>26,503,498</b>	<b>427,712,112</b>	<b>3,373,807</b>

## Uses - Division Description

FIR Administration	26,557,294	25,846,770	(710,524)	26,800,288	953,518
FIR Airport	28,381,635	30,200,452	1,818,817	31,485,647	1,285,195
FIR Capital Project & Grants	4,060,002	4,541,822	481,820	1,903,913	(2,637,909)
FIR Fireboat	635,883	3,538,958	2,903,075	3,092,243	(446,715)
FIR Investigation	2,416,518	2,586,208	169,690	2,596,340	10,132
FIR Nert	583,612	603,082	19,470	611,666	8,584
FIR Operations	287,317,961	304,423,935	17,105,974	306,800,619	2,376,684
FIR Prevention	19,474,001	22,934,598	3,460,597	23,880,378	945,780
FIR Support Services	24,280,796	25,031,816	751,020	25,803,273	771,457
FIR Training	4,127,105	4,630,664	503,559	4,737,745	107,081
<b>Uses by Division Total</b>	<b>397,834,807</b>	<b>424,338,305</b>	<b>26,503,498</b>	<b>427,712,112</b>	<b>3,373,807</b>



# General City Responsibility

## MISSION

General City Responsibility is a departmental designation for expenditures and revenues that are not directly attributable to one city department, or that are citywide in nature. Examples of citywide expenditures are voter mandated General Fund support for transit, libraries, and other baselines, the General Fund portion of retiree health premiums, nonprofit cost of doing business increases, required reserve deposits and debt service. These costs are budgeted in General City Responsibility rather than allocating costs to departments. Examples of citywide revenues deposited into General City Responsibility are undesignated property taxes, business taxes, and hotel taxes. These revenues are transferred to departments in the form of General Fund subsidy allocations.



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized					
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>					
<hr/>					
Sources					
Property Taxes	1,940,542,436	2,476,113,710	535,571,274	2,288,842,082	(187,271,628)
Business Taxes	879,140,000	1,050,270,000	171,130,000	1,095,550,000	45,280,000
Other Local Taxes	1,053,390,000	1,144,376,000	90,986,000	1,118,372,000	(26,004,000)
Licenses, Permits,& Franchises	17,480,000	17,655,000	175,000	17,830,000	175,000
Fines, Forfeiture, & Penalties	20,974,197	20,376,620	(597,577)	17,804,700	(2,571,920)
Interest & Investment Income	20,820,000	69,982,242	49,162,242	79,982,242	10,000,000
Intergovernmental Rev-State	4,590,000	4,590,000		4,590,000	
Charges for Services	12,904,096	12,922,486	18,390	12,922,486	
Other Revenues	50,000	50,000		50,000	
Other Financing Sources	87,000		(87,000)		
Operating Transfers In	48,252,444	65,927,650	17,675,206	54,710,000	(11,217,650)
IntraFund Transfers In	632,072,788	835,063,172	202,990,384	649,418,075	(185,645,097)
Unappropriated Fund Balance	189,198,427	157,343,313	(31,855,114)	282,831,054	125,487,741
Unappropriated Fund Balance	56,000,000	93,187,000	37,187,000		(93,187,000)
Transfer Adjustment-Source		(9,100,000)	(9,100,000)	(9,300,000)	(200,000)
General Fund Support	(3,471,344,429)	(3,938,592,828)	(467,248,399)	(3,998,115,471)	(59,522,643)
<b>Sources Total</b>	<b>1,404,156,959</b>	<b>2,000,164,365</b>	<b>596,007,406</b>	<b>1,615,487,168</b>	<b>(384,677,197)</b>



# Total Budget – Historical Comparison

Continued

## Uses - Operating Expenditures

Mandatory Fringe Benefits	75,736,736	80,305,905	4,569,169	85,782,412	5,476,507
Non-Personnel Services	11,463,290	11,963,290	500,000	11,963,290	
City Grant Program	23,092,848	29,541,209	6,448,361	43,070,023	13,528,814
Capital Outlay	3,269,480		(3,269,480)		
Debt Service	234,223,430	553,709,330	319,485,900	453,473,782	(100,235,548)
Intrafund Transfers Out	666,072,788	892,125,270	226,052,482	689,018,075	(203,107,195)
Operating Transfers Out	300,291,946	333,601,656	33,309,710	239,487,320	(94,114,336)
Other Support/Care of Persons	1,790,542	1,632,686	(157,856)	1,644,989	12,303
Programmatic Projects	850,000	800,000	(50,000)	800,000	
Services Of Other Depts	31,287,637	33,168,628	1,880,991	34,625,069	1,456,441
Unappropriated Rev Retained	35,668,262	42,536,391	6,868,129	44,472,208	1,935,817
Unappropriated Rev-Designated	20,410,000	29,880,000	9,470,000	20,450,000	(17,430,000)
Transfer Adjustment - Uses		(9,100,000)	(9,100,000)	(9,300,000)	(200,000)
<b>Uses Total</b>	<b>1,404,156,959</b>	<b>2,000,164,365</b>	<b>596,007,406</b>	<b>1,615,487,168</b>	<b>(384,677,197)</b>

## Uses - Division Description

GEN General City - Unallocated	1,404,156,959	2,000,164,365	596,007,406	1,615,487,168	(384,677,197)
<b>Uses by Division Total</b>	<b>1,404,156,959</b>	<b>2,000,164,365</b>	<b>596,007,406</b>	<b>1,615,487,168</b>	<b>(384,677,197)</b>

# 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 to enhancing the well-being of members and their families.

## 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 ten-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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	11,632,022	12,172,648	540,626	12,659,035	486,387
Total FTE	51	50	(1)	50	0

Services (continued)

**COMMUNICATIONS** oversees the distribution of annual Open Enrollment packets; maintains a benefits website 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.

**DATA ANALYTICS** monitors network performance and trends; provides administrative analyses (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.

		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Educate and empower HSS members</b>						
● Number of Unique Visitors to <a href="http://sfhss.org/">http://sfhss.org/</a>	214,277	240,000	240,000	240,000	240,000	240,000
● Number of vaccinations at worksite/health fair-based flu clinics	4,131	3,600	4,349	4,450	4,450	
<b>Ensure operational excellence</b>						
● Average lobby wait time (in minutes)	24.5	10.0	10.0	10.0	10.0	10.0
● Average time to answer telephone calls (in seconds)	22	30	30	30	30	30
● Call abandonment rate	1.8%	5.0%	5.0%	5.0%	5.0%	5.0%
● Percentage of appeals responded to within 60 days and appeals not reaching the Health Service Board	95%	100%	100%	100%	100%	100%
● Percentage HSS Participation at SFERS Retirement Seminars	100%	100%	100%	100%	100%	100%
● Percentage of vendor contracts that are current and final for the executed plan year	75%	100%	100%	100%	100%	100%
● Percentage of vendor contracts that include HSS specific performance guarantees	100%	100%	100%	100%	100%	100%
<b>Promote an informed, transparent, effective governance</b>						
● Percent of purchase orders created after invoice received	1%	0%	1%	0%	0%	0%
● Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%	100%	100%
● Percentage of invoices aged greater than 30 days	9%	0%	.25%	0%	0%	0%
<b>Provide affordable, quality healthcare to City workers</b>						
● Percentage of departments with Wellness Champions	73%	70%	82%	82%	82%	82%



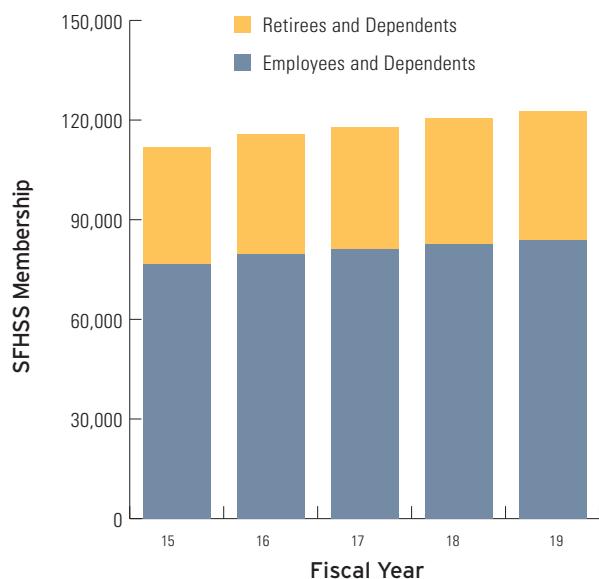
# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$12.2 million for the Health Service System is \$0.5 million, or 4.6 percent, higher than the FY 2018-19 budget of \$11.6 million. The increase is primarily due to salary and benefit cost increases.

The FY 2020-21 proposed budget of \$12.7 million is \$0.5 million, or 4.0 percent higher than the FY 2019-20 budget, driven by salary and benefit cost increases.

## Strategic Plan Implementation

The Department's Strategic Plan for 2020-2022 prioritizes meeting HSS members' unique needs through design and delivery of healthcare services. The goal is to provide quality care, at an affordable cost, for current and future members when they become ill or develop a chronic condition, and support members throughout their life to maintain well-being.



**▲ INCREASE IN HSS ENROLLMENT.** HSS Medical Enrollment has been steadily increasing in the past five years due to implementation of the Affordable Care Act, and due to growth in the number of employees, retirees, and their dependents.

## Data Driven Decisions

The Department utilizes data from new and existing systems to inform decisions and improve members' experience. The All Payer Claims Database enables analysis of the member population to evaluate quality of care, trend cost and utilization, and support plan design and population health considerations. The Mayor's proposed budget supports the replacement of the telephony system to a Voice-Over-Internet-Protocol (VoIP) system, which will integrate with the Customer Relationship Management System and PeopleSoft to improve members' experience, provide statistical data to analyze and guide staffing levels, and reduce costs.

## Advancing Health Literacy and Member Engagement

Providing accessible and transparent benefit information and increasing member engagement is a strategic goal of the Department. The new **sfhss.org** website, implemented in 2019, provides a highly responsive and usable portal for communicating health benefits and well-being information to, and interacting with, the diverse member population. The website provides an engagement platform to increase awareness of benefit options and enable members to make more informed choices, decisions, and actions.

## Expanding eBenefits

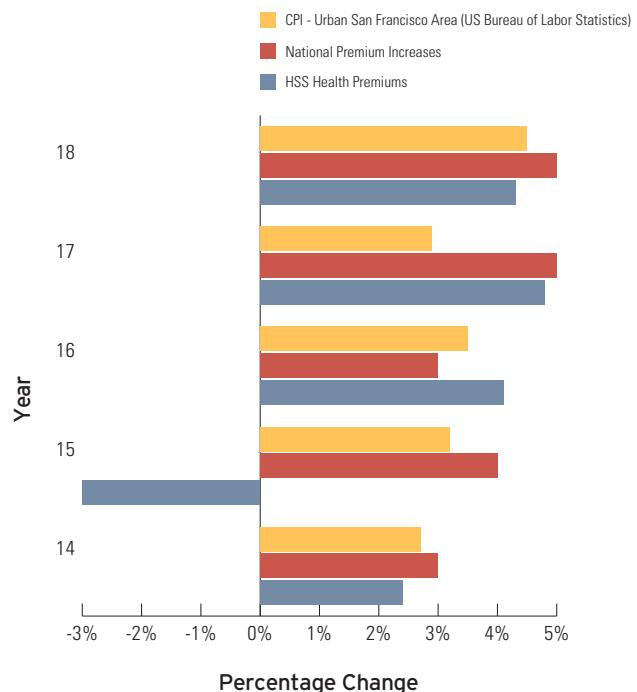
During 2018 Open Enrollment, the option to use eBenefits was expanded to over 13,000 active and retired members. Members can enter enrollment information at their convenience without completing a paper enrollment form. eBenefits is designed to increase accuracy, shorten processing times, and provide more time for the benefits staff to assist members in making their elections. In 2019, eBenefits will be offered to new hires and members with qualifying events throughout the year. During 2019 Open Enrollment, the option to use eBenefits will be extended to all active city and school district employees, and additional retirees.

## Improving Customer Service

The Department continues to improve the Customer Relationship Management (CRM) system to ensure members receive the highest level of customer service. In 2019, the CRM library will be expanded to include a complex catalogue of responses to members' frequently asked questions and comprehensive benefit information. The expanded CRM will complement the development of a consolidated, department-wide Communication Plan.

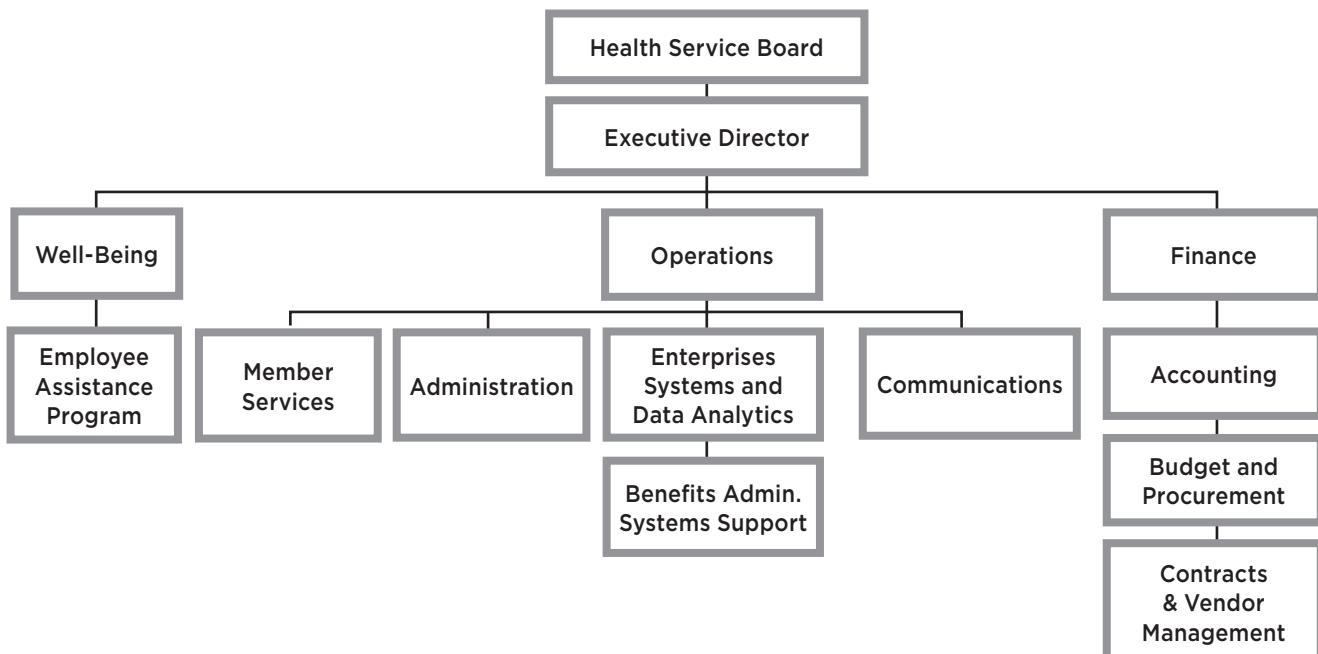
## Fostering a Culture of Well-Being

The Department continues to support well-being by focusing on the whole person through raising awareness, providing programs, services, and tools, and striving to create a supportive workplace culture. The Mayor's proposed budget continues to support the work started in 2019 to expand the number and scope of activities and grants to support department-specific Well-Being programs, as well as the Champion network within departments through recruitment, training, and support. Retirees were surveyed on their Well-Being needs and the Well-Being Campaign communications were evaluated to improve effectiveness. The diversity of the services and classes offered by the Employee Assistance Program has increased.



**COMPARISON OF HSS CHANGE IN MEDICAL RATES TO NATIONAL AVERAGE AND CPI.** The rising cost of healthcare affects the economy at the local, state, and national level, outpacing inflation over the last five years. HSS oversight has resulted in lower increases than the national average and inflation for four of the last five years. (Data on national trends from Kaiser/HRET Survey of Employer-Sponsored Health Benefits 1999-2018 for over 200 covered employers.)

## Health Service System Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	53.92	56.84	2.92	57.73	0.89
Non-Operating Positions (cap/other)	(3.35)	(6.69)	(3.34)	(7.61)	(0.92)
<b>Net Operating Positions</b>	<b>50.57</b>	<b>50.15</b>	<b>(0.42)</b>	<b>50.12</b>	<b>(0.03)</b>

## Sources

Charges for Services	6,000	9,131	3,131	9,131	
Other Revenues	587,335	624,637	37,302	624,637	
Expenditure Recovery	11,038,687	11,538,880	500,193	12,025,267	486,387
General Fund Support		0		0	
<b>Sources Total</b>	<b>11,632,022</b>	<b>12,172,648</b>	<b>540,626</b>	<b>12,659,035</b>	<b>486,387</b>

## Uses - Operating Expenditures

Salaries	5,305,540	5,492,736	187,196	5,675,834	183,098
Mandatory Fringe Benefits	2,557,053	2,686,998	129,945	2,835,660	148,662
Non-Personnel Services	1,705,486	1,804,258	98,772	1,841,104	36,846
Materials & Supplies	43,197	45,130	1,933	45,130	
Services Of Other Depts	2,020,746	2,143,526	122,780	2,261,307	117,781
<b>Uses Total</b>	<b>11,632,022</b>	<b>12,172,648</b>	<b>540,626</b>	<b>12,659,035</b>	<b>486,387</b>

## Uses - Division Description

HSS Health Service System	11,632,022	12,172,648	540,626	12,659,035	486,387
<b>Uses by Division Total</b>	<b>11,632,022</b>	<b>12,172,648</b>	<b>540,626</b>	<b>12,659,035</b>	<b>486,387</b>



# 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 operates a comprehensive system of homeless services and housing called the Homelessness Response System. This system includes six core components:

**COORDINATED ENTRY** organizes the Homelessness Response System with a common, population-specific assessment to match clients to the appropriate intervention, a centralized data system, and a prioritization method for referrals. Coordinated Entry serves three subpopulations: adults, families with children, and youth.

**STREET OUTREACH** connects people living outside with the Homelessness Response System to access services, medical care, and shelter. This includes outreach and street engagement services provided through the San Francisco Homeless Outreach Team (SFHOT), Encampment Resolution Team (ERT), care coordination in partnership with the Department of Public Health, and referral to Coordinated Entry access points and resource centers. Resource centers provide shelter reservation services, and may include showers, food, and other basic services.

**PROBLEM SOLVING** interventions prevent people from entering the Homelessness Response System, or help them quickly resolve their homelessness. Services may include one-time financial assistance, eviction prevention, legal services, and relocation programs such as the Homeward Bound program, family reunification, move-in assistance, and flexible grants to address housing and employment barriers.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	284,528,389	364,633,192	80,104,803	287,618,983	(77,014,209)
Total FTE	122	139	17	141	2

Services (continued)

**TEMPORARY SHELTER** provides temporary places for people to stay. It includes emergency shelter for adults, families with children, and youth. Temporary shelter also includes short-term, low-barrier Navigation Centers, stabilization beds for individuals unable to use shelter due to mental health or physical disabilities, and transitional housing programs.

**HOUSING** provides permanent solutions to homelessness through housing subsidies and placement, including time-limited Rapid Rehousing programs, rent subsidies, and permanent supportive housing.

**HOUSING LADDER** offers opportunities for residents of permanent supportive housing or rapid rehousing programs to relocate to housing in the private market using tenant-based rental subsidies.

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Temporary Shelter</b>					
<ul style="list-style-type: none"> <li>Percentage of all available year-round single adult homeless shelter beds used</li> </ul>					
	94%	95%	95%	95%	95%
<ul style="list-style-type: none"> <li>Percent of case managed families in shelters that are placed in permanent or transitional housing, enter a treatment program, or reunite with family</li> </ul>					
	42%	65%	60%	65%	65%
<b>Problem Solving</b>					
<ul style="list-style-type: none"> <li>Number of individuals reunited with family or friends through the Homeward Bound program***</li> </ul>					
	838	850	500	850	700
<ul style="list-style-type: none"> <li>Number of families reunited with family or friends through the Homeward Bound program***</li> </ul>					
	N/A	N/A	60	75	75
<ul style="list-style-type: none"> <li>Number of single adults that secured and/or maintained housing due to a one-time grant</li> </ul>					
	759	700	700	700	700
<ul style="list-style-type: none"> <li>Number of families that secured and/or maintained housing due to a one-time grant</li> </ul>					
	989	800	800	800	800
<b>Rapid Rehousing</b>					
<ul style="list-style-type: none"> <li>Number of families leaving homelessness due to a rapid rehousing rental subsidy*</li> </ul>					
	141	150	150	150	150
<ul style="list-style-type: none"> <li>Number of individual adults leaving homelessness due to rapid rehousing rental subsidy**</li> </ul>					
	46	150	25	150	100
<b>Permanent Supportive Housing</b>					
<ul style="list-style-type: none"> <li>Number of individual adults leaving homelessness due to placement in permanent supportive housing***</li> </ul>					
	763	800	950	950	1000
<ul style="list-style-type: none"> <li>Number of families leaving homelessness due to placement in permanent supportive housing***</li> </ul>					
	N/A	N/A	90	75	75
<ul style="list-style-type: none"> <li>Percent of formerly homeless households (includes single adults and families) still in supportive housing or other appropriate placements after one year</li> </ul>					
	93%	95%	95%	95%	95%

\* In prior years, this measure was a point-in-time capture of the number of families receiving rental subsidies at the end of the fiscal year. The Department of Homelessness and Supportive Housing has updated this measure to be the number of families placed via rapid rehousing rental subsidy within the fiscal year, which is a better reflection of the number of families exiting homelessness through rental subsidies within the reporting period.

\*\* This measure tracks individual adults, a population newly served by rapid rehousing rental subsidies.

\*\*\* Prior methodology undercounted placements from the full permanent supportive housing portfolio. In addition, the Department of Homelessness and Supportive Housing will now report on the number of families placed rather than family members in order to maintain consistency with other performance measures.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$364.6 million for the Department of Homelessness and Supportive Housing is \$80.1 million, or 28.2 percent, higher than the FY 2018-19 budget of \$284.5 million.

This significant increase is due to investments in homeless services and programs, including opening new shelters and navigation centers, addition of permanent supportive housing units, and increased homelessness prevention funding. It also includes increased staffing to support these new initiatives. This funding increase relies on a number of revenue sources, including the General Fund, one-time State Homelessness Emergency Aid Program (HEAP) funds, and FY 2019-20 ERAF surpluses. This budget also includes funding authorized by the Mayor's legislation allowing companies subject to November 2018's gross receipts tax, which is currently held up due to legal uncertainty, to voluntarily agree to waive their right to a refund should that legislation be found invalid by the courts (Prop C Waiver funds).

The FY 2020-21 proposed budget of \$287.6 million for Department of Homelessness and Supportive Housing is \$77.0 million, or 21.2 percent, lower than

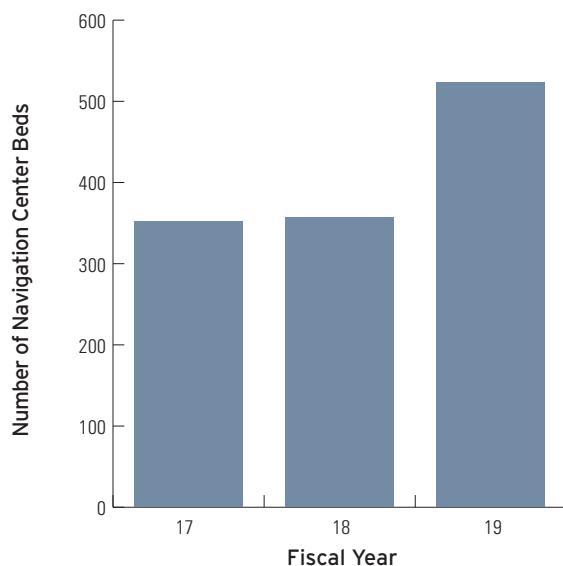
the FY 2019-20 budget of \$364.6 million. This is due to the one-time nature of many of the costs and revenue sources used in FY 2019-20 (such as ERAF and the Prop C Waiver funds).

## Expanding Housing Exits

Providing permanent housing is a critical intervention for persons experiencing homelessness in San Francisco, and remains a core component of the Homelessness Response System. HSH supports the City's approximately 7,809 units of permanent supportive housing as well as its rapid rehousing program for time-limited rental subsidies and support services. In 2019, the City added 300 new units of permanent supportive housing with the FY 2017-18 and FY 2018-19 Educational Revenue Augmentation Fund (ERAF) allocations. This proposed budget continues to fund services and operations in those units for an additional year. The Mayor's proposed budget also adds 349 new permanent supportive housing units through the Local Operating Subsidy Program (LOSP) and adds approximately 25 units in existing masterleased buildings to the permanent supportive housing portfolio. The proposed budget also creates an additional 146 units by leveraging city funding and a philanthropic partnership between Tipping Point Community and the San Francisco Housing Accelerator Fund. This budget will therefore fund 820 new permanent supportive housing units during the next two fiscal years. In addition, the budget proposes using roughly \$15.0 million in one-time state funding from the Homeless Emergency Aid Program (HEAP), to fund the acquisition and rehabilitation of additional master lease buildings to add even more capacity to the permanent supportive housing portfolio.

## Expanding Temporary Shelter

HSH currently offers temporary shelter to approximately 2,500 people per night through traditional shelters, stabilization beds, navigation centers, and transitional housing. In spite of this, 65 percent of San Francisco's homeless population lives unsheltered on the city streets. In October 2018, Mayor Breed announced her plan to open 1,000 new shelter beds by the end of 2020—the largest expansion of shelter in the City in the last 30 years. Since setting that goal, the city has opened 276 new shelters beds with an additional 280 beds planned to be opened in calendar year 2019.



**▲ NUMBER OF NAVIGATION CENTER BEDS.**  
The City has increased its investments in Navigation Center beds by 46 percent in the past fiscal year. By the end of FY 2018-19, the City will have 523 Navigation Center beds.

HSH is currently working on opening the Embarcadero Shelter and Access for Everyone (SAFE) Navigation Center and Jelani House transitional housing for pregnant women. The Department is also expanding the number of beds at Civic Center Hotel and the Division Circle Navigation Center. Finally, HSH is working with the Department of Public Works, Real Estate Department, and other city departments to identify suitable sites for additional shelter beds in order to open 1,000 beds by 2020.

## Investing in Homelessness Prevention

The Mayor's proposed budget invests an additional \$5 million for homelessness prevention to keep residents from becoming homeless and help newly homeless individuals quickly exit homelessness. These interventions include relocation programs like Homeward Bound, family reunification, mediation, move-in assistance, and flexible grants to sustain housing and employment.

The proposed budget also includes an increase of \$3.2 million for family rapid rehousing, which provides temporary rent assistance, help with housing search, individualized case management, and other services for up to 18 months to allow families to find and maintain stable housing. The additional funding will ensure the success of families in the program and help the City complete its goal of rehousing 800 families through the Heading Home Campaign.

## Data and IT Improvements

This year's proposed budget also includes nearly

\$0.7 million, as prioritized by the Committee on Information Technology (COIT), dedicated to improving the Online Navigation and Entry (ONE) system. The ONE system provides the data and IT infrastructure the Department uses to track its operations, community partnerships, and client outcomes. This funding will help the department improve the current tools used to collect and manage data. It also allows the Department to hire three technical and project management positions to start designing a more integrated IT system for all of the City's homelessness services.

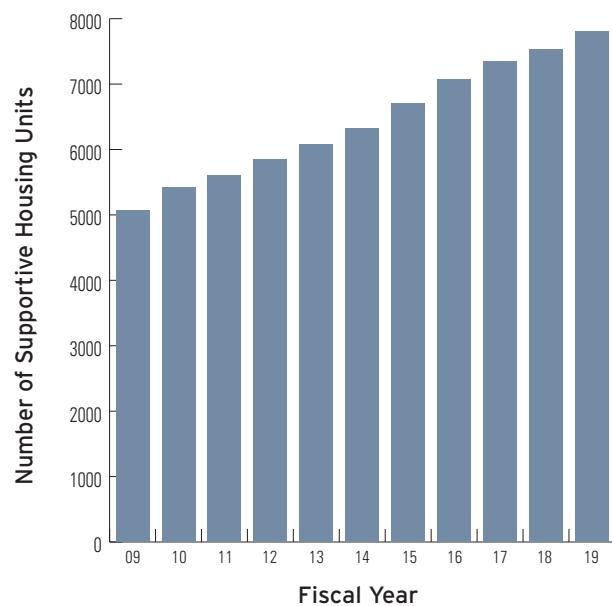
## Adding HSH Support for the Healthy Streets Operation Center (HSOC)

The City launched the Healthy Streets Operations Center (HSOC) in January 2018 to coordinate its response both to homeless encampments and unhealthy street behavior. Given the complexity of these issues, many city departments play a role in a comprehensive and coordinated response.

To ensure that HSOC continues to be a service-first approach to addressing unsheltered homelessness and unhealthy street behavior, the Mayor's two-year proposed budget includes over \$4.0 million to maintain existing services in participating departments with significant new funding directed towards additional staff at HSH and the Department of Public Health. Specifically, this proposed budget adds four field response health workers, a behavioral health clinician, a health program coordinator, and a manager to expand and improve the field response by HSH.

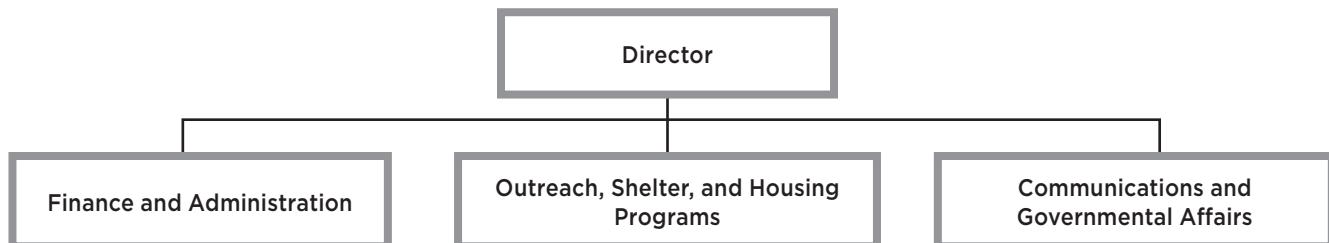
### NUMBER OF PERMANENT > SUPPORTIVE HOUSING UNITS.

*The City continues to invest in permanent supportive housing in San Francisco. By the end of FY 2018-19, the City will have roughly 7,809 units.*





# Homelessness and Supportive Housing Organizational Structure



## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	126.92	153.45	26.53	158.36	4.91
Non-Operating Positions (cap/other)	(5.00)	(14.70)	(9.70)	(17.00)	(2.30)
<b>Net Operating Positions</b>	<b>121.92</b>	<b>138.75</b>	<b>16.83</b>	<b>141.36</b>	<b>2.61</b>

### Sources

Business Taxes		14,300,000	14,300,000	(14,300,000)
Rents & Concessions	41,040	129,840	88,800	129,840
InterGovernmental Rev-Federal	45,039,572	51,981,078	6,941,506	51,981,078
Intergovernmental Rev-State	40,061,236	52,900,456	12,839,220	15,470,372
Other Revenues	250,000	257,500	7,500	257,500
Expenditure Recovery	7,630,501	7,592,925	(37,576)	7,592,925
Operating Transfers In		19,500,000	19,500,000	(19,500,000)
IntraFund Transfers In	15,006,859	17,873,142	2,866,283	18,331,684
General Fund Support	176,499,181	200,098,251	23,599,070	193,855,584
<b>Sources Total</b>	<b>284,528,389</b>	<b>364,633,192</b>	<b>80,104,803</b>	<b>287,618,983</b>
				<b>(77,014,209)</b>

### Uses - Operating Expenditures

Salaries	12,273,729	14,551,512	2,277,783	15,275,821	724,309
Mandatory Fringe Benefits	5,197,197	6,216,547	1,019,350	6,644,948	428,401
Non-Personnel Services	29,524,760	29,865,887	341,127	29,854,026	(11,861)
City Grant Program	179,707,676	197,603,443	17,895,767	196,821,121	(782,322)
Capital Outlay		53,200	53,200		(53,200)
Aid Assistance	3,113,731	3,113,731		3,113,731	
Materials & Supplies	153,165	153,165		153,165	
Overhead and Allocations		320,000	320,000	50,000	(270,000)
Programmatic Projects	38,581,152	93,248,544	54,667,392	13,538,544	(79,710,000)
Services Of Other Depts	15,976,979	19,507,163	3,530,184	22,167,627	2,660,464
<b>Uses Total</b>	<b>284,528,389</b>	<b>364,633,192</b>	<b>80,104,803</b>	<b>287,618,983</b>	<b>(77,014,209)</b>

### Uses - Division Description

HOM ADMINISTRATION	7,761,646	9,714,984	1,953,338	9,205,425	(509,559)
HOM PROGRAMS	276,766,743	354,918,208	78,151,465	278,413,558	(76,504,650)
<b>Uses by Division Total</b>	<b>284,528,389</b>	<b>364,633,192</b>	<b>80,104,803</b>	<b>287,618,983</b>	<b>(77,014,209)</b>



# 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

The Department of Human Resources 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 Memorandum of Understanding (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. Client 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. The division also reviews and approves department requests for position authorization.

**EMPLOYEE RELATIONS** negotiates and administers the provisions of collective bargaining agreements between the City and labor organizations representing city employees. Employee Relations staff advise department personnel representatives in interpreting contract provisions, manages and reviews grievances

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	100,967,482	112,137,346	11,169,864	110,484,949	(1,652,397)
Total FTE	166	173	7	174	1

Services (continued)

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 PUBLIC SAFETY TEAM** develops and administers complex, state-of-the-art, legally defensible selection processes for the sworn ranks of the San Francisco Fire Department, San Francisco Police Department, and San Francisco Sheriff's Department.

**SELECTION AND HIRING RESOURCES** is responsible for miscellaneous staff examinations and operations. Miscellaneous staff examinations conducts comprehensive job analyses in order to create valid, job-related selection processes for citywide positions, and provides training and consultation to city departments regarding best practices for creating their own selection processes and utilizing applicant and examination systems. Operations administers list adoptions, citywide referrals, appointment processing, the Employment Information Center, and the Conviction History Program. The team provides valuable, direct support to candidates throughout the hiring process from application to appointment.

**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 (WD)** is committed to the professional and personal development of the City's workforce. WD develops and integrates an extensive curriculum of workshops designed to enhance individual or group capabilities. WD also provides data on the City's workforce, performance management services, recruitment services, and citywide fellowship and apprenticeship program coordination.

Performance Measures					
	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Champion diversity, fairness and equity</b>					
• Percentage of discrimination complaints investigated/closed within 6 months of receipt	80%	70%	70%	70%	70%
<b>Design and implement user-friendly practices</b>					
• Average rating by departments of their claims administration services (1-5 scale).	4.8	4.8	4.8	4.8	4.8
<b>Improve employee well-being, satisfaction and engagement</b>					
• Average rating of DHR workshops by participants (1-5 scale)	4.6	4.4	4.4	4.4	4.4
• Claims per 100 FTEs (full time equivalents)	12.0	11.0	11.0	11.0	11.0
• Workers' Compensation claims closing ratio	103%	100%	100%	100%	100%
<b>Retain top talent while shaping the future workforce</b>					
• Average time between examination announcement closing and list adoption, in months	2.0	2.0	2.4	2.0	2.0
• Number of position classifications in the Civil Service Plan	1,222	1,222	1,120	1,120	1,120
• Percent of wage rate calculations not requiring pay corrections	100%	100%	100%	100%	100%



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$112.1 million for the Department of Human Resources is \$11.2 million, or 11.1 percent, higher than the FY 2018-19 budget of \$101.0 million. This is primarily due to increases in workers compensation, additional support for information technology projects, one-time support for the transition of the San Francisco Housing Authority, and the addition of new staff for workforce equity, disaster preparedness, and employee relations.

The FY 2020-21 proposed budget of \$110.5 million for Department of Human Resources is \$1.7 million, or 1.5 percent, lower than the FY 2019-20 budget. This decrease is primarily due to the expiration of one-time funding in the prior year.

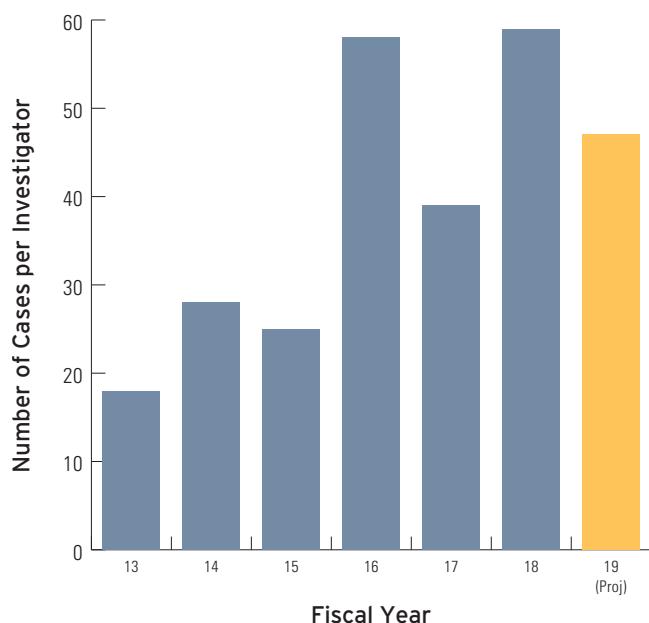
## Diversity, Equity, and Inclusion

In September 2018, the Mayor issued an Executive Directive requiring all city employees to complete relevant, annual training, and directing the Department of Human Resources to hire staff to focus on diversity recruitment, monitor employee discipline, and work collaboratively with key citywide stakeholders to discuss ways the City can improve on diversity and equity in the workplace. This proposed budget supports new positions in the Department to support the City's overall efforts regarding equity, diversity, and inclusion, including dedicated staffing for recruitment, advancing equity goals, and promoting a respectful and inclusive workplace for all employees. In addition, the Department will continue to expand the reach of its implicit bias awareness training, which reached more than 1,300 city employees last year.

## Hiring Modernization Project

The Hiring Modernization Project is a Committee on Information Technology (COIT) funded, citywide initiative that seeks to define and build modern hiring practices that improve the experiences of city job applicants, hiring managers, and human resources (HR) professionals. This approach allows the City to procure HR systems that are modern, user-friendly, and reduce the overall time-to-hire.

Following a year-long discovery phase that focused on reviewing current rules, policies and practices, understanding and mapping current processes, and



**NUMBER OF EQUAL EMPLOYMENT OPPORTUNITY (EEO) CASES PER INVESTIGATOR.** Cases per investigator remain high, but are projected to improve in FY 2018-19, with a projection caseload of 47.

understanding pain points experienced by different users, DHR will implement a new applicant tracking system solution in FY 2019-20. Future phases of the project will include employee onboarding, succession planning, and performance management.

## Streamlining Workers' Compensation

The Workers' Compensation Division manages the workers' compensation claims operations for the City's self-insured, primarily self-administered program. Two primary initiatives will be the focus of FY 2019-20. The Banking Modernization Project will reduce or eliminate paper checks by using automatic deposit for employee disability payments and electronic payments to providers, increasing efficiency. The second initiative is the implementation of an Alternative Dispute Resolution (ADR) Program for injured police officers and firefighters. The ADR program, a collaboration between DHR and the affected labor organizations, will streamline the delivery of benefits, reduce litigation, and reduce claim costs.

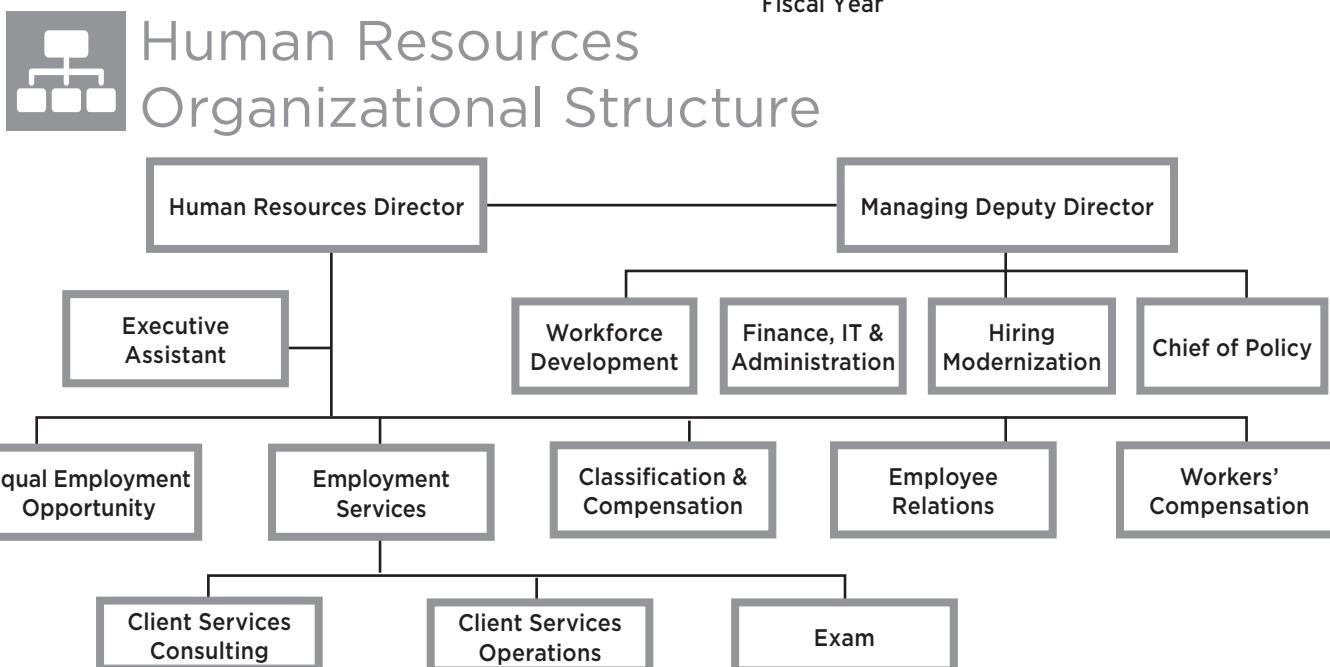
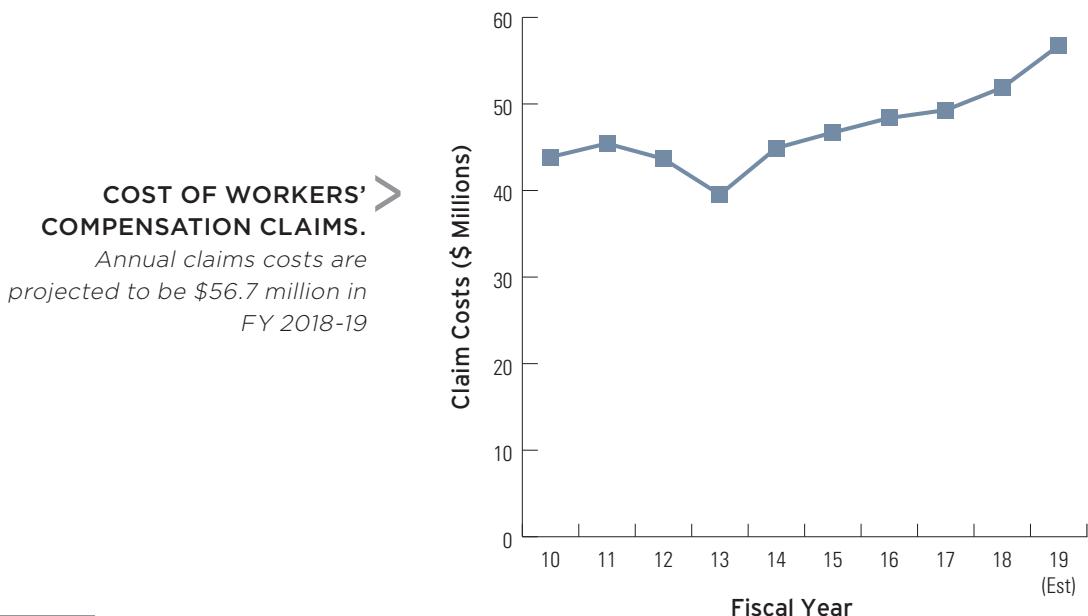
## Disaster Preparedness Planning

The Department of Human Resources has many responsibilities during and after a disaster. DHR is responsible for tracking and deploying disaster service workers (DSWs); intake, tracking, and deployment of spontaneous volunteers; supporting the City's Emergency Operations Center Logistics Section; assisting the City's DSW shelter operations; and collaborating with other city departments in transporting DSWs arriving back to San Francisco to their places of work. Based on the lessons learned from the 2018 California wildfires, DHR will undertake a number of steps to ensure that the City

and its employees are prepared for and resilient in the aftermath of a critical event.

## Housing Authority Transition

Changes at the San Francisco Housing Authority (SFHA) have created new responsibilities and uncertainties for the City. To support these efforts, the department will provide support to SFHA employees impacted by the new federal department of Housing and Urban Development requirements of the City and the SFHA. This includes individualized career coaching and assessment, training, placement assistance, and job fairs. The Mayor's proposed budget includes funding to ensure these responsibilities are met.





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	204.40	213.25	8.85	211.86	(1.39)
Non-Operating Positions (cap/other)	(38.00)	(39.85)	(1.85)	(38.00)	1.85
<b>Net Operating Positions</b>	<b>166.40</b>	<b>173.40</b>	<b>7.00</b>	<b>173.86</b>	<b>0.46</b>

## Sources

Other Revenues	120,428	130,837	10,409	136,118	5,281
Expenditure Recovery	82,177,673	89,088,298	6,910,625	89,420,254	331,956
General Fund Support	18,669,381	22,918,211	4,248,830	20,928,577	(1,989,634)
<b>Sources Total</b>	<b>100,967,482</b>	<b>112,137,346</b>	<b>11,169,864</b>	<b>110,484,949</b>	<b>(1,652,397)</b>

## Uses - Operating Expenditures

Salaries	19,440,830	21,165,104	1,724,274	21,946,599	781,495
Mandatory Fringe Benefits	7,570,157	8,745,142	1,174,985	9,376,612	631,470
Non-Personnel Services	63,880,555	70,117,228	6,236,673	71,784,099	1,666,871
Materials & Supplies	287,471	340,143	52,672	340,143	
Overhead and Allocations					
Programmatic Projects	3,753,680	6,205,680	2,452,000	1,000,000	(5,205,680)
Services Of Other Depts	6,034,789	5,564,049	(470,740)	6,037,496	473,447
<b>Uses Total</b>	<b>100,967,482</b>	<b>112,137,346</b>	<b>11,169,864</b>	<b>110,484,949</b>	<b>(1,652,397)</b>

## Uses - Division Description

HRD Administration	4,462,090	8,650,859	4,188,769	3,911,365	(4,739,494)
HRD Employee Relations	6,603,736	4,722,592	(1,881,144)	4,852,953	130,361
HRD Equal Emplymt Opportunity	4,370,593	4,907,551	536,958	5,101,561	194,010
HRD Recruit-Assess-Client Svc	11,336,150	11,459,376	123,226	11,785,165	325,789
HRD Workers Compensation	71,964,903	79,234,074	7,269,171	81,483,933	2,249,859
HRD Workforce Development	2,230,010	3,162,894	932,884	3,349,972	187,078
<b>Uses by Division Total</b>	<b>100,967,482</b>	<b>112,137,346</b>	<b>11,169,864</b>	<b>110,484,949</b>	<b>(1,652,397)</b>



# 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, AND MEDIATION DIVISION** investigates and mediates complaints of discrimination and non-compliance in employment, housing, and public accommodation. 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.

**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 social justice issues affecting the residents of San Francisco.

**COMMUNITY RELATIONS DIVISION** engages members of the public on current affairs and builds community capacity in areas including advocacy, education, and outreach. This division leads programs including My Brother's and Sister's Keeper, Black to the Future Collaborative, Everybody Reads, and Community Conversations, as well as community engagement on workforce development issues.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	4,741,736	6,341,135	1,599,399	5,905,464	(435,671)
Total FTE	19	22	3	23	1



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Address Discrimination Concerns of Public</b>					
• Total Inquiries & Intakes	1,244	1,000	1,000	1,000	1,000
• Total Number of Complaints Filed	47	50	50	50	50
• Total Number of Complaints Filed and Settled	7	10	0	10	10
<b>Help Against Hate &amp; Violence Prevention in LGBTQIA Communities</b>					
• Number of Public Meetings and Forums lead by HRC in the Community	28	20	5	20	20
<b>Workforce Alignment</b>					
• Number of events through Opportunities For All program	N/A	3	3	10	10
• Number of job placements through the Opportunities For All program	N/A	1,000	1,000	1,000	1,000
<b>Youth Empowerment Programs</b>					
• Number of Education, Training & Awareness Events lead by HRC	31	30	40	30	30
• Number of Reoccurring Committee and Collaborative Meetings staffed by HRC	42	50	12	50	50



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$6.3 million for the Human Rights Commission is \$1.6 million, or 33.7 percent, higher than the FY 2018-19 budget of \$4.7 million. The increase primarily reflects added positions supporting the new Office of Racial Equity and the Mayor's Opportunities for All initiative. The FY 2020-21 proposed budget of \$5.9 million is essentially level funded with the previous fiscal year.

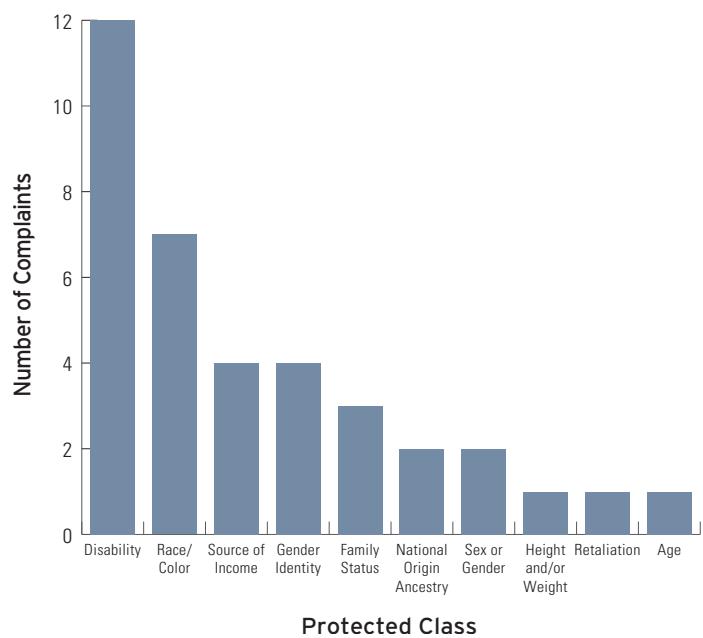
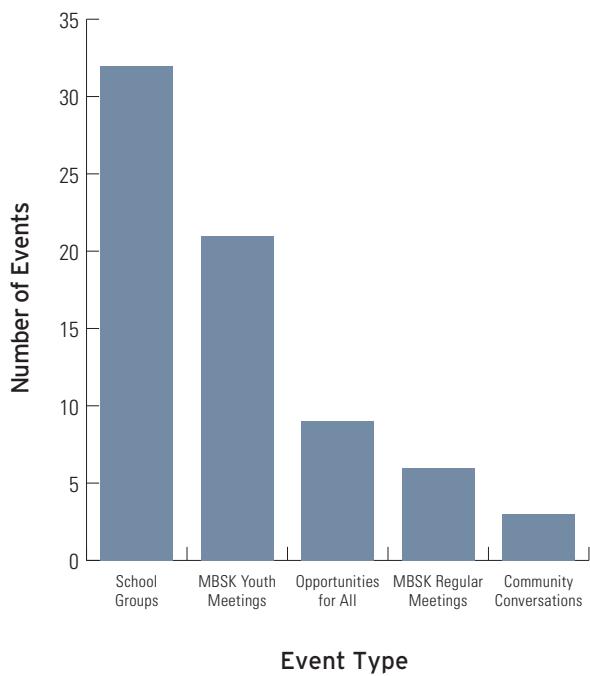
### Opportunities For All

In October of 2018, Mayor Breed launched Opportunities for All (OFA), a youth workforce development program addressing economic inequality by ensuring that all young people can be a part of San Francisco's thriving economy. Opportunities for All provides all high-school aged youth in the City access to career exploration and workforce development. The initiative includes paid internships, mentorships, and pathways to employment, and focuses on equitable access to these opportunities through connections, support, and resources for both job seekers and employers. As part of OFA, youth will work an average of four weeks and earn \$15 per hour for up to 20 hours a week, receive mentorship, and visit local businesses to help them identify careers of

interest and begin to plan for their future. HRC, in partnership with the Department of Children, Youth and their Families (DCYF) and Office of Economic Workforce and Development (OEWD), is committed to providing an additional 1,000 job opportunities to the City's youth. The Mayor's proposed budget includes \$8.0 million over two years, across these departments, to support the cost of student stipends and programming costs throughout the school year.

### Office of Racial Equity

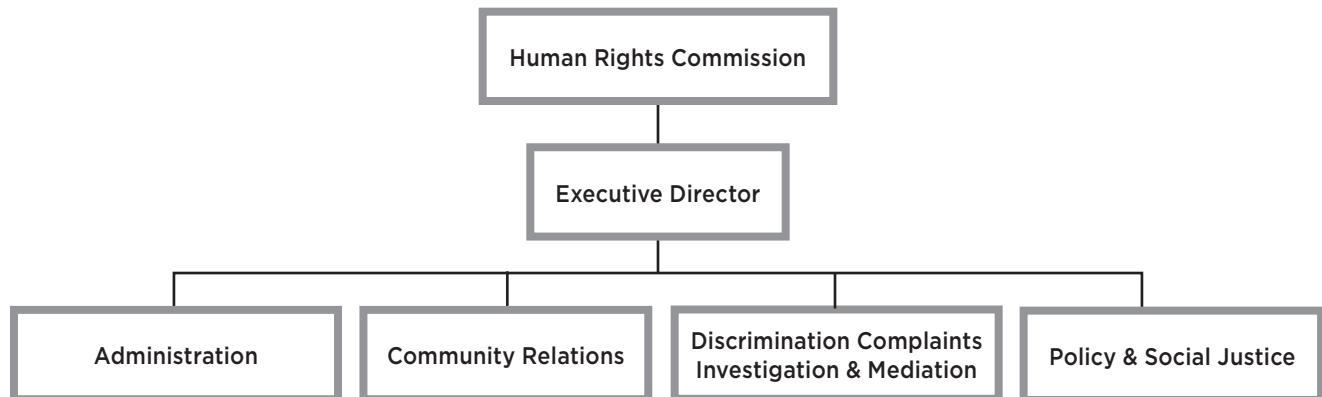
To address racial inequities across the City and advance toward equitable outcomes for all communities, the Mayor's proposed budget dedicates funding for the new Office of Racial Equity within HRC. The office seeks to advance racial equity in San Francisco and repair harm done by government policy decisions that have created, upheld, or exacerbated racial disparities. This funding will provide staff to analyze city policies for their potential impact on various racial groups. The office will also consult with city departments to aid them in establishing tailored plans to address racial disparities within their departments and within their service delivery and outcomes.



**▲ PROGRAM EVENTS.** In 2018, the HRC hosted a variety of community events with a special focus on engaging and empowering disadvantaged youth through the My Brother and Sister's Keepers and Opportunities for All initiatives.

**▲ COMPLAINTS BY PROTECTED CLASS.** In 2018, complaints for discrimination based on disability and race/color made up a majority of complaints reviewed by the HRC Discrimination Division.

## Human Rights Commission Organizational Structure





## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	19.04	25.54	6.50	27.38	1.84
Non-Operating Positions (cap/other)		(3.08)	(3.08)	(4.00)	(0.92)
<b>Net Operating Positions</b>	<b>19.04</b>	<b>22.46</b>	<b>3.42</b>	<b>23.38</b>	<b>0.92</b>

### Sources

Expenditure Recovery	15,000	90,000	75,000	90,000	
General Fund Support	4,726,736	6,251,135	1,524,399	5,815,464	(435,671)
<b>Sources Total</b>	<b>4,741,736</b>	<b>6,341,135</b>	<b>1,599,399</b>	<b>5,905,464</b>	<b>(435,671)</b>

### Uses - Operating Expenditures

Salaries	2,098,188	3,102,669	1,004,481	2,768,280	(334,389)
Mandatory Fringe Benefits	838,213	1,335,289	497,076	1,210,867	(124,422)
Non-Personnel Services	187,197	67,197	(120,000)	67,197	
City Grant Program	1,284,643	1,179,661	(104,982)	1,179,661	
Materials & Supplies	34,675	9,837	(24,838)	9,837	
Services Of Other Depts	298,820	646,482	347,662	669,622	23,140
<b>Uses Total</b>	<b>4,741,736</b>	<b>6,341,135</b>	<b>1,599,399</b>	<b>5,905,464</b>	<b>(435,671)</b>

### Uses - Division Description

HRC Human Rights Commission	4,741,736	6,341,135	1,599,399	5,905,464	(435,671)
<b>Uses by Division Total</b>	<b>4,741,736</b>	<b>6,341,135</b>	<b>1,599,399</b>	<b>5,905,464</b>	<b>(435,671)</b>

# 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 zero-to-five, 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)** allows 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 funds 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	971,834,727	1,039,024,617	67,189,890	1,062,899,769	23,875,152
Total FTE	2,094	2,146	52	2,148	2

Services (*continued*)

**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.

**LONG-TERM CARE OPERATIONS DIVISION** manages a range of initiatives including the Community Living Fund (CLF), the Alzheimer's Disease Initiative for Specialized Supportive Services, 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 for Specialized Supportive Services provides evidence-based and evidence-informed caregiver training and support for low income, minority populations who have developmental disabilities and/or dementia-related diseases. Support at Home is a home care voucher program for older adults and adults with disabilities who have unmet home care needs due to financial challenges. It targets individuals who are typically described as having an "upper poor" income, 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, community service centers, case management, and legal services for older adults and adults with disabilities. The CVSO helps veterans and their dependents 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** provide financial assistance, family stabilization, housing assistance, case management, vocational counseling, job readiness training, behavioral health treatment, home visiting, transportation, and other supportive services designed to help low-income families to increase their income through employment and to thrive.

**COUNTY ADULT ASSISTANCE PROGRAMS (CAAP)** provide financial aid and supportive services such as shelter, Supplemental Security Income (SSI) Advocacy, substance abuse services, 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 (FCS)** 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

*Services (continued)*

provides case management services to older youth (ages 18-21) to assist them with continuing education or trade schools, employment, and transitional housing. FCS also provides financial support to resource families, treatment centers, and the adoptive families and legal guardians of children exiting child welfare.

**SF BENEFITSNET** connects low-income San Francisco residents to free and low-cost health coverage through the Medi-Cal program and to nutrition assistance through the CalFresh program. The program also provides information and enrollment services to San Francisco residents who do not qualify for Medi-Cal to other subsidized health insurance through the Affordable Care Act-authorized health exchange.

**The Office of Early Care and Education performs the following services:**

**CHILDCARE FUNDING** OECE serves as a funder of services in child care centers and family child care homes that 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.

**PUBLIC POLICY** promotes local, state, and federal policy that advances early care and education opportunity for young children and their families, and strengthens the Early Care and Education (ECE) workforce.

**DATA AND EVALUATION** measures the impact of early education on children's development and seeks to continuously improve the services and system for children and families.



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Help residents access employment</b>					
• CalWorks: Current active CalWORKs caseload	3,061	3,000	3,044	2,988	2,930
• WDD: Job placement rate for aided individuals receiving Workforce Development Division Services	70%	75%	64%	65%	65%
<b>Help residents reach economic stability</b>					
• 12-month job retention rate for subsidized employment clients	60.0%	60.0%	55.0%	55.0%	55.0%
• Average increase in earnings for graduates of subsidized employment program after 1 year	147.00%	125.00%	84.00%	80.00%	80.00%
• CAAP: CAAP SSI award rate (excluding pending cases)	83.6%	80.0%	84.0%	80.0%	80.0%
• CAAP: Current active CAAP caseload	4,948	4,770	4,543	4,719	4,721
• CAAP: Number of CAAP SSI Case Mgmt clients exiting county cash aid due to receipt of federal SSI benefits	448	473	460	473	473
• CAAP: Percent of CAAP participants who left aid due to earned income from employment	16.0%	15.0%	15.0%	15.0%	15.0%
• CalFresh: Current active CalFresh caseload	30,623	29,450	30,267	42,800	44,996
• CalFresh: Percent of eligible clients that are enrolled in CalFresh	62.8%	65.0%	63.0%	65.0%	65.0%
• CalWorks: Percent of CalWORKs families who left aid due to earned income from employment	22.0%	20.0%	20.0%	20.0%	20.0%
• Medi-Cal: Current active Medi-Cal caseload	114,746	117,280	114,424	113,780	113,388
• Number of public benefit applications approved during the reporting period (CAAP, CW, MC, CF and IHSS)	59815	60000	60000	60000	60000
<b>Improve outcomes for children in the child welfare system</b>					
• FCS: Percent of children discharged from foster care to permanency within 12 months (out of all children who entered care during a 12-month period)	N/A	38.0%	N/A	39.0%	41.0%
• FCS: Percent of long-term foster care children discharged to permanency (out of all children who had been in care for at least 24 months)	30.6%	27.0%	19.1%	28.0%	29.0%
<b>Improve service delivery, operations, and client experience</b>					
• Personnel: Percent of required bilingual positions filled	93.0%	90.0%	93.0%	90.0%	90.0%
<b>Protect children from abuse and neglect</b>					
• FCS: Entry rate: Number of first-time entries to foster care per thousand children in the population	1.8	1.7	1.6	1.6	1.5
• FCS: In-care rate: Number of children in foster care on a given day per thousand children in the population	5.0	4.7	4.4	4.5	4.3
• FCS: Recurrence of maltreatment: Of all children with a substantiated allegation during the 12-month period, the percent that had another substantiated allegation within 12 months	N/A	10.0%	N/A	10.0%	9.5%
• FCS: Total number of children in foster care	748	730	730	737	726
<b>EARLY CARE &amp; EDUCATION (OECE)</b>					
<b>Enable all families with children 0-5 years old to access Affordable high quality early care and education</b>					
• Percent of children ages 0 to 5 enrolled in City-funded high quality ECE programs	27.3%	30.0%	29.7%	30.0%	30.0%
• Percent of subsidy-eligible children ages 0 to 5 receiving subsidies	65.5%	65.0%	80.7%	70.0%	70.0%



## Performance Measures (Continued)

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>AGING &amp; ADULT SERVICES (DAAS)</b>					
<b>Maintain strong network of community-based services</b>					
• CLF: Number of unduplicated clients served by the Community Living Fund program in the past six months	416	425	415	425	425
• CLF: Percent of care plan problems resolved/addressed on average, after one year of enrollment in Community Living Fund	64%	80%	78%	80%	80%
• CLF: Percent of clients with one or fewer admissions to an acute care hospital within a six month period	94%	80%	95%	80%	80%
• IHSS: Current active In Home Support Services caseload	22,489	22,500	22,500	22,500	22,500
• IHSS: Percentage of IHSS applications processed within the mandated timeframe	76.0%	100.0%	75.0%	100.0%	100.0%
• IHSS: Percentage of IHSS case reassessments completed within the mandated timeframe	90.0%	100.0%	92.0%	100.0%	100.0%
• IR: Number of information and referral contacts regarding services for older adults and adults with disabilities (including follow-ups)	4,157	5,000	4,000	4,500	5,000
• IR: Number of program intakes completed for services for older adults and adults with disabilities	15,352	18,000	15,000	16,000	17,000
• IR: Percentage of calls to the DAAS Information and Referral Line abandoned	9.00%	10.00%	10.00%	10.00%	10.00%
• OOA: Number of home-delivered meals provided to older people	1,929,183	1,989,183	1,989,183	2,071,197	2,071,197
• OOA: Number of meals served at centers for older people	920,031	932,531	955,815	950,342	950,342
• OOA: Number of unduplicated clients enrolled in OOA programs	37,268	39,000	39,500	40,000	40,000
• OOA: Total number of enrollments in OOA services	73,390	76,000	77,000	78,000	78,000
<b>Protect populations from abuse, neglect, and financial exploitation</b>					
• APS: Percentage of initial face to face visits that were completed or attempted within the mandated timeframe	94%	100%	100%	100%	100%
• APS: Reports of abuse of seniors and adults with disabilities	6,815	7,000	7,000	7,000	7,000
• PA: Number of new referrals to the Public Administrator	463	450	475	475	475
• PA: Number of unique investigations active with the Public Administrator	795	800	800	800	800
• PC: Number of new referrals to the Office of the Public Conservator	158	150	200	200	200
• PC: Number of unique individuals with an active case with the Public Conservator (including referrals)	655	650	700	700	700
• PC: Percent of referrals that had a previous conservatorship within the prior year	20%	25%	15%	20%	20%
• PG: Number of new referrals to the Public Guardian	78	105	95	115	125
• PG: Number of unique individuals with an active case with the Public Guardian (including all accepted referrals)	375	350	340	375	375
• PG: Percent of guardianship petitions filed within 30 days of receipt of completed referral	95%	80%	95%	80%	90%
• RP: Number of unique cases active with the Representative Payee	1,345	1,300	1,375	1,300	1,350
<b>Provide consumer-centered programming to best address needs</b>					
• CVSO: Number of unduplicated veterans that received assistance	3,060	3,000	3,000	3,200	3,200
• CVSO: Total ongoing monthly benefits awarded to veterans supported by CVSO	188,032	200,000	150,000	200,000	200,000
• PC: Percent of Public Conservator cases closed due to client stabilization (no longer gravely disabled)	68%	60%	75%	60%	60%



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$1,039.0 million for the Human Services Agency (HSA) is \$67.2 million, or 6.9 percent, higher than the FY 2018-19 budget of \$971.8 million. The majority of this growth is due to increases in costs relating to the In-Home Supportive Services (IHSS) program, including the impact of the Minimum Compensation Ordinance. In addition, there are significant cost increases associated with aid payments through the County Adult Assistance Program and Title IV-E waiver programming. Other increases include voter-mandated growth in the Dignity Fund, early care and education funding, and negotiated salary and benefits costs.

The FY 2020-21 proposed budget of \$1,062.9 million for the Human Services Agency (HSA) is \$23.9 million, or 2.3 percent, higher than the FY 2019-20 proposed budget. This is due to further increases in the cost of IHSS, Dignity Fund growth, and salary and benefit costs.

## State and Local Policy Changes Impact Costs of In-Home Supportive Services

In the fall of 2018 the San Francisco Minimum Compensation Ordinance (MCO) was passed, which

included raises for 19,000 IHSS workers in San Francisco. By FY 2022-23, the MCO base wage for IHSS care providers is slated to reach \$18.75 per hour, subject to annual appropriation, and increase by CPI on July 1 of every subsequent year, beginning in July 2023. The Mayor's proposed budget includes funding of \$33.2 million over two years to support the cost of implementing MCO for IHSS workers.

The Governor's FY 2019-20 budget contains changes to the way that the Counties' share of the IHSS program, known as the maintenance of effort (MOE), is calculated. These changes are favorable to counties and will reduce San Francisco's MOE payment over the two years by approximately \$40.9 million over recent projections. At the time of the Five-Year Financial Plan update in March 2019, HSA projected that the original State changes to the MOE that occurred in FY 2017-18 would entail additional annual costs of \$56.0 million in FY 2019-20 and \$69.1 million in FY 2020-21, for a total of \$125.1 million over the two-year budget as compared to prior projections. As a result of the recent changes in the State budget, these costs are now projected to be \$39.0 million and \$45.2 million respectively, or a total of \$84.3 million over the two-year budget.

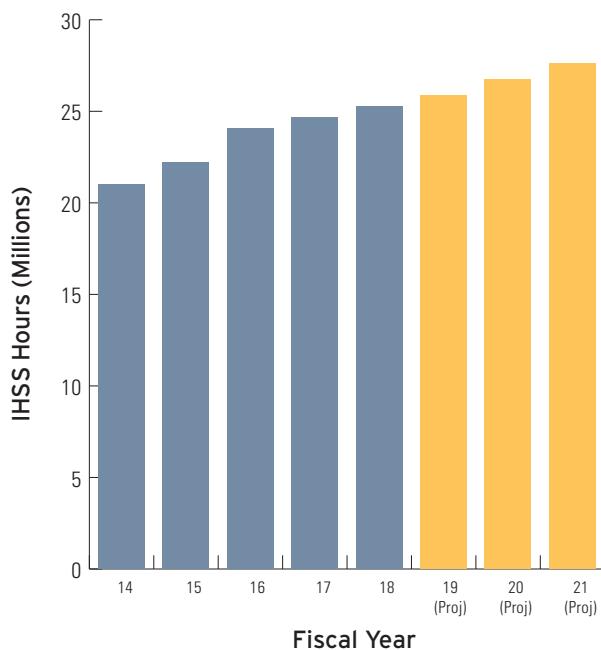
## Cost of Living Adjustments Increase Cash Grants to Families and Individuals

The cash grants given to low-income families on CalWORKs increased by 10 percent on April 1, 2019 due to a Cost of Living Adjustment determined by the State in the FY 2018-19 budget. The Governor's FY 2019-20 budget includes another 13 percent increase to CalWORKs grants that will take effect in October 2019, raising grants for the lowest income families to 50 percent of the Federal Poverty level. Both increases, which are primarily funded with state revenues, are reflected in HSA's budget.

In addition, grants to low-income single adults in the County Adult Assistance Program (CAAP) are tied by local statute to grants given to families in the CalWORKs program. These increases add \$4.9 million of costs in FY 2019-20 and \$5.0 million in FY 2020-21, for a total of \$9.8 million over the two-year budget.

## Support for Supplemental Security Income Recipients to Receive Nutrition Assistance

Calfresh currently provides \$86 million in nutrition assistance to 50,000 low-income San Franciscans



**HOURS OF SERVICES PROVIDED THROUGH IHSS.** IHSS service hours have been increasing each fiscal year since FY 2013-14.

residents. Since 1974, Supplemental Security Income (SSI) recipients in California have been ineligible for CalFresh and instead received an additional 10 dollars per month in their SSI grant. In June 2018, the State Legislature reversed this policy; beginning in summer 2019, individuals receiving SSI will be able to apply for CalFresh. HSA estimates that as a result of the policy change approximately 12,600 SSI recipients will become newly eligible for CalFresh, and that an additional 4,200 existing CalFresh households with an SSI recipient in them will experience a change in their benefit amount. This would increase the monthly income of those SSI recipients by six to eight percent. The existing 4,200 households who are impacted will see their combined SSI/CalFresh benefit remain the same or go up.

In preparation for this policy change, HSA began hiring and training 35 new staff in March 2019 to determine eligibility, process, enroll new applications, and conduct home visiting. The proposed budget reflects the on-going costs of these new staff.

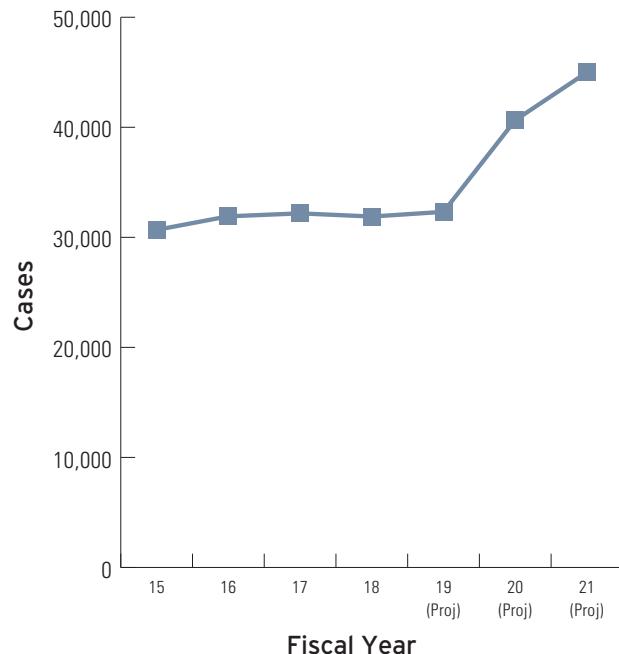
### **Expansion of the Career Pathways Program**

The Career Pathways program moves public assistance clients over a multi-year period to permanent city employment. These clients are employed as “Public Service Trainees” (PSTs) at the Human Services Agency, Recreation and Parks Department, Department for Public Works, and other city agencies for up to one year. PST positions provide clients with valuable, paid work experience in the public sector. The Career Pathways Program provides a way for clients who successfully graduate from the PST program to continue gaining work experience for up to an additional three years. During that time they are able to take civil service exams and in many cases, have been appointed to permanent positions.

The Mayor’s proposed budget adds 20 new slots to the Career Pathways program, increasing the program from 30 to 50 slots, an investment of approximately \$3.4 million dollars over the two-year budget.

### **Benefits Caseworkers in Homeless Shelters and Navigation Centers**

The Mayor’s proposed budget will support five new Eligibility Workers to connect clients at Navigation and SAFE (Shelter Access for Everyone) centers to Medi-Cal, CalFresh, and CAAP (County Adult Assistance) benefits. Homeless clients face especially large difficulties negotiating complex eligibility systems requiring multiple appointments and paperwork.



**▲ PROJECTED CALFRESH CASELOAD.** Over 12,000 new CalFresh caseloads are expected as a result of the new eligibility of individuals receiving Supplemental Security Income.

Benefits connectors will meet clients where they are, streamline business processes whenever possible, and provide personalized support to help them navigate application systems.

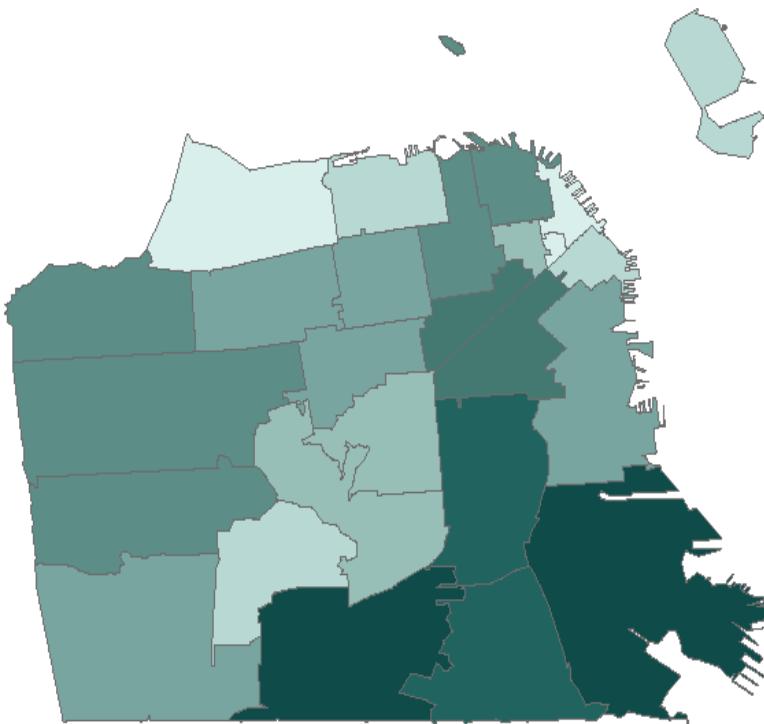
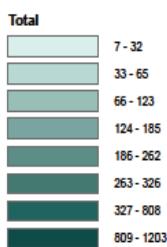
### **Additional Staff at DAAS to Support Conservatorship**

Two positions have been added in the Office of the Public Conservator in the Department for Aging and Adult Services to oversee cases from the SB1045’s Housing Conservatorship program, and expand existing community-based conservatorship programs. This will allow the Office to form a specialized unit providing high-intensity services to clients residing in community settings and strengthen the management of clients with acute mental health needs. Working with mental health partners, the new team will oversee clients’ mental health treatment and service usage, with the goal of promoting recovery and reducing acute hospitalization, incarceration, and homelessness.

### **Change in Federal Funding for Child Welfare Services**

Title IV-E revenue historically provided uncapped federal funding for eligible administrative and assistance costs for Child Welfare services. Under the Title IV-E waiver program, San Francisco waived its

**NUMBER OF CHILDREN AGES ZERO TO PRE-K RECEIVING FUNDING FROM OECE BY ECE PROGRAM ZIP CODE.** The map shows neighborhoods where ECE programs that serve children receiving funding from OECE are located, as of Jan 2019. Forty-four percent of the more than 7,000 children receiving OECE funding are attending ECE programs in 94124 (Bayview), 94134 (Visitacion Valley) and (94112) Excelsior.



right to this uncapped federal IV-E revenue entitlement in exchange for a pre-set amount that could be used more flexibly. Because of declining caseloads, the capped allocation the County receives is higher than what it would have earned without the waiver. HSA also took advantage of reduced caseload costs under the waiver to make investments in preventive services and strengthen its child welfare program.

Under federal law, the waiver funding model ends in September 2019. The Mayor's proposed budget reflects the continuation of services and backfilling of revenue due to the end of the waiver. HSA is committed to exploring new funding opportunities under the new Families First Preventative Services Act, which will provide federal funding for preventive services in Child Welfare beginning in FY 2021-22.

## Dignity Fund Growth

The Dignity Fund was created by the passage of Proposition I in November 2016 to enhance supportive services to help seniors and adults with disabilities live with dignity in their own homes and communities. The fund was baselined at \$38.0 million, grew by \$6.0 million in FY 2017-18, and then grows by an additional \$3.0 million each year thereafter for nine years. The Mayor's proposed two-year budget includes the additional \$6.0 million for the Dignity Fund. In FY 2018-19, as mandated by the Fund's legislation, the Department of Aging and Adult Services developed a Services and Allocation Plan (SAP), which will guide

funding decisions over the next four years. Notable initiatives in FY 2019-20 include funding for a Disability Community Cultural Center, expanding and improving internet/technology services for older adults and adults with disabilities, as well as support for transgender programming for these populations.

## Increase in Funding for Early Care and Education

OECE continues to prioritize quality early care and education (ECE) services through an equity lens. With the Early Learning Scholarship program, highest-need families are prioritized for financial support for quality services. The Preschool for All program supports all four-year-olds with part-day services.

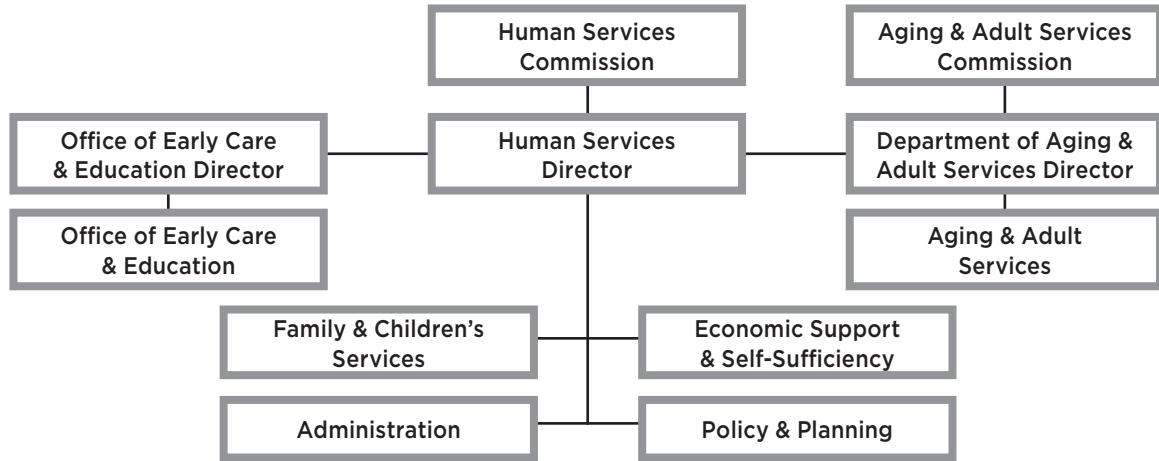
As a result of increased city revenues as well as excess ERAF (Educational Revenue Augmentation Fund) revenue, OECE is receiving an additional \$12.0 million over the two-year budget in PEEF (Public Education and Enrichment Fund) allocations. OECE plans to use this new funding to implement the following initiatives to stabilize the ECE workforce in San Francisco:

- Across-the-board rate increases for ECE providers which will go towards teacher salary increases; and
- One-time stipends for teachers in the highest need family-based and center-based childcare facilities to improve staff retention.

In addition, the Mayor's proposed budget includes \$7.0 million in one-time capital funding for the acquisition and rehabilitation of childcare facilities.



# Human Services Agency Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	2,126.56	2,182.82	56.26	2,186.08	3.26
Non-Operating Positions (cap/other)	(32.77)	(36.85)	(4.08)	(38.00)	(1.15)
<b>Net Operating Positions</b>	<b>2,093.79</b>	<b>2,145.97</b>	<b>52.18</b>	<b>2,148.08</b>	<b>2.11</b>

## Sources

Interest & Investment Income	237,189	237,189	237,189		
Rents & Concessions	194,000	194,000	194,000		
InterGovernmental Rev-Federal	283,587,530	284,163,074	575,544	289,454,382	5,291,308
Intergovernmental Rev-State	350,624,846	373,653,454	23,028,608	381,672,530	8,019,076
Intergovernmental Revenue-Othe	200,000	200,000	200,000		
Charges for Services	1,608,079	1,608,079	1,608,079		
Other Revenues	4,590,952	8,385,796	3,794,844	6,162,796	(2,223,000)
Expenditure Recovery	40,597,860	41,285,876	688,016	40,623,662	(662,214)
Operating Transfers In	12,280,699	3,730,000	(8,550,699)	3,730,000	
Unappropriated Fund Balance	13,614,730	(836,145)	(14,450,875)		836,145
Transfer Adjustment-Source	(7,617,699)		7,617,699		
General Fund Support	271,916,541	326,403,294	54,486,753	339,017,131	12,613,837
<b>Sources Total</b>	<b>971,834,727</b>	<b>1,039,024,617</b>	<b>67,189,890</b>	<b>1,062,899,769</b>	<b>23,875,152</b>

## Uses - Operating Expenditures

Salaries	201,477,981	214,562,010	13,084,029	222,982,678	8,420,668
Mandatory Fringe Benefits	97,043,830	106,417,313	9,373,483	113,418,927	7,001,614
Non-Personnel Services	49,308,034	48,205,874	(1,102,160)	48,205,874	
City Grant Program	184,083,925	200,493,676	16,409,751	188,919,973	(11,573,703)
Capital Outlay	762,500	950,017	187,517	870,000	(80,017)
Aid Assistance	30,538,366	24,144,470	(6,393,896)	24,144,470	
Aid Payments	323,712,314	356,689,143	32,976,829	374,198,029	17,508,886
Intrafund Transfers Out	15,006,859	17,873,142	2,866,283	18,331,684	458,542
Materials & Supplies	3,842,381	3,842,381		3,842,381	
Operating Transfers Out	7,617,699		(7,617,699)		
Other Support/Care of Persons	260,000	260,000		260,000	
Programmatic Projects	3,000,000	700,000	(2,300,000)		(700,000)
Services Of Other Depts	62,798,537	64,886,591	2,088,054	67,725,753	2,839,162
Transfer Adjustment - Uses	(7,617,699)		7,617,699		
<b>Uses Total</b>	<b>971,834,727</b>	<b>1,039,024,617</b>	<b>67,189,890</b>	<b>1,062,899,769</b>	<b>23,875,152</b>

## Uses - Division Description

HSA Admin Support (HSA)	122,097,801	129,965,420	7,867,619	135,965,735	6,000,315
HSA Aging & Adult Svc (DAAS)	334,689,970	372,621,707	37,931,737	394,070,229	21,448,522
HSA Early Care & Education	106,382,412	107,184,996	802,584	98,189,565	(8,995,431)
HSA Human Services (DHS)	408,664,544	429,252,494	20,587,950	434,674,240	5,421,746
<b>Uses by Division Total</b>	<b>971,834,727</b>	<b>1,039,024,617</b>	<b>67,189,890</b>	<b>1,062,899,769</b>	<b>23,875,152</b>

# Juvenile Probation

## MISSION

The Juvenile Probation Department (JPD) assesses and develops plans for youth referred to the Juvenile Justice System, and provides evidence-based supervision strategies for all individuals under its jurisdiction. The Department administers a programmatic approach for the assessment, education, treatment, and rehabilitation of youth charged with delinquent offenses.

## Services

The Juvenile Probation Department provides services through the following program areas:

**PROBATION SERVICES** receives and screens referrals from law enforcement involving youth charged with delinquent offenses. Deputy Probation Officers conduct investigations, prepare court reports, and make dispositional recommendations. The division also performs assessments of youth risks and needs, coordinates interventions with family members, and develops individualized case plans to enhance protective factors, build skills, and improve minors' community adjustment. Additionally, staff manage and supervise youth who are wards of the court, placed in foster care, or have been deemed in need of such services by the San Francisco Superior Court.

**JUVENILE HALL (JJC)** is the official reception and detention center for youth that are detained as a result of an arrest from alleged criminal misconduct. This includes accepting SF juvenile residents transferred in custody from other jurisdictions. SF Juvenile Hall is a 150-bed, maximum-security facility operated 24 hours a day, seven days a week, and 365 days a year. Juvenile Hall counselors provide supervision, manage the daily needs of the youth, coordinate the delivery of vocational and educational programs, medical and behavioral health services, and facilitate access to lawyers and other advocate services. Programs are delivered in partnership with community organizations that engage youths with social, emotional, and recreational services designed to provide rehabilitative connectivity and linkages to on-going support systems upon return to the community.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	41,104,372	43,852,561	2,748,189	46,114,300	2,261,739
Total FTE	218	219	1	222	3

Services (continued)

**LOG CABIN RANCH (LCR)** provides an open-space, long-term residential rehabilitation facility located in La Honda, historically serving adolescent boys committed by the Superior Court as a result of serious delinquent offenses. In June 2018, operations at LCR were suspended following an increasing pattern of youth safety concerns and declining enrollment. As part of the City's juvenile justice reform, the Mayor's Office Blue Ribbon Panel will develop recommendations and next steps for Log Cabin Ranch's operations.

## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Provide a safe and secure environment for staff and detainees</b>					
• Juvenile hall population	45	55	50	50	50
• Percent of Juvenile Justice Center youth grievances processed within two business days after filing	100%	100%	100%	100%	100%
• Percent of permanent staff out on workers compensation	4%	2%	6%	2%	2%
• Percentage of all assaults involving injury to staff	0%	0%	0%	0%	0%
• Percentage of all assaults involving serious injury to youth	0%	0%	0%	0%	0%
<b>Provide needed staffing for JPD's two residential services</b>					
• Number of hours worked by on call staff in Juvenile Hall & Log Cabin Ranch	15,738	11,000	10,856	11,000	11,000
<b>Reduce overtime expenditures in the entire department</b>					
• Annual overtime expenditures	\$1,751,375	\$1,400,000	\$1,254,102	\$1,400,000	\$1,400,000
• Number of overtime hours incurred across the department	30,112	41,552	19,595	40,929	40,929
<b>Reduce repeat offenders</b>					
• Percent of youth on wardship probation who incur a sustained finding for a new law violation*	26%	N/A	N/A	N/A	N/A
• Percent of youth on informal probation (WIC 654.2) who incur a sustained finding for a new law violation within 6 months of starting informal probation*	N/A	N/A	N/A	N/A	N/A
<b>Successful Completion of Probation</b>					
• Average length of stay (in days) from disposition to placement of youth in juvenile hall awaiting out of home placement	28	45	25	45	45
<b>Utilize probation services and community resources to assist youth in successfully navigating probation.</b>					
• Percentage of youth who successfully complete the Evening Report Center Programs	56%	79%	75%	79%	75%

\* The Juvenile Probation Department is currently revising the methodology for their recidivism measures and ensuring data consistency with a new case management system. This data will be updated by the end of 2019.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$43.9 million is \$2.7 million, or 6.7 percent, higher than the FY 2018-19 budget of \$41.1 million. This increase is primarily due to salary and benefit costs, capital projects, and additional grant-funded positions.

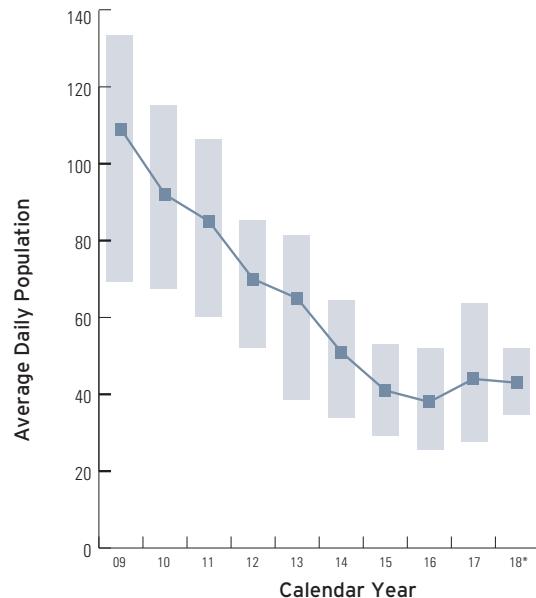
The FY 2020-21 proposed budget of \$46.1 million is \$2.3 million, or 5.2 percent, higher than the FY 2019-20 proposed budget. This is mainly due to salary and benefits costs.

## Blue Ribbon Panel on Juvenile Justice Reform

The Blue Ribbon Panel is a stakeholder group convened to reform local juvenile justice practices and explore opportunities to further reduce the population of youth in the San Francisco juvenile justice system by identifying alternatives to incarceration. At the direction of the Mayor, the Blue Ribbon Panel is comprised of key community stakeholders, criminal justice representatives, legal and advocacy representatives, community-based service providers, members of the faith and philanthropic community, research and academic experts, Superior Court officials, San Francisco Unified School District (SFUSD) members, and representatives from numerous city departments. The Blue Ribbon Panel will develop recommendations focused on universal reforms to the juvenile justice system, alternatives for the City, improvements in program implementation, service strategies and practices, and associated infrastructure requirements.

## Community Partnerships and Collaborative Strategies

JPD employs a holistic approach to community supervision that addresses key areas of youth development designed to meet the individual needs of each youth. 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 enables JPD to participate in collaborative assessment, targeted treatment, and coordinated plan development to aid in the successful supervision and rehabilitation of youth involved in the justice system. In partnership with



**AVERAGE DAILY JUVENILE HALL POPULATION, CY 2009 - 18.** The average daily Juvenile Hall population fell over the last decade and has remained at historic lows since 2016.

\*2018 data includes January and February 2018 only.

Source: SFJPD Juvenile Justice Information System

the Department of Children, Youth, and Families (DCYF) and DPH, JPD will continue to collaborate to fund community-based service providers which offer a wide range of violence prevention programs for youth and their families. Priority strategies focus on coordinated case management, detention alternatives, gender specific programming, and after-care services.

## Efficiencies Through New Technologies

In June 2018, JPD successfully launched Augustus, its new comprehensive case management system. Augustus enhances operational efficiencies from automated information sharing, enables data analytics identification for targeted interventions and collaboration with justice partners, SFUSD, and other key city departments involved in the continuum of service delivery for juvenile justice involved youth. Additionally, Augustus enables JPD to more fully contribute data to the City's comprehensive Shared Youth database with the HSA, SFUSD, and DPH.

## Diverse, Equitable, and Inclusive Practices

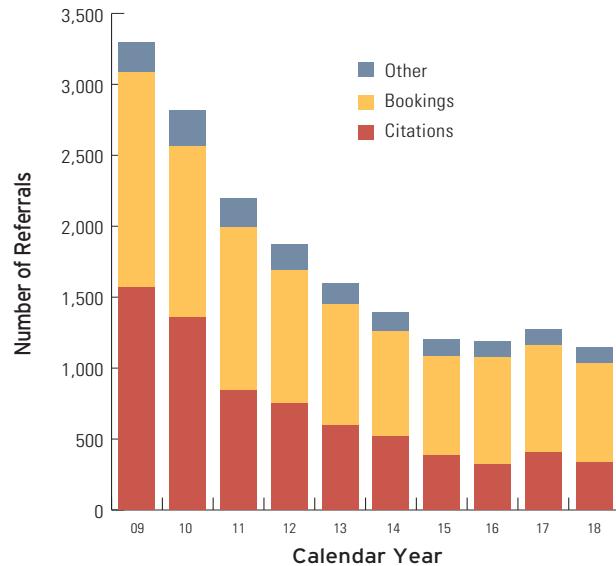
During the past seven years, JPD has actively participated in the City's Project Pull Promise internship program for high school aged youth. In 2018, JPD expanded the program to provide the same vocational learning and summer job opportunity for youth in Juvenile Hall. The JJC Project Pull Promise was implemented to provide these youth with equitable summer job

opportunities, exposure to invaluable job readiness skills, and personal budgeting coaching.

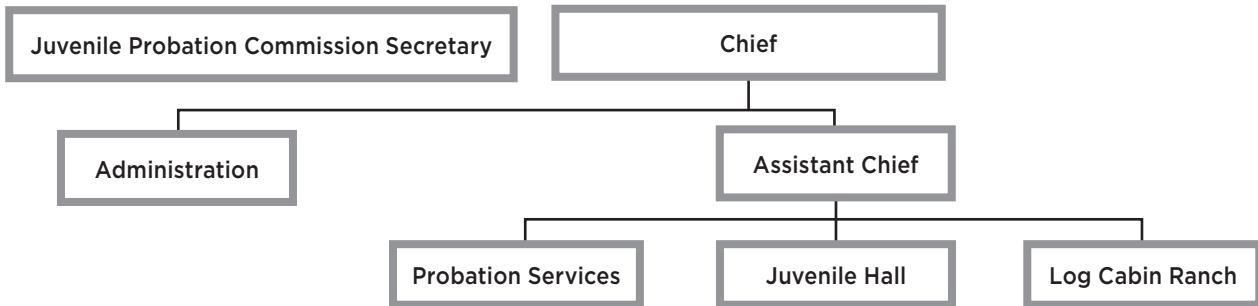
These youth internship initiatives are made possible in partnership with community based organizations, local credit unions, and the San Francisco Public Utilities Commission. JPD is also continuing other holistic programming initiatives through cross-departmental cooperation, such as its team Outdoor Experience program for system-involved youth.

### REFERRALS TO JUVENILE PROBATION BY TYPE, FY

**2009-18.** Referrals to the Juvenile Probation Department (e.g. booking for new offenses or citations for violations of probation conditions) remain at historic lows, but the total number of new bookings and citations increased in 2017 compared to 2016.



## Juvenile Probation Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	223.24	223.15	(0.09)	227.12	3.97
Non-Operating Positions (cap/other)	(5.00)	(4.54)	0.46	(5.00)	(0.46)
<b>Net Operating Positions</b>	<b>218.24</b>	<b>218.61</b>	<b>0.37</b>	<b>222.12</b>	<b>3.51</b>

## Sources

InterGovernmental Rev-Federal	2,046,805	2,046,805	2,046,805		
Intergovernmental Rev-State	6,466,308	7,079,464	613,156	7,410,906	331,442
Charges for Services	3,000	3,000		3,000	
Other Revenues		10,000	10,000	10,000	
Expenditure Recovery	80,000	180,000	100,000	180,000	
General Fund Support	32,508,259	34,533,292	2,025,033	36,463,589	1,930,297
<b>Sources Total</b>	<b>41,104,372</b>	<b>43,852,561</b>	<b>2,748,189</b>	<b>46,114,300</b>	<b>2,261,739</b>

## Uses - Operating Expenditures

Salaries	21,419,388	22,199,215	779,827	23,185,553	986,338
Mandatory Fringe Benefits	9,109,898	9,802,221	692,323	10,787,182	984,961
Non-Personnel Services	4,375,476	5,284,581	909,105	4,895,896	(388,685)
City Grant Program	234,558	235,000	442	235,000	
Capital Outlay	837,445	1,717,567	880,122	2,006,795	289,228
Materials & Supplies	743,574	552,670	(190,904)	755,170	202,500
Programmatic Projects	396,193	301,952	(94,241)	414,960	113,008
Services Of Other Depts	3,987,840	3,759,355	(228,485)	3,833,744	74,389
<b>Uses Total</b>	<b>41,104,372</b>	<b>43,852,561</b>	<b>2,748,189</b>	<b>46,114,300</b>	<b>2,261,739</b>

## Uses - Division Description

JUV Children'S Baseline	3,401,287	2,136,852	(1,264,435)	2,422,207	285,355
JUV Community Programs	1,071,561		(1,071,561)		
JUV General	10,714,236	11,930,908	1,216,672	12,751,033	820,125
JUV Juvenile Hall	14,698,095	17,592,031	2,893,936	18,179,264	587,233
JUV Probation Services	11,219,193	12,192,770	973,577	12,761,796	569,026
<b>Uses by Division Total</b>	<b>41,104,372</b>	<b>43,852,561</b>	<b>2,748,189</b>	<b>46,114,300</b>	<b>2,261,739</b>



# 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:

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

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

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

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	2,160,788	2,140,990	(19,798)	2,316,544	175,554
Total FTE	3	3	0	3	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Promote access to justice for all San Franciscans</b>					
• Weekly hours of operation staffed by legal professionals to meet user needs	52	52	52	52	52
<b>Promote community legal education</b>					
• Number of legal education program attendees	297	210	210	210	220
• Patrons rating of legal seminars & educational programs	99.0%	75.0%	95.0%	85.0%	85.0%
<b>Provide comprehensive and readily accessible legal information resources</b>					
• Amount of webpage and catalog searches and in-library computer legal research usage	133,393	100,000	70,000	70,000	70,000
<b>Provide free access to extensive legal databases</b>					
• Amount of legal database research transactions	147739	125000	110000	110000	110000



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$2.1 million for the Law Library is relatively flat compared to the FY 2018-19 budget of \$2.2 million. The FY 2020-21 proposed budget of \$2.3 million is \$0.2 million, or 8.2 percent, higher than the FY 2019-20 proposed budget. The increase is mainly due to an increase in facility costs.

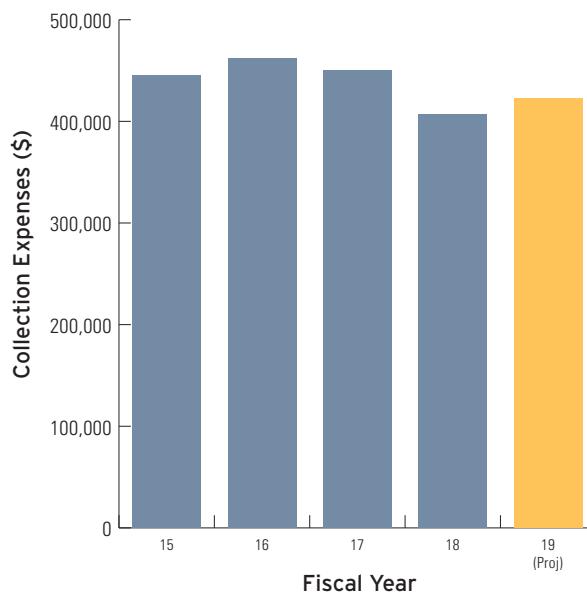
### Professional Services

The Law Library serves the City as a free, legal information resource to everyone in San Francisco by continuing to provide comprehensive legal services, educational programs, informative reference guides, and print and electronic resources geared for both the public and legal community. The Law Library collaborates with other regional and state law libraries, the San Francisco Public Library, and other city departments to help citizens navigate important life issues including immigration, family law, employment, evictions and landlord-tenant disputes, elder law, and small business processes.

### Electronic Resources

The Law Library's electronic legal databases and resources are continually enhanced and updated as conversions from print to electronic formats are made whenever feasible. Other upgrades include systems security, staff computers, and computer equipment for public access. The Law Library

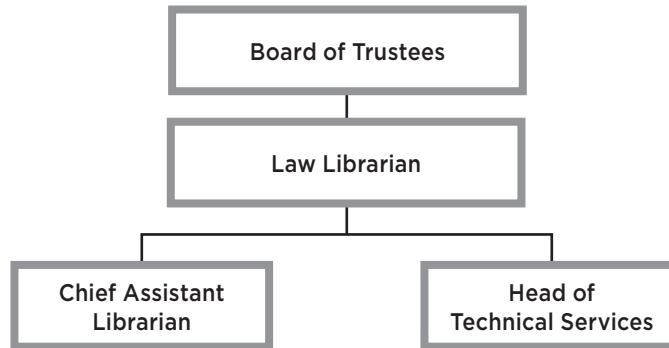
partners with the Bar Association of San Francisco, the courts, and other California County Law Libraries to share resources and provide professional legal information and education services.



**▲ COLLECTION EXPENSES (DATABASES AND PRINT).** The Law Library's collection expenses are expected to increase slightly in FY 2018-19 due to publication costs.



# Law Library Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	3.00	3.00		3.00	
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>
General Fund Support	2,160,788	2,140,990	(19,798)	2,316,544	175,554
<b>Sources Total</b>	<b>2,160,788</b>	<b>2,140,990</b>	<b>(19,798)</b>	<b>2,316,544</b>	<b>175,554</b>
<b>Uses - Operating Expenditures</b>					
Salaries	435,139	441,629	6,490	456,539	14,910
Mandatory Fringe Benefits	196,296	210,918	14,622	222,577	11,659
Materials & Supplies	10,000	6,000	(4,000)	6,000	
Services Of Other Depts	1,519,353	1,482,443	(36,910)	1,631,428	148,985
<b>Uses Total</b>	<b>2,160,788</b>	<b>2,140,990</b>	<b>(19,798)</b>	<b>2,316,544</b>	<b>175,554</b>
<b>Uses - Division Description</b>					
LLB Law Library	2,160,788	2,140,990	(19,798)	2,316,544	175,554
<b>Uses by Division Total</b>	<b>2,160,788</b>	<b>2,140,990</b>	<b>(19,798)</b>	<b>2,316,544</b>	<b>175,554</b>



# 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 provide a range of services to the public, including:

**MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT (MOHCD)** creates affordable housing opportunities for families and individuals, and funds essential services to build strong communities.

**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 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 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.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	161,258,202	330,282,041	169,023,839	152,136,808	(178,145,233)
Total FTE	63	78	15	77	(1)



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
--	---------------------	---------------------	------------------------	---------------------	---------------------

## FIX-IT-TEAM

### Create a Fix-It model centered on resident satisfaction and empowerment

- Number of projects initiated in partnership with CBOs to accomplish Action Plans
- |    |    |    |   |   |
|----|----|----|---|---|
| 26 | 20 | 20 | 5 | 5 |
|----|----|----|---|---|

### Develop an equitable and transparent framework to prioritize Fix-It zones

- Number of priority Fix-It zones identified to address neighborhood quality of life concerns
- |    |    |    |   |   |
|----|----|----|---|---|
| 20 | 10 | 13 | 3 | 3 |
|----|----|----|---|---|

### Improve the City's response to safety and cleanliness service requests

- Number of Action Plans completed
  - Number of Public Works Corridor Ambassadors (street cleaners) trained to improve the effectiveness of their services
- |    |    |     |    |    |
|----|----|-----|----|----|
| 25 | 10 | 13  | 13 | 13 |
| 27 | 30 | 135 | 50 | 50 |

## HOUSING & COMMUNITY DEVELOPMENT

### Create permanently affordable housing

- Number of loans or other types of assistance to first time homebuyers
  - Number of new BMR ownership units created by private developers
  - Number of new BMR rental units created by private developers
  - Number of newly constructed low and moderate-income rental units completed with public financial assistance
- |     |     |     |     |     |
|-----|-----|-----|-----|-----|
| 96  | 125 | 100 | 125 | 125 |
| 68  | 46  | 42  | 34  | 12  |
| 254 | 210 | 219 | 217 | 101 |
| 447 | 546 | 546 | 750 | 587 |

### Foster healthy communities and neighborhoods

- Number of community facilities and public space improvement projects assisted with capital funding
  - Number of individuals that received services related to fostering healthy communities and neighborhoods
- |       |       |       |       |       |
|-------|-------|-------|-------|-------|
| 15    | 20    | 20    | 20    | 20    |
| 8,095 | 8,100 | 7,093 | 7,100 | 7,100 |

### Improve access to affordable housing

- Number of individuals that received services related to accessing affordable housing
- |        |       |       |       |       |
|--------|-------|-------|-------|-------|
| 11,315 | 8,600 | 8,287 | 8,300 | 8,300 |
|--------|-------|-------|-------|-------|

### Preserve affordable housing

- Number of low-and-moderate income rental units rehabilitated or preserved with public financial assistance
- |       |       |       |     |    |
|-------|-------|-------|-----|----|
| 1,576 | 2,045 | 2,168 | 206 | 82 |
|-------|-------|-------|-----|----|

### Promote self-sufficiency for all and protect rights

- Number of individuals that received services related to self sufficiency and protection of rights
- |        |        |        |        |        |
|--------|--------|--------|--------|--------|
| 15,549 | 13,800 | 13,093 | 13,100 | 13,100 |
|--------|--------|--------|--------|--------|



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$330.3 million for the Mayor's Office is \$169.0 million, or 104.8 percent, higher than the FY 2018-19 budget of \$161.3 million. This increase is due to the newly budgeted housing acquisition, development, and preservation expenditures made possible by FY 2016-17 and FY 2019-20 ERAF Revenues.

The FY 2020-21 proposed budget of \$152.1 million for the Mayor's Office is \$178.1 million, or 53.9 percent, less than the FY 2019-20 proposed budget

of \$330.3 million. This decrease is due to the expiration of one-time ERAF funding and one-time housing expenditures.

## Maximizing Affordable Housing

In 2014, the City committed to creating 30,000 new and rehabilitated housing units in San Francisco by 2020, including 10,000 units permanently affordable to low-income households. The Mayor's Office of Housing and Community Development (MOHCD) is on

track to meet this important goal and will continue its deep investment in affordable housing development and preservation, while also providing eligible low- and middle-income first-time homebuyers resources to assist in the purchase of market-rate housing.

The Mayor's proposed budget invests over \$118.0 million in new funding for land acquisition and the production of 100 percent affordable housing. This funding will enable MOHCD to purchase suitable sites for 100 percent affordable housing, support predevelopment work such as site planning and design for pipeline projects, and provide needed gap funding to expedite the construction of large affordable housing projects.

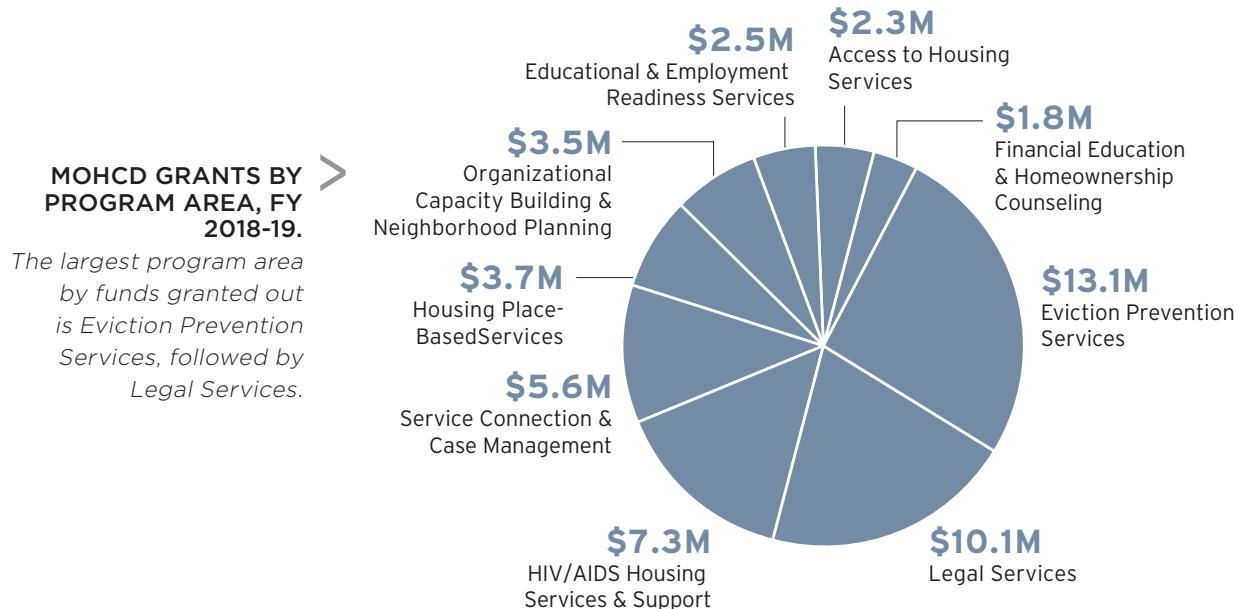
The proposed budget also includes a \$5.6 million increase over two years for the Housing Trust Fund baseline, which will grow to \$36.8 million in FY 2019-20 and \$39.6 million in FY 2020-21. This increase will supplement the new funding described above as well as the Affordable Housing General Obligation Bond to maximize affordable housing preservation and production. Funding from the Housing Trust Fund and Inclusionary Housing fee revenue will also support the continued operation and development of DAHLIA, the San Francisco Housing Portal.

The proposed budget also includes significant resources to preserve existing affordability of units with expiring rent restrictions, as well as the replacement of existing units which are beyond normal repair/rehabilitation. In addition, the

proposed budget directs considerable resources to advance HOPE SF, the City's signature initiative to transform its most distressed public housing communities through the creation of new, equitable mixed-income communities. 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.

## **Stabilizing the San Francisco Housing Authority**

After uncovering significant financial problems that resulted in major funding shortfalls in the San Francisco Housing Authority (SFHA), the US Department of Housing and Urban Development (HUD) found SFHA to be in default under both its Housing Choice Voucher (HCV) and Public Housing contracts. In its default letter dated March 7, 2019, HUD required that SFHA's essential functions, including the operations of both the HCV and Public Housing programs, be outsourced to third-party experts acceptable to HUD. In addition, HUD requested that the City and County of San Francisco assume responsibility for oversight of SFHA's essential functions. The proposed budget includes \$12.5 million to assist with this transition. This includes \$5.0 million in reserve funding to help mitigate future potential housing voucher shortfalls and protect over 12,000 low-income households who rely on vouchers for their housing. The proposed budget also includes funding to enable the City to

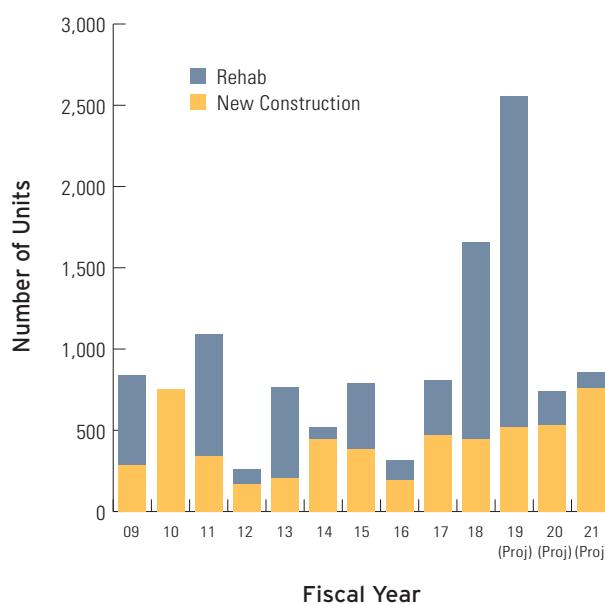


assume oversight of the essential functions of the Housing Authority and provide skills and job assessments, training, support and job counseling to SFHA's employees, designed to provide options for such impacted employees, including and where possible and appropriate, pathways to employment with the City.

### **Protecting Vulnerable Residents and Preventing Displacement**

The budget includes \$12.5 million in new rental subsidies to help vulnerable residents remain housed and prevent displacement and possible homelessness. This includes \$2 million to fund housing subsidies for transgender and gender-non conforming San Franciscans for two years, and \$10.5 million to fund a first of its kind, five year pilot program for shallow rental subsidies to assist 350 low income seniors and rent-burdened families throughout the City.

The budget also includes \$1.6 million in new emergency rental assistance funding for tenants in both private and subsidized housing (including San Francisco Housing Authority units) who have fallen behind on rent and are in danger of being evicted. These emergency funds will help vulnerable residents avoid eviction and displacement.



**▲ NUMBER OF AFFORDABLE UNITS COMPLETED.**  
The Mayor's Office of Housing and Community Development is projected to construct and rehabilitate a record number of units in FY 2018-19 and FY 2019-20.

### **Fostering Healthy Communities and Neighborhoods**

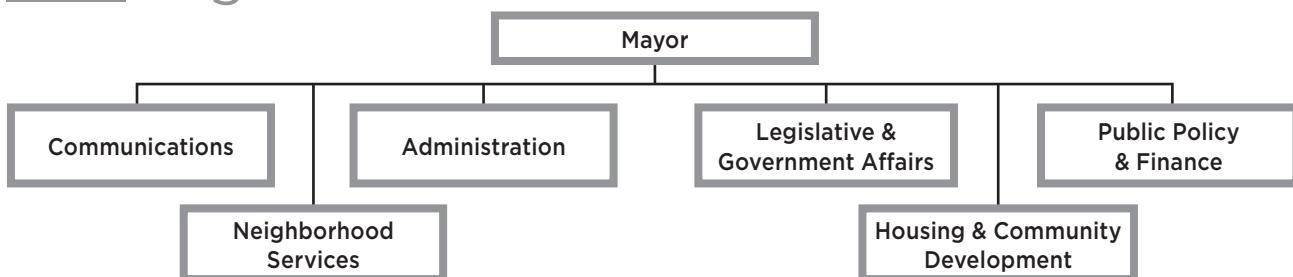
MOHCD's community development grants program consists of federal Department of Housing and Urban Development (HUD) entitlement, state funds, General Fund, Housing Trust Fund, and the South of Market Community Stabilization Fund. The budget continues \$2.6 million in additional funding which started in FY 2018-19 for immigration-related legal services, including representation of individuals facing deportation at the San Francisco Immigration Court. With the recent passage of Prop F, the "No Eviction Without Representation Act of 2018," San Francisco is now the only city in America in which all residents facing eviction have a right to legal counsel. The Mayor is supporting the implementation of a sophisticated Tenant Right to Counsel system through an additional \$2 million in 2019-20. This funds a strong network of MOHCD-funded legal service organizations, along with the development of a centralized and coordinated referral system for client intake, referral and case management, in order to ensure that all residents facing eviction have access to high-quality legal representation.

In FY 2019-20, 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 recent immigrants, along with victims of domestic violence, employment discrimination, and housing discrimination; provide over 1,500 individuals with skill development training and support to increase their economic self-sufficiency, academic achievement and/or job readiness; 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.

In FY 19-20, MOHCD will also launch its first full year of support for the City's groundbreaking cultural districts program. The cultural districts program is designed to celebrate and strengthen the unique cultural identities of San Francisco's communities; preserve, strengthen and promote diverse communities' cultural assets; and formalize partnerships between the City and communities to better coordinate resources and focus on stabilizing communities.



# Mayor Organizational Structure



## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	144.93	178.50	33.57	181.11	2.61
Non-Operating Positions (cap/other)	(81.84)	(100.61)	(18.77)	(103.80)	(3.19)
<b>Net Operating Positions</b>	<b>63.09</b>	<b>77.89</b>	<b>14.80</b>	<b>77.31</b>	<b>(0.58)</b>

### Sources

Other Local Taxes	1,500,000	3,135,000	1,635,000	3,198,000	63,000
Rents & Concessions	5,030,000	5,030,000		5,030,000	
Intergovernmental Revenue-Othe	2,958,527	2,958,527		2,958,527	
Other Revenues	60,293,445	33,622,517	(26,670,928)	31,547,517	(2,075,000)
Expenditure Recovery	12,800,432	12,581,830	(218,602)	14,702,429	2,120,599
Operating Transfers In		56,790,000	56,790,000		(56,790,000)
IntraFund Transfers In	34,000,000	57,062,098	23,062,098	39,600,000	(17,462,098)
Unappropriated Fund Balance	3,280,877	3,590,690	309,813	3,612,905	22,215
General Fund Support	41,394,921	155,511,379	114,116,458	51,487,430	(104,023,949)
<b>Sources Total</b>	<b>161,258,202</b>	<b>330,282,041</b>	<b>169,023,839</b>	<b>152,136,808</b>	<b>(178,145,233)</b>

### Uses - Operating Expenditures

Salaries	7,356,264	9,170,475	1,814,211	9,408,230	237,755
Mandatory Fringe Benefits	3,097,947	3,353,263	255,316	3,486,251	132,988
Non-Personnel Services	3,145,800	2,778,984	(366,816)	2,778,984	
City Grant Program	45,555,873	48,827,660	3,271,787	51,438,913	2,611,253
Capital Outlay		3,318,471	3,318,471	3,316,030	(2,441)
Aid Assistance		14,100,000	14,100,000		(14,100,000)
Debt Service	1,772,608	3,427,726	1,655,118	3,427,726	
Materials & Supplies	118,000	98,000	(20,000)	98,000	
Operating Transfers Out	1,245,094	14,400,000	13,154,906		(14,400,000)
Other Support/Care of Persons	90,268,839	177,004,803	86,735,964	66,782,801	(110,222,002)
Overhead and Allocations	2,314,034	2,392,854	78,820	2,576,873	184,019
Programmatic Projects	3,044,089	47,239,089	44,195,000	4,492,089	(42,747,000)
Services Of Other Depts	3,339,654	4,170,716	831,062	4,330,911	160,195
<b>Uses Total</b>	<b>161,258,202</b>	<b>330,282,041</b>	<b>169,023,839</b>	<b>152,136,808</b>	<b>(178,145,233)</b>

### Uses - Division Description

MYR Housing & Community Dev	151,578,420	320,705,808	169,127,388	142,281,194	(178,424,614)
MYR Office Of The Mayor	9,679,782	9,576,233	(103,549)	9,855,614	279,381
<b>Uses by Division Total</b>	<b>161,258,202</b>	<b>330,282,041</b>	<b>169,023,839</b>	<b>152,136,808</b>	<b>(178,145,233)</b>



# Municipal Transportation Agency

## MISSION

The San Francisco Municipal Transportation Agency (SFMTA) plans, designs, builds, operates, regulates, and maintains one of the most diverse transportation networks in the world.

The SFMTA operates five modes of public transit, including bus, trolleybus, light rail trains, historic streetcars, and the City's iconic cable cars, and provides infrastructure for safe walking, bicycling, and driving. In addition, the SFMTA manages traffic engineering and enforcement, on- and off-street public parking, paratransit services and permitting, and regulates private transit vehicles, including taxis.

## Services

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

### Transit (Muni)

The Transit Division operates the Municipal Railway, also known as Muni. It provides safe, reliable, and accessible public transit service throughout San Francisco. In addition to the planning, scheduling, and delivery of transit services, this division also maintains the fleet, facilities, and infrastructure needed to deliver Muni services.

Muni is the oldest publicly owned and operated transit system in the United States and the largest system in the San Francisco Bay Area. Muni accounts for close to 45 percent of all transit trips in the nine-county region, and is the eighth-largest transit system in the United States, with more than 225 million annual boardings. Muni operates the greenest transit fleet in North America and one of the most diverse, with:

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	1,217,463,609	1,282,007,927	64,544,318	1,317,497,151	35,489,224
Total FTE	5,338	5,477	139	5,500	23

*Services (continued)*

- Modern light rail vehicles (including the new LRV4 vehicles introduced into service in 2017);
- America's only remaining cable car network, a US National Historic Landmark;
- A collection of historic streetcars from across the US and around the world;
- One of America's few remaining electric trolley coach networks; and
- Clean diesel and hybrid electric motor coaches (soon to be joined by battery-powered electric coaches).

## **Sustainable Streets Division (SSD)**

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

## **Capital Programs and Construction Division (CP&C)**

The CP&C Division is responsible for the design and construction of major infrastructure projects.

## **Taxis and Accessible Services (TAS)**

Traditionally, the Taxis and Accessible Services Division (TAS) has represented a combination of two distinct functions of the SFMTA, which substantially overlap in the regulation of taxis.

Accessible Services is a core support function for all modes of travel. TAS ensures that transit, pedestrian, and bike facilities and taxi services are accessible to seniors and people with disabilities.

This division also oversees the SFMTA Paratransit program. As part of that role, Accessible Services has engaged the private taxi industry, through a private-public partnership, to provide efficient and effective paratransit service. Taxi Services' function is to license and regulate the private taxi industry to ensure that drivers and vehicles are safe and that taxi service is accessible, regardless of trip origin or destination, without illegal discrimination, at prices that are transparent, and that there is an adequate supply of taxicabs to meet customer demand.

In addition to the regulatory oversight of taxi industry permittees, TAS has recently assumed the responsibility for enforcement of new regulated mobility permit programs.

## **Finance and Information Technology Division (FIT)**

The FIT Division manages the agency's finances, collects fare revenues, deploys information technology, and manages facilities.

## **Human Resources Division (HR)**

SFMTA HR provides support services including: recruitment, hiring, employment and labor relations, payroll, organizational development and training, employee wellness, equal employment opportunity, and workers' compensation.

## **System Safety Division**

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

## **Communications and Marketing**

The Communications and Marketing Division is responsible for internal and external communications that engage and share information with the customers, stakeholders, and the public. The Division is responsible for media and public relations, marketing, special events, creative services, community outreach, and customer service. The functional expertise of the division enables the SFMTA to keep customers, stakeholders, and the general public informed about transportation services, as well as capital improvement plans and projects.

Services (continued)

## Government Affairs

The Government Affairs Division is responsible for coordinating, developing, advancing, and monitoring the SFMTA's legislative and policy interests at the local, state, and federal levels. The Division also includes Regulatory Affairs responsibilities. The Government Affairs Division works to ensure that a supportive policy and regulatory environment exists to advance the capital project and policy priorities of the Agency. Staff is responsible for development and advocacy of the Agency's annual legislative program; reviewing and monitoring legislation to evaluate impacts on the SFMTA; crafting and advocating for policy positions on pending legislation; and educating elected officials and key stakeholders and others about the SFMTA's project and policy priorities.



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>1. Create a safer transportation experience for everyone</b>					
• Muni collisions per 100,000 vehicle miles	6.00	6.40	5.42	6.10	5.80
• SFPD-reported Muni-related crimes per 100,000 miles	4.23	4.30	4.20	4.10	3.90
<b>2. Make transit and other sustainable modes of transportation the most attractive and preferred means of travel</b>					
• Muni average weekday boardings	713,240	729,208	704,221	764,954	772,103
• Muni on-time performance	56.5%	85.0%	53.8%	85.0%	85.0%
• Percentage of Muni trips with service gaps	15%	17%	17%	15%	13%
• Percentage of scheduled service hours delivered	97.5%	98.5%	94.3%	98.5%	98.5%
<b>3. Improve the quality of life and environment in San Francisco and the region</b>					
• Muni cost per revenue hour	N/A	\$229.21	N/A	\$238.02	\$246.84
• Muni cost per unlinked trip	N/A	\$3.68	N/A	\$3.82	\$3.96
• Muni farebox recovery ratio	N/A	26.7%	N/A	26.7%	26.7%
• Paratransit on-time performance	85%	86%	74%	87%	88%
<b>4. Create a workplace that delivers outstanding service</b>					
• Hazardous traffic signal reports: % responded to and repaired within two hours	99%	92%	99%	92%	92%
• Muni customer complaints per 100,000 miles	67.9	68.5	75.7	66.4	64.4
• Parking meter malfunction reports: % responded to and repaired within 48 hours	88%	90%	91%	90%	90%
• Traffic and parking control requests: % investigated and responded to within 90 days	86%	80%	79%	80%	90%
• Workplace injuries per 200,000 hours	12.9	12.2	13.1	12.0	11.8



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 is \$1.3 billion, a \$64.5 million, or 5.3 percent, increase from the FY 2018-19 budget of \$1.2 billion. These increases are driven by service expansions, staffing growth, and increasing personnel costs as approved in the FY 2018-19 and FY 2019-20 fixed two-year budget.

The MTA has two-year fixed operating and capital budgets, and FY 2019-20 represents the second year of the current two-year cycle. The Department is therefore working within its two-year fixed budget for FY 2019-20 and is not updating its FY 2020-21 budget in this proposed budget.

## **Equity and Inclusion**

The FY 2019-20 budget continues to fund key programs to meet the needs of historically disadvantaged neighborhoods and populations. These programs include the Free Muni Program for low- and moderate-income youth aged 5-18, seniors and people with disabilities, as well as the adult Lifeline Program.

The Muni Equity Strategy funds operating and capital improvement projects to ensure that Muni service levels in eight historically disenfranchised neighborhoods are equal to, or exceed, those in other areas of the City. Based on a strategy developed in partnership with housing and transportation equity advocates, it uses a neighborhood-based approach to improve the transit routes deemed most critical to households with low incomes, people of color, seniors, and people with disabilities. These neighborhoods include: Chinatown, Western Addition, Tenderloin/ South of Market, Mission, Bayview, Visitacion Valley, Outer Mission/Excelsior, and Oceanview/Ingleside.

## **Operational Sustainability and Reliability**

This budget will also see the completion of a number of projects that will substantially improve Muni operations and reliability across the City. These include opening the Central Subway and bringing online 68 new expansion light rail trains. As these Muni-focused initiatives become operational, other efficiencies, including service realignments, will help offset the increased costs to the transit system.

## **Capital Investments**

In addition to its operating budget, the SFMTA submits a fixed two-year capital budget.

On August 15, 2017, the SFMTA Board of Directors approved the 20-Year Capital Plan for FY 2016-17 through FY 2035-36. The Capital Plan represents the SFMTA's fiscally unconstrained capital needs for the next 20 years and serves as the basis for developing the fiscally constrained five-year Capital Improvement Program (CIP).

On December 18, 2018 the capital budget was revised to include expenditure authority of \$428.3 million in FY 2018-19 and \$621.2 million in FY 2019-20. The two-year capital budget funds a variety of projects to address infrastructure needs related to transit reliability, street safety, state of good repair, facilities, taxis, system safety, and accessibility.

These projects continue to reflect the SFMTA Board of Directors' adopted policies and plans, including the SFMTA Strategic Plan, Vision Zero SF, Transit First, the San Francisco Pedestrian Strategy, the SFMTA Bicycle Strategy, the City's Climate Action Strategy, the City and County of San Francisco Adopted Area Plans, and the San Francisco County Transportation Plan.

In 2018, the SFMTA launched the Interactive Projects Map, a new online feature and the newest way to explore transportation projects in San Francisco. This map provides a way for policy makers and members of the public to see which agency projects are underway.

The Interactive Projects Map is an online blueprint for transportation initiatives sponsored by or done in partnership with the Agency. It offers a new way to learn about these endeavors and explore the work SFMTA is doing around San Francisco. It also enables staff to share information about transit projects with members of the public, city leaders, and partners. Additionally, it provides staff another tool to help minimize impacts to communities by seeing what other projects are happening nearby, with the goal of allowing construction schedules to be better coordinated. Learn more at [sfmta.com/projectsmap](http://sfmta.com/projectsmap).

## **Priority Areas**

### ***Vision Zero: Making the City Safe and Livable by Eliminating Traffic Fatalities***

Vision Zero SF is San Francisco's street safety policy, adopted in 2014, that commits the City to build better and safer streets, educate the public on traffic safety, enforce traffic laws, and adopt policy changes to reduce traffic fatalities and injuries. The policy's goal is to reach zero fatalities by 2024.

There were 23 traffic deaths in calendar year 2018, which represents a 15 percent increase in fatalities from 2017. Vision Zero issues monthly reports on traffic fatalities, and according to the most recent report for May 2019, there have been a total of 14 fatalities so far in 2019.

However, 2018 still had the second least traffic fatalities on record for San Francisco since 1914. The calendar year 2017 marked the lowest number of traffic fatalities on record in San Francisco, defying a national trend of increased fatalities on the country's roadways. This achievement was supported by

Vision Zero, which works by building safety into city streets, and supporting policies that save lives, keeping San Francisco one of the most walkable and bikeable cities in the world.

Vision Zero integrates pioneering research, education, enforcement, and street engineering changes in order to change behavior and save lives. Using data, the City can identify trends and determine where Vision Zero safety projects are most urgently needed. More than 70 percent of traffic fatalities and severe injuries occur on just 13 percent of city streets, which are collectively referred to as the City's Vision Zero "high-injury network." These streets are a top priority for engineering improvements and safety upgrades. In calendar year 2018, the SFMTA installed 70 miles of street safety improvements and made a variety of other advances thanks to a range of Vision Zero priority projects, which seek to protect the most vulnerable road users—people biking and walking, especially seniors.

The Mayor's proposed budget for FY 2019-20 includes an additional \$2.5 million for Vision Zero

projects that will support acceleration of paint and post projects (e.g. bike lanes) that align with Vision Zero safety projects, as directed by the Mayor's recent initiatives on traffic safety.

### ***Improving Access to Transportation***

With on-going guidance from stakeholder groups and the broader public, the SFMTA continues to operate and manage the City's transportation system to exceed the standards set by the Americans with Disabilities Act (ADA). The SFMTA strives to make transportation more accessible and reliable for seniors and people with disabilities, and to support reliable, convenient, and equitable mobility for all San Franciscans.

### ***Central Subway: Connecting People. Connecting Communities.***

The Central Subway Project is the second phase of the Third Street Light Rail Transit Project. In the first phase of the project, a 5.4-mile light rail line, the Muni Metro T-Third, was built from the Daly City border in San Mateo County to the Caltrain station at Fourth and King streets in Mission Bay. From Caltrain, the T-Third currently continues into the

#### **INTERACTIVE PROJECT MAP. >**

*The Interactive Projects Map is the newest way to explore transportation projects in San Francisco. This map lets visitors see at a glance which agency projects are in the works or underway. You can find the map on the SFMTA Projects Page. Click on the full-screen icon in the corner of the map, and you'll arrive at the Interactive Projects Map.*



Market Street subway via the Embarcadero. The first segment of the T-Third opened in April 2007.

The Central Subway Project, will realign and extend the T-Third from Caltrain to Chinatown, via central SoMa and Union Square. The line will continue north on Fourth Street to Bryant Street, at which point it will go underground, continuing under Fourth and Stockton streets.

When complete, the T-Third line will provide a rapid transit connection from neighborhoods in San Francisco's southeast to the rapidly developing Mission Bay and SOMA districts, BART system, Union Square shopping and hotels, and the densest neighborhood in the western US, Chinatown. It will provide a second route from Caltrain to downtown San Francisco, and will serve a series of major destinations, including the University of California, San Francisco Mission Bay Campus, UCSF Medical Center at Mission Bay, Chase Center (the future home of the Golden State Warriors basketball team), and Moscone Center (San Francisco's convention center).

#### **Van Ness Improvement Project**

The Van Ness Improvement Project will introduce bus rapid transit (BRT) service to Van Ness Avenue between Lombard and Market streets, as well as South Van Ness Avenue between Market and Mission streets. Transit elements of the project include exclusive center- or median-running transit-only lanes, high-quality BRT boarding platforms, wider stop spacing, and Transit Signal Priority. The project also includes improvements to pedestrian access, streetscape upgrades, lighting and utility replacement, repaving, and other non-transit elements.

Existing transit service on Van Ness is provided by Muni Lines 47 Van Ness, 49 Van Ness-Mission, 76X Marin Headlands Express, and 90 Owl, as well as Golden Gate Transit express buses from Marin and Sonoma counties. Although the corridor is only about two miles long, it sees about 16,000 boardings each weekday, a figure that is projected to grow to 25,000 to 30,000 by the year 2035.

Implementation of BRT service along Van Ness is projected to reduce transit travel times by 32 percent, and to improve schedule reliability.

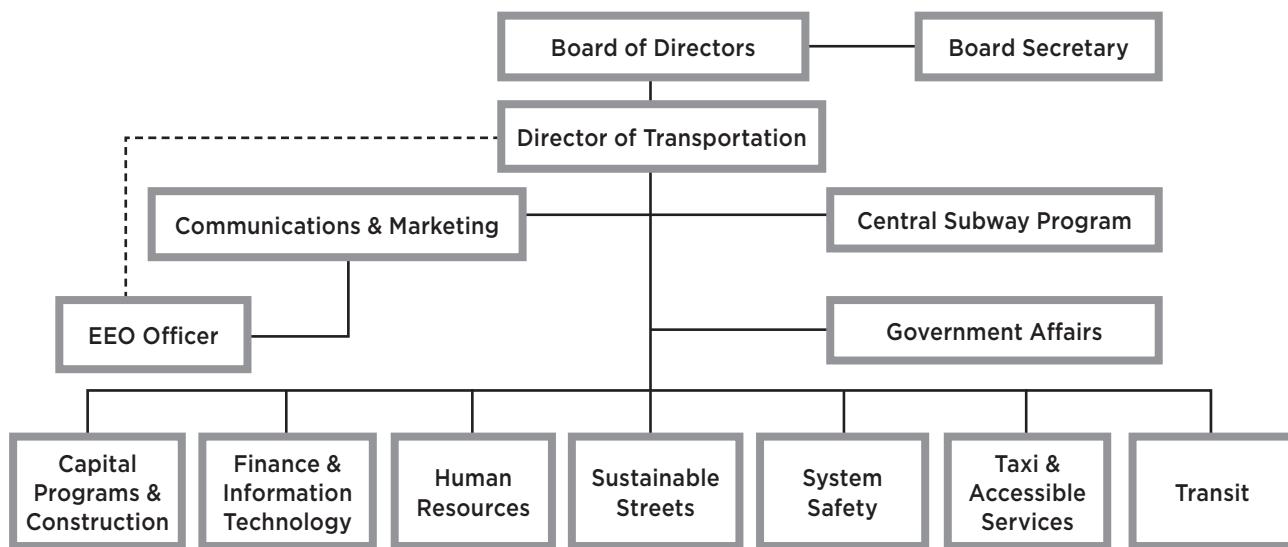
#### **SERVICE IMPROVEMENT PROJECTS FOR FY 2019-20.**

The map shows the target areas for service-related projects recommended as a result of Equity Strategy work that will be implemented through the budget and that will further help increase on-time reliability and access for the target neighborhoods.





# Municipal Transportation Agency Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	5,842.42	5,981.28	138.86	6,003.51	22.23
Non-Operating Positions (cap/other)	(504.00)	(504.00)		(504.00)	
<b>Net Operating Positions</b>	<b>5,338.42</b>	<b>5,477.28</b>	<b>138.86</b>	<b>5,499.51</b>	<b>22.23</b>

### Sources

Licenses, Permits,& Franchises	19,224,248	19,797,319	573,071	19,797,319
Fines, Forfeiture, & Penalties	103,327,358	108,095,333	4,767,975	108,095,333
Interest & Investment Income	8,935,750	4,568,823	(4,366,927)	4,568,823
Rents & Concessions	144,859,649	149,106,441	4,246,792	149,106,441
InterGovernmental Rev-Federal	4,062,514	4,062,514		4,062,514
Intergovernmental Rev-State	52,068,400	53,366,452	1,298,052	53,366,452
Intergovernmental Revenue-Othe	110,810,149	113,844,353	3,034,204	113,844,353
Charges for Services	252,155,737	262,142,213	9,986,476	262,142,213
Other Revenues	11,835,463	15,837,483	4,002,020	10,162,754
Expenditure Recovery	3,001,200	2,948,524	(52,676)	2,906,241
Operating Transfers In	313,703,857	323,761,482	10,057,625	333,034,206
IntraFund Transfers In	34,870,616	43,081,073	8,210,457	25,081,073
Unappropriated Fund Balance	44,382,616	25,081,073	(19,301,543)	67,704,183
Transfer Adjustment-Source	(273,013,948)	(290,005,156)	(16,991,208)	(287,484,754)
General Fund Support	387,240,000	446,320,000	59,080,000	451,110,000
<b>Sources Total</b>	<b>1,217,463,609</b>	<b>1,282,007,927</b>	<b>64,544,318</b>	<b>1,317,497,151</b>
				<b>35,489,224</b>



# Total Budget - Historical Comparison

(CONTINUED)

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
<b>Uses - Operating Expenditures</b>					
Salaries	502,860,986	533,779,827	30,918,841	552,202,587	18,422,760
Mandatory Fringe Benefits	245,813,370	266,018,981	20,205,611	306,456,241	40,437,260
Non-Personnel Services	227,970,088	234,749,762	6,779,674	234,749,762	
Capital Outlay	100,837,463	89,197,483	(11,639,980)	70,732,754	(18,464,729)
Debt Service	25,913,315	25,915,831	2,516	25,915,831	
Intrafund Transfers Out	34,870,616	43,081,073	8,210,457	25,081,073	(18,000,000)
Materials & Supplies	72,678,624	78,536,496	5,857,872	78,536,496	
Operating Transfers Out	238,143,332	246,924,083	8,780,751	262,403,681	15,479,598
Overhead and Allocations	(35,716,922)	(35,873,559)	(156,637)	(36,056,258)	(182,699)
Services Of Other Depts	77,106,685	82,105,751	4,999,066	84,877,738	2,771,987
Unappropriated Rev-Designated		7,577,355	7,577,355	82,000	(7,495,355)
Transfer Adjustment - Uses	(273,013,948)	(290,005,156)	(16,991,208)	(287,484,754)	2,520,402
<b>Uses Total</b>	<b>1,217,463,609</b>	<b>1,282,007,927</b>	<b>64,544,318</b>	<b>1,317,497,151</b>	<b>35,489,224</b>
<b>Uses - Division Description</b>					
MTAAW Agency-wide	131,114,698	141,801,017	10,686,319	150,159,399	8,358,382
MTABD Board Of Directors	728,516	764,569	36,053	794,045	29,476
MTACC CV-Captl Progr & Constr	80,057,948	70,428,707	(9,629,241)	70,341,991	(86,716)
MTACO Communications	6,974,244	7,261,098	286,854	7,479,459	218,361
MTAED Executive Director	836,803	866,728	29,925	889,078	22,350
MTAFA Fit Finance & Info Tech	105,525,030	117,537,132	12,012,102	120,299,027	2,761,895
MTAGA Government Affairs	1,317,578	1,375,057	57,479	1,421,413	46,356
MTAHR Human Resources	36,412,956	37,621,954	1,208,998	38,554,757	932,803
MTASA Safety	4,268,111	4,416,859	148,748	4,541,330	124,471
MTASM Street Management	170,496,897	175,567,512	5,070,615	172,587,433	(2,980,079)
MTATS Transit Svc Division	647,549,361	690,444,012	42,894,651	716,264,874	25,820,862
MTATZ Taxi & Accessible Svc	32,181,467	33,923,282	1,741,815	34,164,345	241,063
<b>Uses by Division Total</b>	<b>1,217,463,609</b>	<b>1,282,007,927</b>	<b>64,544,318</b>	<b>1,317,497,151</b>	<b>35,489,224</b>

# Police Accountability

## MISSION

The Department of Police Accountability (DPA) is committed to providing the City and County of San Francisco with independent and impartial oversight of the San Francisco Police Department through investigations, policy recommendations, and performance audits to ensure that the City reflects the values and concerns of the community it serves.

## Services

The Department of Police Accountability provides service through the following divisions:

**INVESTIGATIONS UNIT** investigates and makes findings on civilian complaints of police misconduct or neglect of duty.

**AUDIT UNIT** conducts regular performance audits on police officer use of force and how the Police Department handles claims of officer misconduct.

**LEGAL AND POLICY UNIT** presents misconduct cases to the Police Chief and to the Police Commission, as designated by the Police Commission's Disciplinary Penalty and Referral Guidelines. Attorneys also make recommendations on Police Department's policies or practices to enhance police-community relations while ensuring effective police services.

**MEDIATION AND OUTREACH** provides a forum for officers and complainants to have discussions regarding complaints. The Outreach program seeks to reach communities that have been economically, racially, culturally, or linguistically isolated from police services.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	8,363,576	11,400,009	3,036,433	11,625,046	225,037
Total FTE	45	52	7	53	1



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Address civilian complaints of police misconduct professionally and efficiently</b>					
• Number of Cases Closed During the Reporting Period	600	432	566	612	612
• Number of Cases Closed During the Reporting Period per FTE Investigator	39	36	36	36	36
• Number of Cases Mediated During the Reporting Period	17	60	34	36	36
• Number of Cases Sustained During the Reporting Period*	38	N/A	N/A	N/A	N/A
• Percentage of Sustained Cases Completed within the One-Year Statute of Limitations Under Government Code 3304	100%	100%	100%	100%	100%
• Percentage of Sustained Cases that Resulted in Corrective or Disciplinary Action by the Chief or Police Commission	73%	90%	90%	90%	90%
<b>Facilitate corrective action in response to complaints</b>					
• Number of Findings of Policy, Procedure, or Practice Failure Identified in the DPA Caseload During the Reporting Period*	6	N/A	2	N/A	N/A
• Number of Policy, Procedure, and Practice Recommendations Presented to SFPD or Police Commission During the Reporting Period*	29	N/A	17	N/A	N/A

\* The Department of Police Accountability does not set targets or projections for the number of sustained findings or policy recommendations presented.



## Budget Issues and Details

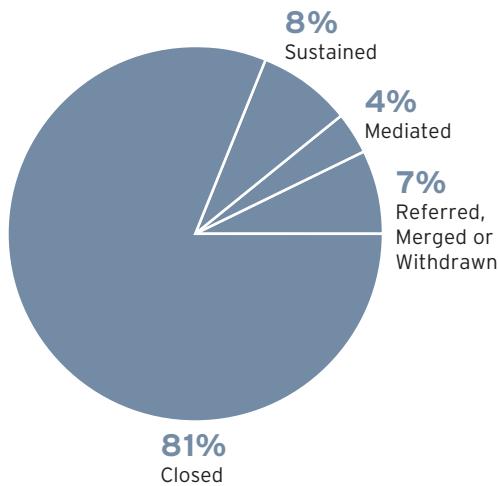
The Fiscal Year (FY) 2019-20 proposed budget of \$11.4 million for the Department of Police Accountability is \$3.0 million, or 36.3 percent, higher than the FY 2018-19 budget of \$8.3 million. The increase in funding is primarily comprised of increased real estate cost, new personnel and contract costs related to state police records transparency laws, and staffing for independent investigations for the Sheriff Department.

The FY 2020-21 proposed budget of \$11.6 million for the Department of Police Accountability is \$0.2 million, or 2.0 percent, higher than the FY 2019-20 budget, primarily due to the annualization of positions added in FY 2019-20.

### SB 1421 and AB748 Compliance

Starting in 2019, Senate Bill 1421 and Assembly Bill 748 changed California law by granting widespread public access to body-worn camera footage, reports, and findings of police officer misconduct that were previously confidential. The proposed budget adds four new positions to support DPA's efforts to comply with state law by addressing

requests for archived records that span 36 years of investigation files and require digitization, manual review, and redaction by trained legal staff.



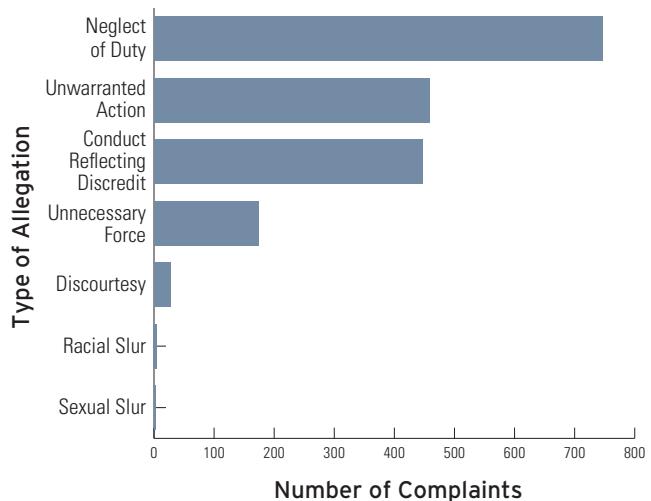
**2018 INVESTIGATION OUTCOMES.** Of 567 cases investigated or mediated in 2018, eight percent of cases resulted in a finding of sustained or substantiated officer misconduct and four percent were mediated. seven percent of cases were merged, withdrawn, or purely informational.

## Sheriff's Department Misconduct Investigations

In 2019, DPA assumed responsibility for Sheriff's Department misconduct investigations. DPA took over several complex on-going investigations and now provides independent investigations of deputy misconduct allegations and associated policy recommendations. The proposed budget funds two new positions to form an independent review unit that can handle the increased workload associated with taking over investigations for the Sheriff Department.

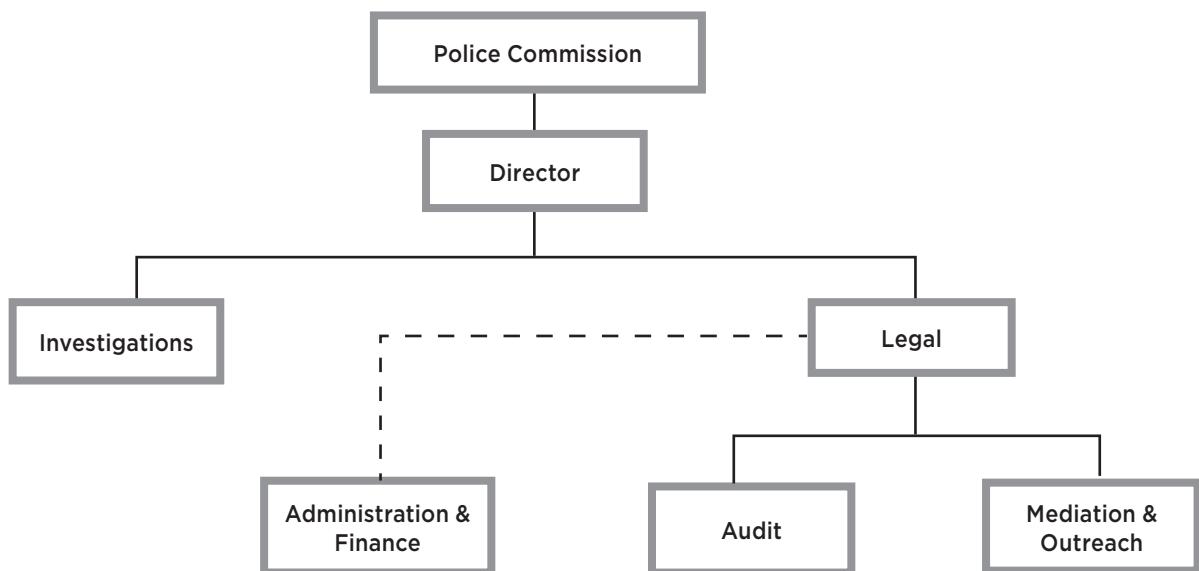
## Case Management System and Website

In 2018, DPA experienced a 31 percent increase in cases. To efficiently process the increased caseload and publish meaningful and useful data, DPA will make significant investments in workflow automation and data-driven capabilities by replacing an outdated case management infrastructure and website. The new system will enable collaboration across investigators, identify patterns to support policy recommendations, and better manage complainant receipt.



**▲ 2018 ALLEGATIONS BY TYPE.** Most complaints about officer misconduct involved allegations that an officer neglected a duty or took an unwarranted action.

## Police Accountability Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	45.91	53.64	7.73	55.25	1.61
Non-Operating Positions (cap/other)	(1.00)	(1.77)	(0.77)	(2.00)	(0.23)
<b>Net Operating Positions</b>	<b>44.91</b>	<b>51.87</b>	<b>6.96</b>	<b>53.25</b>	<b>1.38</b>

## Sources

Expenditure Recovery	8,000	208,000	200,000	208,000	
General Fund Support	8,355,576	11,192,009	2,836,433	11,417,046	225,037
<b>Sources Total</b>	<b>8,363,576</b>	<b>11,400,009</b>	<b>3,036,433</b>	<b>11,625,046</b>	<b>225,037</b>

## Uses - Operating Expenditures

Salaries	5,114,882	6,626,118	1,511,236	7,071,748	445,630
Mandatory Fringe Benefits	2,039,375	2,702,586	663,211	2,946,336	243,750
Non-Personnel Services	224,336	1,001,336	777,000	444,336	(557,000)
Capital Outlay	26,141		(26,141)		
Materials & Supplies	34,918	34,918		34,918	
Programmatic Projects	320,000	160,000	(160,000)	160,000	
Services Of Other Depts	603,924	875,051	271,127	967,708	92,657
<b>Uses Total</b>	<b>8,363,576</b>	<b>11,400,009</b>	<b>3,036,433</b>	<b>11,625,046</b>	<b>225,037</b>

## Uses - Division Description

DPA Police Accountability	8,363,576	11,400,009	3,036,433	11,625,046	225,037
<b>Uses by Division Total</b>	<b>8,363,576</b>	<b>11,400,009</b>	<b>3,036,433</b>	<b>11,625,046</b>	<b>225,037</b>

# Police Department

## MISSION

The San Francisco Police Department is committed to ensuring safety while maintaining respect for all.

The Department provides responsive policing through collaboration with the community, and works to maintain and build trust and respect as the City's protector of constitutional and human rights.

## Services

The Police Department provides services through the following bureaus:

**AIRPORT** 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** 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.

**FIELD OPERATIONS** is the largest bureau with ten District Stations, the Community Engagement division, the Healthy Streets Operation Command, and Police Law Enforcement Services, providing enforcement, patrol, crime prevention, and supplemental police services. In an effort to protect life and property, members work closely with the community to prevent crimes using community engagement techniques.

**INVESTIGATIONS** provides investigative and crime solving services by identifying and arresting suspects and preparing cases for prosecution. The Bureau includes Crime Strategies, Forensic Services, and Investigations divisions.

**SPECIAL OPERATIONS** is responsible for the overall security of the City through the use of specialized units

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	629,838,175	695,718,415	65,880,240	738,689,486	42,971,071
Total FTE	3,053	3,211	158	3,377	166

*Services (continued)*

including the Department Operations Center, Homeland Security, and Tactical units, and liaison to the City's Department of Emergency Management. 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.

**STRATEGIC MANAGEMENT BUREAU** implements and oversees the Department's Collaborative Reform Initiative and includes Fiscal and Technology units. The Bureau coordinates workflow and work products, reports, and briefings to internal and external stakeholders, serves as a liaison to oversight partners, and develops all doctrinal changes to department general orders and notices.



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Improve Responsiveness</b>					
• Ensure the safety of persons riding public transportation (MUNI) in the City; offenses reported as per 1,000 riders	1.70	0	1.70	0	0
• Number of moving citations issued	63,849	N/A	42,712	N/A	N/A
• Number of traffic collisions that result in fatalities	20	0	30	0	0
• Number of traffic collisions that result in injuries	N/A	2,220	3,246	1,998	1,799
• Response time: Priority A calls (in seconds)	328	240	325	240	240
• Response time: Priority B calls (in seconds)	653	470	696	470	470
<b>Measure and Communicate</b>					
• Firearm seizures	1,266	1,030	954	1,050	1,070
• Number of 'driving under the influence' arrests	381	550	360	550	550
• Percentage of citations for top five causes of collisions**	44%	50%	38%	50%	50%
• UCR: Number of UCR homicides per 100,000 population	4.9	N/A	5.7	N/A	N/A
• UCR: Number of UCR Part I property offenses reported	50,540	50,617	51,642	49,352	48,118
• UCR: Number of UCR Part I property offenses reported per 100,000 population	5,714.7	5,851.0	5,839.4	5,705.0	5,563.0
• UCR: Number of UCR Part I violent offenses reported per 100,000 population	713.8	749.0	697.4	731.0	712.7
• UCR: Number UCR Part I violent offenses reported	6,298	6,493	6,168	6,331	6,173

\*The San Francisco Police Department does not set targets for crime rates or moving citations issued. The crime rates in the Target column represent projected values.

\*\* The San Francisco Police Department was unable to provide historical data for FY18 due to a system replacement in FY18. Historical data will be provided as it becomes available.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$695.7 million for the Police Department is \$65.9 million, or 10.5 percent, higher than the FY 2018-19 budget of \$629.8 million. The increase is primarily due to civilianization costs, personnel and contract costs related to new police records transparency laws, capital costs for the Hall of Justice move, and equipment investments.

The FY 2020-21 proposed budget of \$738.7 million is \$43.0, or 6.2 percent, higher than the FY 2019-20 proposed budget due to position annualizations, continued civilianization efforts, and on-going capital costs related to the Hall of Justice move.

## Staffing and Civilianization

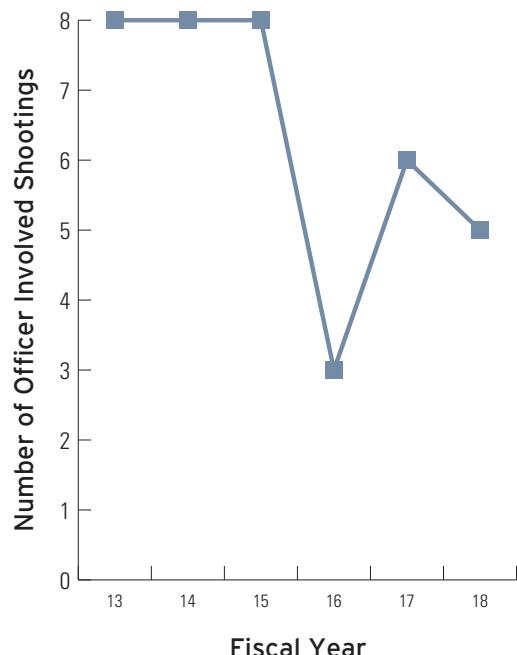
Violent crime has been on the decline in recent years, however, San Francisco has experienced an increase in property crime and a decline in street conditions. The San Francisco Police Department (SFPD) developed proactive strategies to address these issues using increased police visibility on the

streets and enhanced investigation units. To properly staff these strategies, the FY 2018-19 budget initiated a 4-year hiring plan using new academies and civilianization, seeking to deploy an additional 250 officers to field operations by FY 2021-22. The Mayor's proposed budget continues to fund the plan to get 250 additional officers, and capitalizes on additional civilianization of existing positions to increase operational staffing levels quickly and efficiently. The proposed budget phases in the hiring of 50 additional civilians to transition officers to operational duties. Thirty of these positions are planned for hire over the two-year proposed budget, and the final 20 are expected in FY 2021-22. Given the recruitment challenges law enforcement agencies are experiencing across the nation, the Mayor's proposed budget includes a matching decrease of 30 academy slots over the two-year budget. This better represents the pace of recruitment for new officers and complements civilianization efforts to ensure the City adds 250 officers to field operations by FY 2021-22. These additional officers and staff resources will be deployed to foot beats, neighborhood stations, and traffic and investigations units to address car-break-ins, property crimes, street conditions, and Vision Zero violations.

As new academy classes phase in over the course of the hiring plan, in the interim, the Mayor's proposed budget also reallocates funding for a one-time overtime increase in FY 2019-20 for more foot beats in neighborhoods and merchant corridors. Additionally, the proposed budget includes \$0.7 million to pilot a Union Square Ambassador Program. This will strategically place 15 retired off-duty officers in highly-trafficked areas in Union Square to mitigate property crime and enhance safety.

## Healthy Streets Operations Center (HSOC)

In January 2018, the City launched the Healthy Streets Operations Center (HSOC) to coordinate the City's response both to homeless encampments and to behaviors that impact quality of life, such as public drug use and sales. Since January 2019, San Francisco Police Department has dedicated 40 officers, four sergeants, two lieutenants, and two captains to this operation. These officers work closely with the Department of Emergency



**OFFICER INVOLVED SHOOTINGS.** Number of Officer Involved Shootings Per Calandar Year. The number of officer involved shootings continue to remain lower than years prior to the department's implementation of revised Use of Force policies focused on the sanctity of life.

Management, Department of Homelessness and Supportive Housing, Public Works, Department of Public Health, and other departments engaging individuals on the streets. As a result, the City has seen a 65 percent reduction in tent encampments and has helped more than 1,000 unhoused individuals into shelter or services.

## Fleet Upgrades

The proposed budget includes an additional investment to replace the Police Department's aging fleet of marked vehicles. SFPD's fleet is made up of nearly 1,000 vehicles. Approximately 34 percent of the fleet has more than 150,000 miles and 528 vehicles are more than a 10 years old, which results in increased time and money spent on maintenance. The proposed budget includes an investment of \$7.7 million, which will allow the Department to replace 88 marked cars over the two-year budget. With this investment, the Department will have significant fuel and maintenance savings and ensure the reliability of the police fleet.

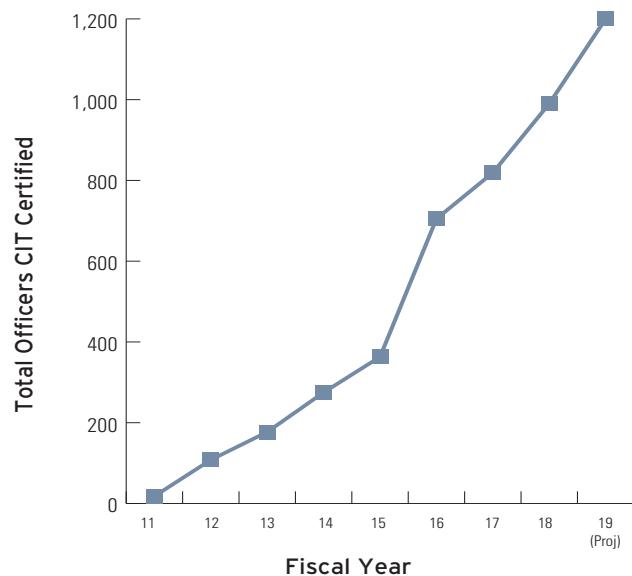
## Collaborative Reform and Transparency

In 2018, two new state transparency laws, Senate Bill 1421 and Assembly Bill 748, require police

departments to release full investigation files and full body-worn camera (BWC) footage within a mandated timeframe under the State's public records law. This includes all retroactive records and requires the Department to identify, digitize, and redact all relevant files. To support the Department's efforts to comply with these new transparency laws, the two-year proposed budget includes \$4.6 million for the digitization of documents, redaction, technological migration, and storage, as well as 11 staff. This investment aligns with the Department's Collaborative Reform Initiative goals to be more transparent and accountable to the communities they serve.

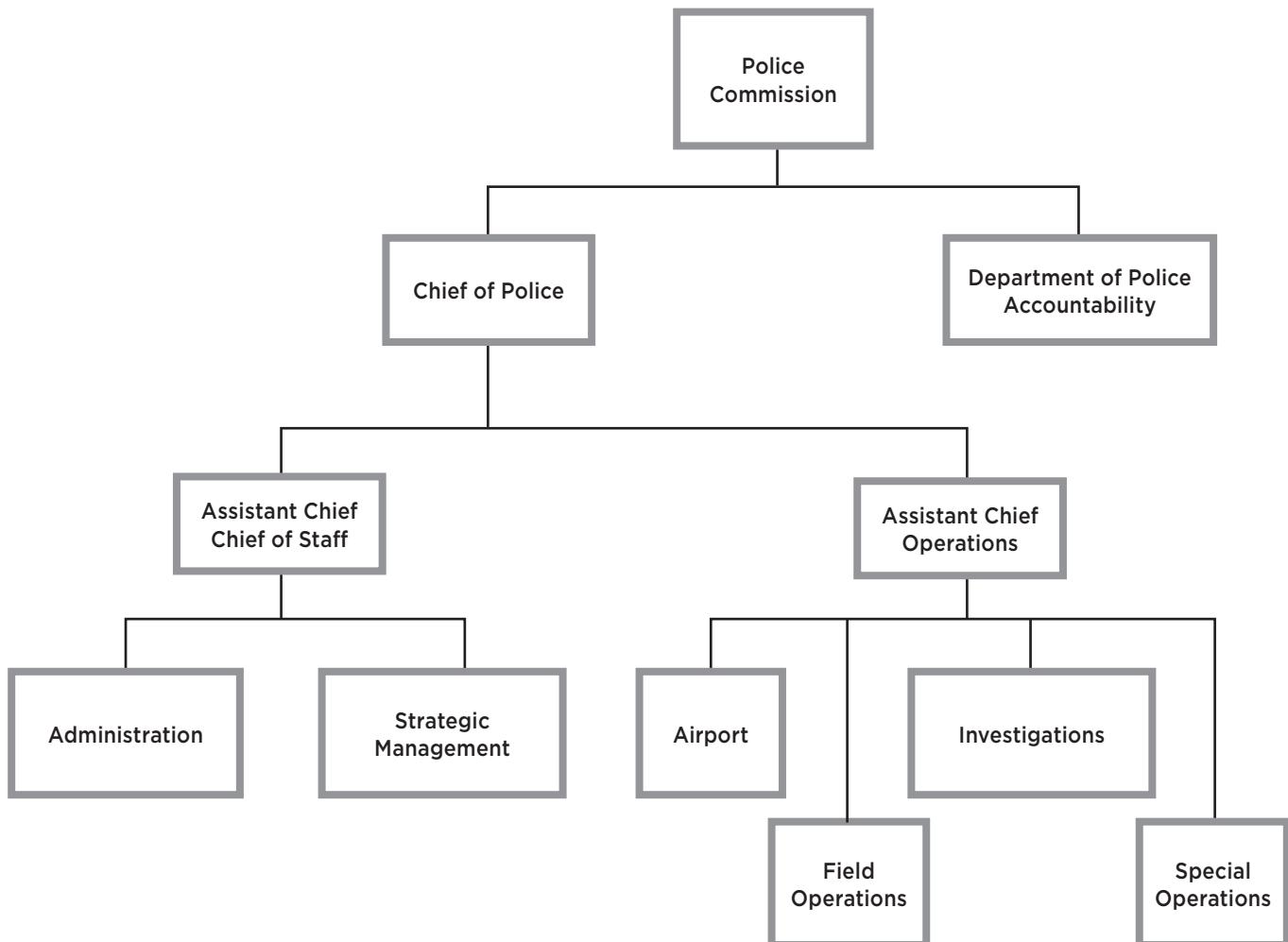
Additionally, the proposed two-year budget continues funding for an independent audit of SFPD's reform process, beginning last year under the California Department of Justice. This proposed budget also includes \$0.5 million for inclusionary training from the Department of Human Resources, and a family trauma counseling program in collaboration with Department of Public Health. These investments will allow SFPD to develop stronger ties with the community and support families impacted by violence and homicides.

**CRISIS INTERVENTION >**  
**TRAINING.** Since the start of police reforms in 2016, a growing number of officers are projected to receive Crisis Intervention Training (CIT) and certification.





# Police Department Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	3,083.40	3,240.68	157.28	3,406.98	166.30
Non-Operating Positions (cap/other)	(30.00)	(30.00)		(30.00)	
<b>Net Operating Positions</b>	<b>3,053.40</b>	<b>3,210.68</b>	<b>157.28</b>	<b>3,376.98</b>	<b>166.30</b>

## Sources

Licenses, Permits,& Franchises	1,031,918	1,015,918	(16,000)	1,015,918	
Fines, Forfeiture, & Penalties	1,581,759	1,108,953	(472,806)	1,129,356	20,403
InterGovernmental Rev-Federal	2,798,605	968,235	(1,830,370)	961,704	(6,531)
Intergovernmental Rev-State	52,979,716	52,983,934	4,218	54,094,294	1,110,360
Intergovernmental Revenue-Othe	17,000	17,000			(17,000)
Charges for Services	7,809,084	7,880,154	71,070	8,203,356	323,202
Expenditure Recovery	17,249,477	18,261,025	1,011,548	18,940,058	679,033
Unappropriated Fund Balance	975,000	1,500,000	525,000		(1,500,000)
Transfer Adjustment-Source	60,852,566	78,072,176	17,219,610	100,793,509	22,721,333
General Fund Support	484,543,050	533,911,020	49,367,970	553,551,291	19,640,271
<b>Sources Total</b>	<b>629,838,175</b>	<b>695,718,415</b>	<b>65,880,240</b>	<b>738,689,486</b>	<b>42,971,071</b>

## Uses - Operating Expenditures

Salaries	412,380,238	448,553,951	36,173,713	476,084,236	27,530,285
Mandatory Fringe Benefits	127,861,980	146,781,017	18,919,037	162,949,076	16,168,059
Non-Personnel Services	17,294,664	18,092,702	798,038	17,827,305	(265,397)
Capital Outlay	4,439,360	8,636,250	4,196,890	3,663,533	(4,972,717)
Facilities Maintenance	158,019	165,919	7,900	174,215	8,296
Materials & Supplies	6,232,748	5,795,419	(437,329)	5,778,419	(17,000)
Programmatic Projects	9,500,973	6,480,677	(3,020,296)	9,595,973	3,115,296
Services Of Other Depts	51,970,193	61,212,480	9,242,287	62,616,729	1,404,249
<b>Uses Total</b>	<b>629,838,175</b>	<b>695,718,415</b>	<b>65,880,240</b>	<b>738,689,486</b>	<b>42,971,071</b>

## Uses - Division Description

POL - Airport	60,852,566	78,072,176	17,219,610	100,793,509	22,721,333
POL - FOB - Field Operations	404,332,813	439,782,505	35,449,692	453,687,143	13,904,638
POL - SOB - Special Operations	41,799,568	44,071,154	2,271,586	45,258,744	1,187,590
POL Admin	122,853,228	133,792,580	10,939,352	138,950,090	5,157,510
<b>Uses by Division Total</b>	<b>629,838,175</b>	<b>695,718,415</b>	<b>65,880,240</b>	<b>738,689,486</b>	<b>42,971,071</b>

# 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	173,631,820	146,847,821	(26,783,999)	152,659,321	5,811,500
Total FTE	245	246	1	246	0



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Economic Vitality: Attract and retain maritime and non-maritime commerce to contribute to the long term viability of the Port and the City</b>					
● Overall Port Vacancy Rate	15%	13%	9%	9%	9%
● Total automobiles imports and exports	34,039	50,000	50,000	60,000	75,000
● Total cargo tonnage - Bulk	1,539,106	1,550,000	1,550,000	1,596,500	1,644,395
● Total number of cruise ship calls	78	86	86	110	95
● Total number of cruise ship passengers	275,408	290,000	299,000	370,000	320,000
<b>Engagement: Promote the richness the Port has to offer through education, marketing, and maintaining strong relationships with Port users and stakeholders</b>					
● Number of presentations to community groups	50	50	74	50	50
● Number of social media impressions	268,580	300,000	1,530,899	1,500,000	1,500,000
● Total number of community meetings held to discuss ongoing Port projects and programs	43	32	32	32	32
<b>Livability: Ensure Port improvements result in advances in the environment, social equity and quality of life for San Francisco residents and visitors</b>					
● Local Business Enterprise (LBE) participation -- % of contracts awarded to LBEs	N/A	50.0%	50.0%	50.0%	50.0%
● Total number of ferry passengers transiting through Port managed facilities	5,397,267	5,389,269	5,540,000	5,550,947	5,661,966
<b>Renewal: Enhance and balance the Port's maritime and economic purpose, rich history, and its changing relationship with the City, so the waterfront continues to be a treasured destination.</b>					
● Annual Capital Budget	\$28,127,281	\$49,138,200	\$49,138,200	\$18,008,094	\$16,931,753
● Cost per square foot of apron replacement (in dollars)	N/A	\$190	N/A	\$190	\$190
● Cubic feet of pile and deck removed per fiscal year	98,690	100,000	15,400	25,000	100,000
● Maintenance cost per square foot of Port facilities (in dollars)	\$0.93	\$0.96	\$1.03	\$1.02	\$1.05
● Number of unscheduled repairs of sewer pumps	14	12	17	11	11
● Percentage of preventative maintenance of sewer pumps performed on schedule	57%	95%	87%	87%	87%
● Total number of projects in defined development process	13	13	13	13	13
<b>Stability: Maintain the Port's financial strength for future generations by addressing the growing backlog of deferred Port maintenance and managing waterfront assets to meet the City's and the Port's long-term goals</b>					
● Net Portwide Revenue/Designation to Capital (Gross Revenues minus Gross Expenditures, in millions)	\$25.98	\$20.97	\$20.97	\$23.58	\$28.60
● Net Revenue, Real Estate (Gross Revenues minus Gross Expenditures in millions)	\$60.11	\$68.36	\$68.36	\$70.75	\$70.75
● Outstanding receivables as a percent of annual billed revenue	0.78%	3.00%	3.00%	2.50%	2.50%
● The Port's debt service coverage ratio	7.00	8.03	8.03	8.41	8.51



# Budget Issues and Details

The Port's proposed Fiscal Year (FY) 2019-20 budget of \$146.8 million is \$26.8 million, or 15.4 percent, lower than the FY 2018-19 budget of \$173.6 million. This decrease is largely the result of a decline in one-time capital investments from the prior year.

The Port has two-year fixed operating and capital budgets, and FY 2019-20 represents the second year of the current two-year cycle. The Department is therefore working within its two-year fixed budget for FY 2019-20 and is not updating its FY 2020-21 budget in this proposed budget.

## Embarcadero Seawall Program

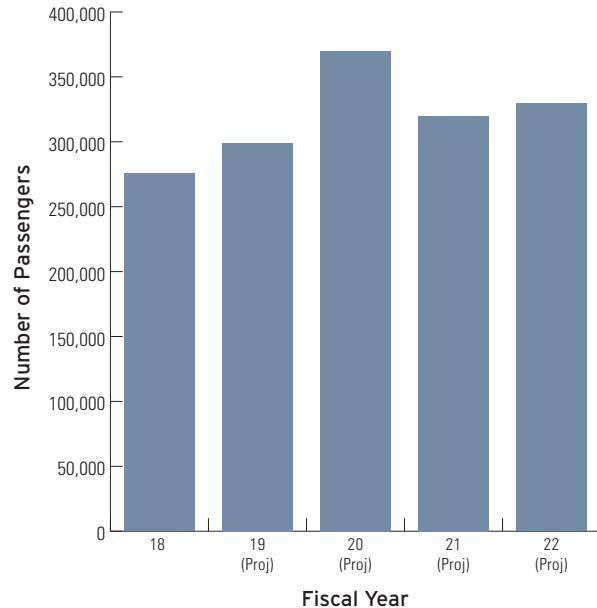
San Francisco's Embarcadero Seawall was constructed over a century ago and supports three miles of the City's northeastern waterfront, from Fisherman's Wharf to Mission Creek. After investigating the Seawall's vulnerability to earthquakes and sea level rise, the Port initiated the Embarcadero Seawall Program to create a more sustainable and resilient waterfront. The Port estimates immediate life safety upgrades will cost approximately \$500.0 million and be complete by the end of 2026, while full infrastructure improvements are estimated to cost up to \$5.0 billion over 30 years.

In November 2018, 82.7 percent of San Francisco voters passed Proposition A, authorizing a \$425.0 million General Obligation Bond to fund this work. The Port is requesting authorization up to \$50.0 million for the first Seawall Bond sale to support planning and preliminary design. This first issuance includes \$45.8 million in Seawall Program costs and \$4.2 million in bond-related costs.

The first bond issuance will fund planning, site and geotechnical investigations, risk assessment, alternatives analysis, program development, identification of potential pilot projects, and the San Francisco Waterfront Storm Risk Management Study General Investigation with the United States Army Corps of Engineers, to analyze flood risks to the Port's entire jurisdiction from Fisherman's Wharf to Heron's Head Park.

## Mission Bay Ferry Landing

The Port is working to build a new ferry landing in Mission Bay by December 2021. The facility will serve up to 6,000 passengers a day, providing access



### ▲ TOTAL NUMBER OF CRUISE SHIP PASSENGERS.

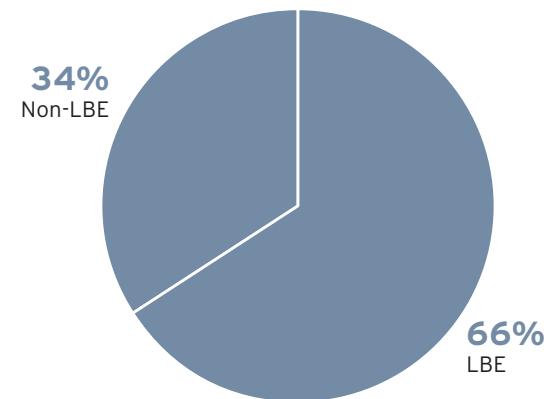
*The Port has secured additional cruise calls, creating significant new revenues and increasing passengers between FY 2019 and FY 2020. In FY 2021, proposed new rules from the California Air Resources Board (CARB) will require cruise ships to be connected to shoreside power. This change will limit the Port's ability to accept calls from cruise ships that are not equipped to receive shoreside electrical power, explaining the dip from FY 2019-20 to FY 2020-21.*

between the East and North Bay and the central waterfront, including UCSF Mission Bay, the Golden State Warriors arena, and surrounding residential neighborhoods. This essential infrastructure will alleviate transportation overcrowding and provide resiliency in the event of an earthquake, BART, or Bay Bridge failure.

With \$20.7 million in funding committed to date, the Port requires an additional \$26.6 million to complete project construction. Voters approved Regional Measure 3 (RM3) in June 2018, which would fund \$25.0 million of the remaining need. The Port is currently working with the Water Emergency Transportation Authority to program the RM3 funding. The Port is partnering with the Office of Economic and Workforce Development and the Metropolitan Transportation Commission to secure additional funding.

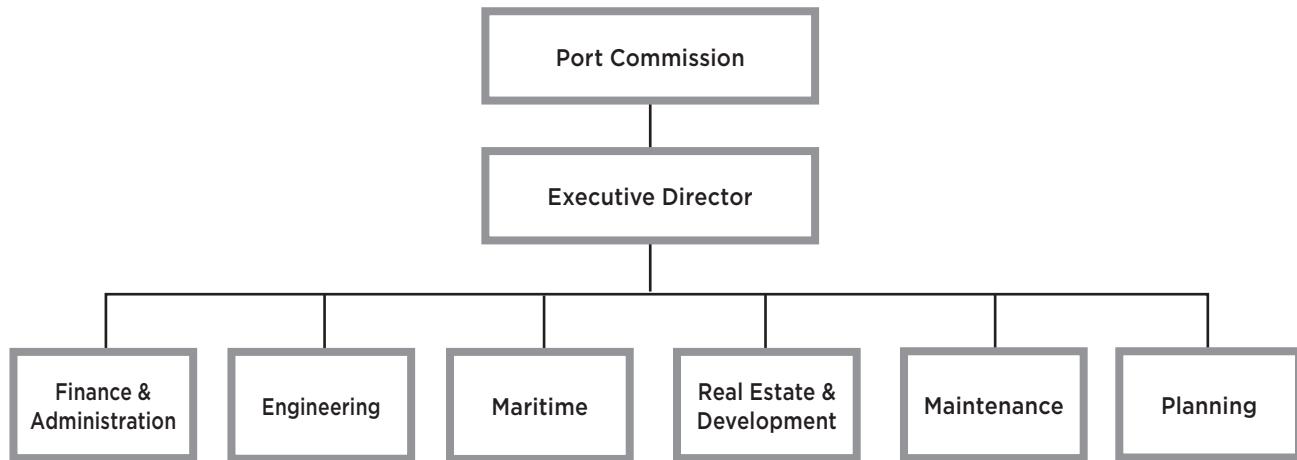
## Development Projects

The Port is initiating the construction phases of new neighborhood developments at Pier 70 and Mission Rock at Seawall Lot 337. As the projects progress, the Port will support and oversee real estate transactions, public financing, and permitting. The proposed budget funds staff, professional services, and work orders to support project implementation. These expenses are eligible for developer reimbursement, keeping the impact on the Port's operating budget neutral. These waterfront development projects will create up to 4,000 new homes, with 35 percent affordable to low- and middle-income households, enhance the City's open space and recreational opportunities, create space for businesses and cultural establishments, including an artist community currently located on Pier 70, and rehabilitate historic resources.



**▲ CONTRACT PAYMENTS TO LBE AND NON-LBE.** In FY 2017-18, the Port far exceeded the Mayor's citywide Local Business Enterprise (LBE) participation goal of 40 percent.

## Port Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	298.55	302.15	3.60	301.95	(0.20)
Non-Operating Positions (cap/other)	(53.32)	(56.00)	(2.68)	(56.00)	
<b>Net Operating Positions</b>	<b>245.23</b>	<b>246.15</b>	<b>0.92</b>	<b>245.95</b>	<b>(0.20)</b>

## Sources

Fines, Forfeiture, & Penalties	3,275,000	3,341,000	66,000	3,341,000	
Interest & Investment Income	600,000	600,000		600,000	
Rents & Concessions	98,417,971	102,342,268	3,924,297	102,342,268	
Intergovernmental Rev-State	650,000		(650,000)		
Intergovernmental Revenue-Othe	9,760,000		(9,760,000)		
Charges for Services	18,404,800	18,927,300	522,500	18,927,300	
Other Revenues	8,957,000	11,057,000	2,100,000	10,507,000	(550,000)
Other Financing Sources	1		(1)		
Expenditure Recovery	670,100	10,000	(660,100)	10,000	
IntraFund Transfers In	38,438,200	24,962,694	(13,475,506)	23,374,773	(1,587,921)
Unappropriated Fund Balance	26,511,543	10,570,253	(15,941,290)	16,931,753	6,361,500
Unappropriated Fund Balance	6,385,405		(6,385,405)		
Transfer Adjustment-Source	(38,438,200)	(24,962,694)	13,475,506	(23,374,773)	1,587,921
General Fund Support					
<b>Sources Total</b>	<b>173,631,820</b>	<b>146,847,821</b>	<b>(26,783,999)</b>	<b>152,659,321</b>	<b>5,811,500</b>

## Uses - Operating Expenditures

Salaries	28,606,006	30,015,888	1,409,882	30,983,316	967,428
Mandatory Fringe Benefits	13,519,075	14,542,417	1,023,342	15,338,404	795,987
Non-Personnel Services	13,409,460	12,157,810	(1,251,650)	12,157,810	
Capital Outlay	50,250,762	19,472,015	(30,778,747)	16,989,749	(2,482,266)
Debt Service	7,720,811	7,714,231	(6,580)	7,718,481	4,250
Intrafund Transfers Out	38,438,200	24,962,694	(13,475,506)	23,374,773	(1,587,921)
Materials & Supplies	1,583,150	1,598,255	15,105	1,598,255	
Operating Transfers Out	1,081,713	1,081,713		1,081,713	
Overhead and Allocations		70,287	70,287	70,287	
Programmatic Projects	15,265,512	15,734,897	469,385	15,779,706	44,809
Services Of Other Depts	21,222,560	21,908,878	686,318	22,066,363	157,485
Unappropriated Rev-Designated	20,972,771	22,551,430	1,578,659	28,875,237	6,323,807
Transfer Adjustment - Uses	(38,438,200)	(24,962,694)	13,475,506	(23,374,773)	1,587,921
<b>Uses Total</b>	<b>173,631,820</b>	<b>146,847,821</b>	<b>(26,783,999)</b>	<b>152,659,321</b>	<b>5,811,500</b>

## Uses - Division Description

PRT Engineering	6,202,534	6,497,813	295,279	6,730,194	232,381
PRT Executive	6,511,865	6,611,029	99,164	6,699,857	88,828
PRT Finance And Administration	22,355,924	26,745,098	4,389,174	27,073,397	328,299
PRT Maintenance	39,612,571	41,015,218	1,402,647	47,818,770	6,803,552
PRT Maritime	14,018,318	14,389,486	371,168	14,533,319	143,833
PRT Planning & Development	4,352,598	3,391,677	(960,921)	3,525,668	133,991
PRT Port Commission (Portwide)	68,363,024	35,582,694	(32,780,330)	33,444,773	(2,137,921)
PRT Real Estate		(1)	1		
PRT Real Estate & Development	12,214,987	12,614,806	399,819	12,833,343	218,537
<b>Uses by Division Total</b>	<b>173,631,820</b>	<b>146,847,821</b>	<b>(26,783,999)</b>	<b>152,659,321</b>	<b>5,811,500</b>



# 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, and ensures that clients receive effective mental health treatment.

**SPECIALTY COURTS, CLEAN SLATE AND REENTRY UNITS** work 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.

**IMMIGRATION DEFENSE UNIT** provides legal representation to individuals who are incarcerated and facing deportation.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	38,806,306	41,307,002	2,500,696	43,263,904	1,956,902
Total FTE	186	189	3	190	1



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Advocate for Clients' Release</b>					
• Clients provided pre-arraignment legal consultation	1,816	1,800	1,898	2,000	2,000
• Number of bail motions filed by the Bail Unit	905	750	773	800	800
<b>Provide alternatives to incarceration</b>					
• Number of carryover participants in Drug Court	98	80	76	80	80
• Number of dismissals of Drug Court client cases	57	30	40	30	30
• Number of Drug Court cases in bench warrant status	79	70	72	60	50
• Number of new participants in Drug Court	116	120	121	120	120
<b>Provide expungement services</b>					
• Number of applicants/individuals receiving legal consultation and referrals via drop in services and telephone conferences	6,185	6,300	6,594	6,300	6,400
• Number of motions filed on behalf of the clients under Clean Slate	1,511	1,200	1,670	1,400	1,400
<b>Provide immigration representation</b>					
• Total applications for immigration relief filed	92	135	220	200	220
• Total immigration bond hearings held	105	180	60	40	50
<b>Provide Re-entry Services to Clients</b>					
• Number of clients evaluated for referral to services including shelter, housing, drug treatment, mental health treatment, educational and vocational services	303	300	297	300	300
• Number of clients referred to services including shelter, housing, drug treatment, mental health treatment, educational and vocational services	227	200	223	200	200
<b>Provide Services for Children of Incarcerated Parents</b>					
• Number of clients evaluated for referral and referred to services including shelter, housing, drug treatment, mental health treatment, educational and vocational services	78	80	70	80	80
<b>Provide training to staff</b>					
• Number of training programs offered to staff	171	158	128	166	171
<b>Represent defendants effectively</b>					
• Number of felony matters handled	9,697	9,944	11,237	11,237	11,237
• Number of juvenile matters handled	3,480	3,801	3,671	3,838	3,900
• Number of mental health clients represented	3,664	3,000	3,500	3,800	3,900
• Number of misdemeanor matters handled	4,482	5,050	4,700	4,598	4,700



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$41.3 million for the Public Defender is \$2.5 million, or 6.4 percent, higher than the FY 2018-19 budget of \$38.8 million. The increase is primarily due to negotiated salary and benefit costs, including the addition of three new staff for the Department's Integrity Unit.

The FY 2020-21 proposed budget of \$43.3 million is a \$2.0 million, or 4.7 percent, higher than the FY 2019-20 proposed budget. This is largely due to increases to salary and fringe costs.

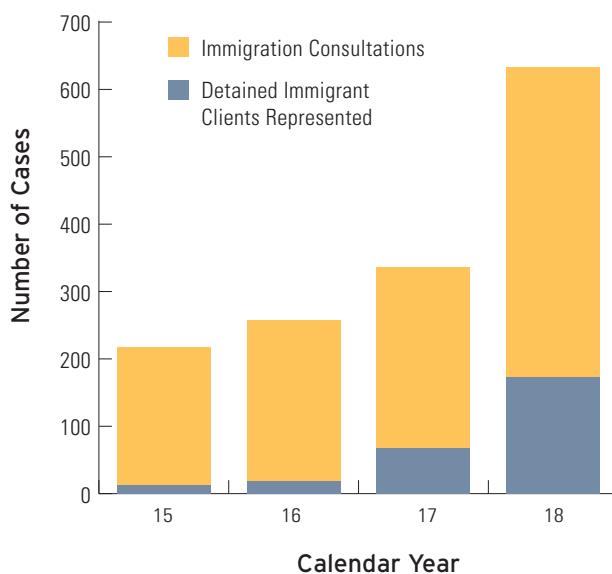
## Integrity Unit

The Integrity Unit of the Public Defender's Office is a new unit that will address systemic issues that affect the integrity of criminal investigations and prosecutions against past, current, and prospective clients. The Integrity Unit will respond to legislative changes that affect the rights of criminal defendants. It will ensure, through litigation and policy initiatives, that the intent of the legislature reaches clients who are the intended targets. For example, since the California Legislature has determined that most young people who are sentenced to state prison are required to have a meaningful opportunity for parole, the Unit will help prepare these young people for those hearings. Further, the Integrity Unit will strive to ensure that all criminal legal system actors comply with legal and ethical obligations and with the

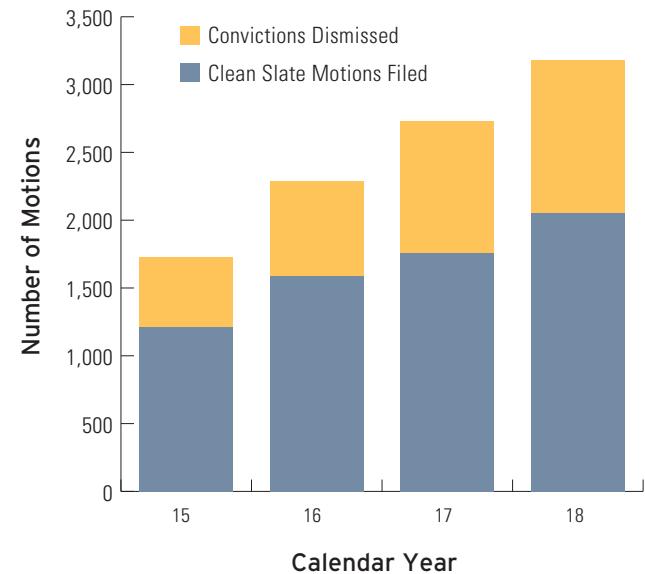
fundamental protections safeguarding the rights of the accused. The Mayor's proposed budget includes funding to support three positions to jumpstart this new unit.

## Continuing Pre-Trial Release Unit

In October 2017, the Public Defender's Office began piloting the Pre-Trial Release Unit (PRU), enhancing access to legal representation and equal access to justice for low-income detainees in the county jail, prior to arraignment. Prior to this program, individuals who could not afford a private attorney did not receive the benefit of pre-arrangement representation, often remained incarcerated until their case was either arraigned or dismissed, and potentially incurring significant costs to employment, child custody, and financial stability. The continuation of PRU will support two attorneys and one investigator.



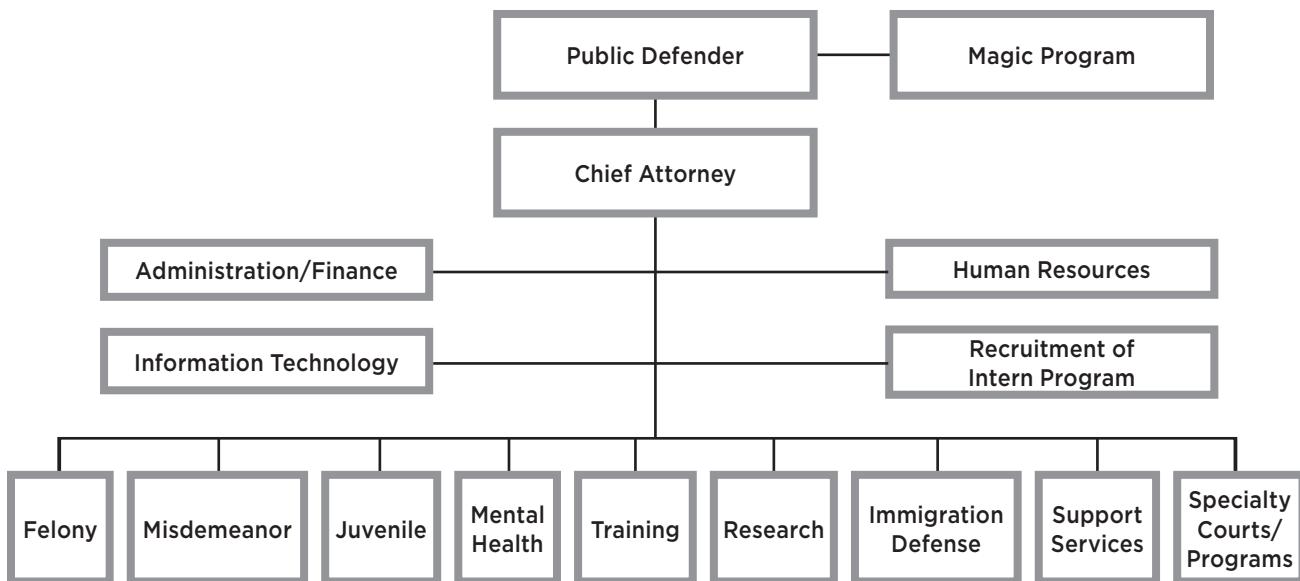
▲ IMMIGRATION CLIENT REPRESENTATION AND CONSULTATIONS (CY 2015-18). *The number of jury trials completed has grown since the inception of the Immigration Defense Unit.*



▲ CLEAN SLATE MOTIONS FILED AND CONVICTIONS DISMISSED (CY 2015-18). *The number of motions filed and convictions dismissed by the Public Defender have been rising since 2015.*



# Public Defender Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	192.08	194.29	2.21	192.97	(1.32)
Non-Operating Positions (cap/other)	(6.00)	(5.00)	1.00	(3.00)	2.00
<b>Net Operating Positions</b>	<b>186.08</b>	<b>189.29</b>	<b>3.21</b>	<b>189.97</b>	<b>0.68</b>

### Sources

InterGovernmental Rev-Federal	186,301	192,150	5,849	192,150	
Intergovernmental Rev-State	590,865	383,000	(207,865)	398,000	15,000
Expenditure Recovery	100,000	100,000		100,000	
General Fund Support	37,929,140	40,631,852	2,702,712	42,573,754	1,941,902
<b>Sources Total</b>	<b>38,806,306</b>	<b>41,307,002</b>	<b>2,500,696</b>	<b>43,263,904</b>	<b>1,956,902</b>

### Uses - Operating Expenditures

Salaries	26,043,055	27,512,820	1,469,765	28,554,073	1,041,253
Mandatory Fringe Benefits	9,618,968	10,601,230	982,262	11,275,802	674,572
Non-Personnel Services	1,174,172	1,207,672	33,500	1,207,672	
Materials & Supplies	136,809	136,809		136,809	
Services Of Other Depts	1,833,302	1,848,471	15,169	2,089,548	241,077
<b>Uses Total</b>	<b>38,806,306</b>	<b>41,307,002</b>	<b>2,500,696</b>	<b>43,263,904</b>	<b>1,956,902</b>

### Uses - Division Description

PDR Public Defender	38,806,306	41,307,002	2,500,696	43,263,904	1,956,902
<b>Uses by Division Total</b>	<b>38,806,306</b>	<b>41,307,002</b>	<b>2,500,696</b>	<b>43,263,904</b>	<b>1,956,902</b>

# 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	2,369,898,228	2,422,774,041	52,875,813	2,420,028,748	(2,745,293)
Total FTE	6,866	6,884	18	6,885	1



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
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## Ensure Equitable Access to All

- Percentage of Black/African American patients with hypertension who have Blood Pressure control 63% 65% 65% 65% 65%
- Percentage of San Francisco Residents with Health Coverage 96% 97% 97% 97% 97%

## Protect & Promote the Health of all San Franciscans

- Total managed care program enrollees in the San Francisco Health Network, the City's health system 94,383 93,000 88,231 90,000 93,000
- Number of participants in the Healthy San Francisco program for uninsured residents 13,757 13,100 13,599 13,600 13,600
- Number of children who receive dental screening, fluoride varnish, education or sealant 9,286 9,000 6,400 8,500 9,000
- Number of new HIV diagnoses<sup>1</sup> 221 200 180 162 146
- Percent of HIV infected patients who are virally suppressed within one year of diagnosis<sup>2</sup> 85% 85% 85% 85% 85%
- Number of complaint investigations performed by the Healthy Housing and Vector Control Program 3,515 3,346 3,104 3,300 3,300
- Percentage of Healthy Housing and Vector Control Program complaints abated within 30 days 67% 70% 67% 70% 70%

## Provide San Franciscans with World-Class Care

- Average Daily Population at Laguna Honda Hospital 759 755 755 755 755
- Short Stay residents discharged from Laguna Honda Hospital to the community with lengths of stay of 100 days or less 72% 90% 70% 90% 90%
- Average Daily Population at Zuckerberg San Francisco General Hospital 303 286 286 286 286
- Zuckerberg San Francisco General Hospital's General Occupancy Rate 106.6% 95.0% 95.0% 95.0% 95.0%
- Percentage of time that Zuckerberg San Francisco General Hospital's Emergency Department is unable to accept lower-priority emergency cases 51% 30% 40% 30% 30%
- Percentage of patients connected to Urgent Care within same or next day 96% 95% 95% 95% 95%
- Percentage of primary care patients rating their provider as 9 or 10 overall on the San Francisco Health Network patient satisfaction survey 74% 82% 77% 77% 82%
- Number of intake assessments completed by Jail Health Services 13,605 13,000 14,200 12,800 12,000
- Number of unique mental health clients in treatment 21,368 22,000 20,500 20,500 20,500
- Number of unique mental health clients under 19 years of age 4,076 4,400 4,400 4,400 4,300
- Percentage of new mental health clients who are homeless 24% 28% 38% 40% 43%
- Percentage of mental health clients who are satisfied with quality of services 91% 92% 92% 92% 92%
- Number of unique substance use clients in treatment 6,515 7,000 6,236 6,236 6,236
- Percentage of homeless clients among substance use treatment admissions 50% 35% 58% 58% 58%
- Percentage of substance use treatment clients who are satisfied with quality of services 92% 92% 92% 92% 92%
- Percentage of readmissions to Psychiatric Emergency Services (PES) within 30 days of PES discharge 35% 37.3% 37.3% 34.6% 31.1%

<sup>1</sup> Data is collected annually based on calendar year (CY). Projected value is preliminary data for CY2018. Target values are for CY19 and CY20.

<sup>2</sup> Data is collected annually based on calendar year (CY) diagnoses. Projected value is for CY2017 diagnoses. Target values are for CY18 and CY19 new diagnoses.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$2,422.8 million for the Department of Public Health is \$52.9 million, or 2.2 percent, higher than the FY 2018-19 budget of \$2,370.0 million. This increase is primarily due to changes in citywide salary and fringe benefit costs, significant investments in behavioral health, one-time capital and debt payment increases, and other operational increases at the Zuckerberg San Francisco General Hospital and Laguna Honda Hospital.

The FY 2020-21 proposed budget of \$2,420.0 million for the Department of Public Health is \$2.7 million, or 0.1 percent, lower than the proposed FY 2019-20 budget, primarily due to reductions in one-time capital and other one-time expenditures from the previous fiscal year.

## Expansion of Services for Vulnerable Residents

Through the Department of Public Health, the City will spend \$50.0 million over the upcoming two years to expand behavioral health and other health services for clients, many of whom are experiencing homelessness.

### ***Supporting Additional Behavioral Health Beds***

The Mayor's proposed budget includes funding to add over 100 behavioral health treatment and recovery beds in addition to the 100 beds added during FY 2018-19—a historic expansion of the

City's behavioral health service system. These beds will provide opportunities for individuals to receive the most appropriate level of care, including those exiting Zuckerberg San Francisco General, Laguna Honda Hospital, and the criminal justice system.

The beds supported in this proposed budget provide multiple levels of care to meet the diverse needs of each individual client, from mental health, to substance use, to a combination of both, including:

- 52 residential treatment beds
- 64 behavioral health respite and assisted living beds
- 72 substance use residential step-down units
- 14 mental health rehabilitation beds at St. Mary's Healing Center

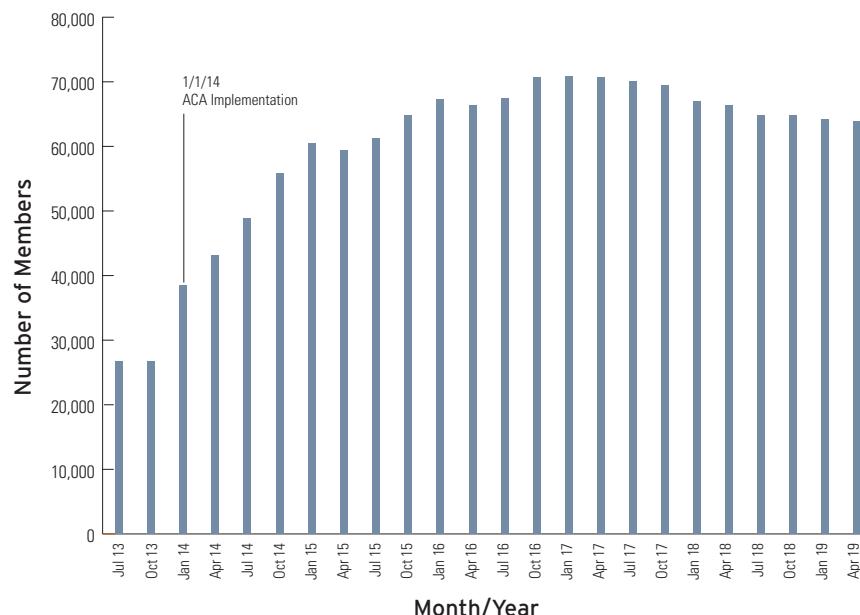
This investment also seeks to improve patient flow throughout the system, allowing for individuals to move more easily to appropriate levels of care in a timelier manner.

In addition to these beds, the Mayor's proposed budget includes \$4.5 million in one-time funding to stabilize behavioral health programs at risk of closing.

### ***Investing in Other Critical Health Services***

The Mayor's proposed budget also includes several initiatives to support health services for vulnerable

**NUMBER OF ENROLLEES IN THE SAN FRANCISCO HEALTH NETWORK.** The number of Medi-Cal Managed Care Members in the San Francisco Health Network has decreased slightly since peaking in December 2016.



residents across the system by expanding capacity, hours, outreach, and staffing. The proposed budget allocates \$0.8 million over the two years to increase the Department's Shelter Health services. This team of nurses and health workers collaborate with the Street Medicine Team, the Department of Homelessness and Supportive Housing's Homeless Outreach Team, and other community resources to provide medical care to individuals in shelters, help prevent the harmful effects of homelessness, establish care for chronic conditions, and transition patients to stable health care.

The Mayor's proposed budget includes funding to support the work of the Healthy Streets Operations Center (HSOC). The proposed budget invests \$1.0 million over the two years to increase staffing at the medical respite and the sobering center. These programs provide short term, coordinated health and social supportive services to stabilize and transition homeless individuals to improved health status. The clients include those suffering from substance abuse and addiction, homeless individuals, medically-frail individuals recovering from a hospitalization or emergency department visit, or those who have become too sick or injured to remain in a shelter. Funds will be used to increase staffing at this 24/7 location. The proposed budget also includes an additional behavioral health clinician for HSOC to expand the hours for clinical consultation and connections to medical care and crisis.

#### ***Improving the Current Behavioral Health System***

In March 2019, the Mayor appointed a new Director of Mental Health Reform to lead a strategic review of how San Francisco provides mental health and substance use services to homeless individuals, and to make recommendations on how to reform the system to fill identified gaps and improve design and efficacy. This effort includes strengthening programs that are proving effective and finding solutions to ways that the current continuum of mental health and substance use services is not successfully serving homeless clients. The Mayor's proposed budget funds the staffing to support this work.

#### **Focusing on Equity**

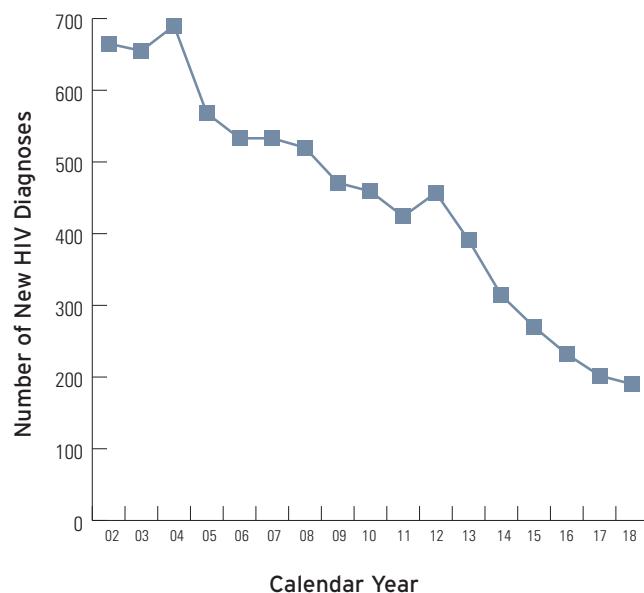
To support the City's goal of being a diverse, equitable, and inclusive workplace, the Department will establish a new Office of Equity to address inequities in the community reflected in disparities

in health outcomes for patients, as well as inequities in the departmental culture and workforce. This new office will be staffed by reassigning existing staff and adding two new staff members to support workplace equity with department-wide training and education. The Office will work in an integrated and collaborative manner across the Department, including and especially with Human Resources with regard to internal staff equity concerns. In addition, the initiative supports DPH's participation in the citywide Government Alliance on Race and Equity and racially-focused cultural humility training.

#### **Going Live with a New Electronic Health Record and Workflow Adjustments**

Epic is DPH's new integrated electronic health record that will replace the Department's current set of legacy systems that support clinical operations, as well as billing and revenue collections. After multiple years of funding allocations, planning, and development, the Department will go-live with Phase 1 in August 2019.

As part of this transition, existing workflows at DPH will need to adapt new processes around scheduling and registration functions to operate



**NUMBER OF HIV DIAGNOSES PER YEAR.**  
The number of HIV diagnoses per year in San Francisco has decreased by over seventy percent since 2002.

the new system. Epic is designed to reflect best practices in health care, which includes a combined role of scheduling, pre-registration, and eligibility review. To ensure consistency with civil service job classes, the Department will convert approximately 130 front line workers and supervisors from existing positions—primarily from the health worker or clerical classification series—to the hospital eligibility worker series. Not only will this change reorganize the Department’s workforce to reflect the workflow in Epic, but will reduce the number of “hand offs” for patients, improving satisfaction, and creating standard work throughout the Department.

### **Addressing Health Disparities**

In November 2016, San Francisco voters approved a one-cent per ounce tax on the distribution of certain sugary beverages. The Mayor’s proposed two-year budget dedicates over \$22.0 million from this tax to programs and services that seek to address health disparities in communities with high rates of sugary drink consumption and those populations disproportionately impacted by chronic disease such as diabetes, obesity, and heart disease. Within the Department, these investments include \$6.0 million in grants over the two years to community based organizations to promote health education,

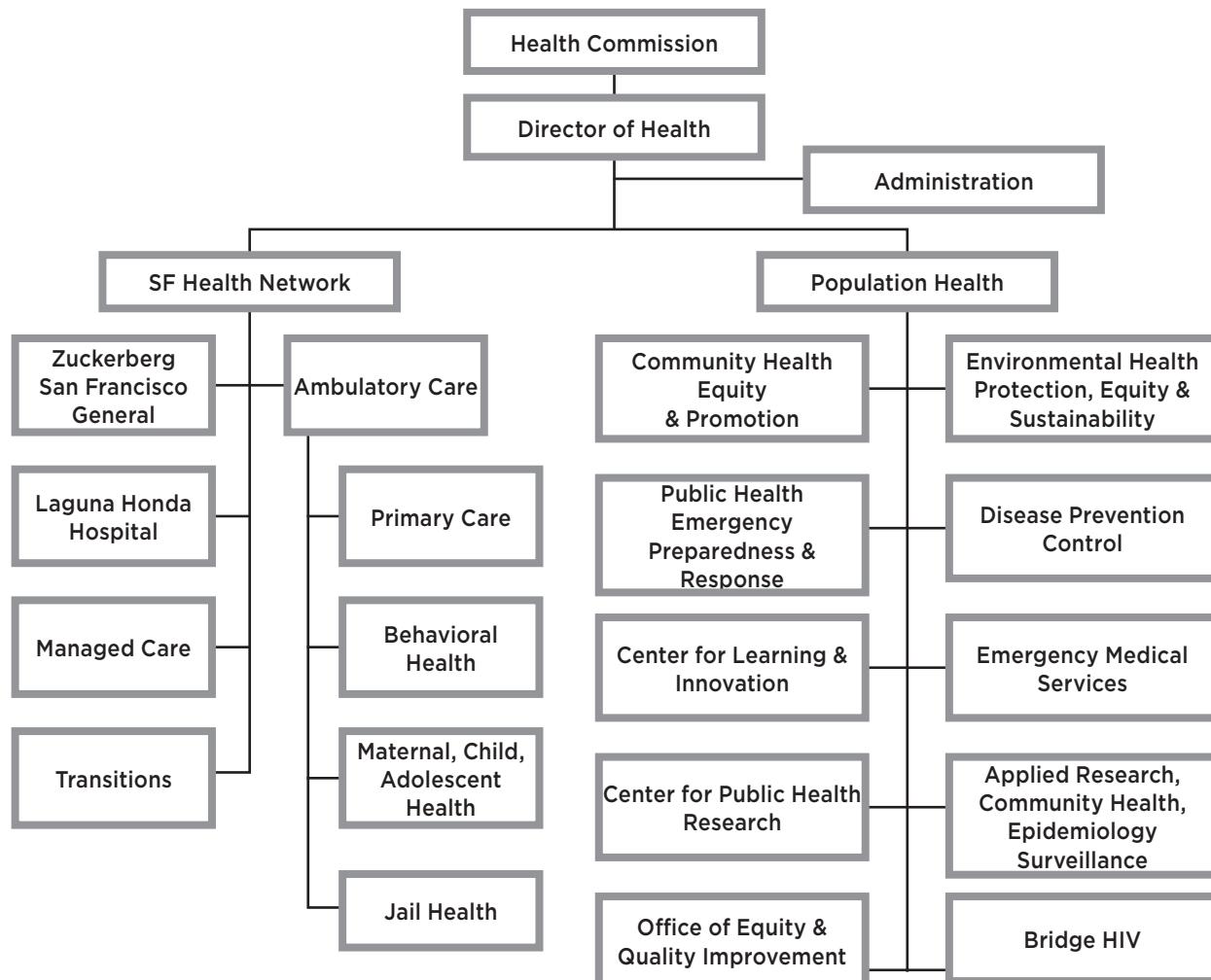
physical activity, and healthy eating. The budget also supports \$2.0 million over two years for both school and community based oral health initiatives, and \$2.0 million over two years to improve food security and access. In order to better understand the efficacy of the tax and the outcome of the City’s programmatic investments, this budget supports \$0.4 million over the two years for additional program evaluation.

### **Supporting and Sustaining DPH Operations**

In addition to investments in new services, the Mayor’s proposed budget makes structural adjustments to DPH’s operating budget to ensure it can maintain current levels of services. These adjustments include \$9.3 million over the two years to adequately reflect the costs of staffing at Zuckerberg San Francisco General and Laguna Honda Hospital. The proposed budget also includes \$6.4 million to adjust for pharmaceutical and other inflation, and \$5.4 million over the two years for other medical supplies, including test kits for population health and prevention. Finally, the proposed two-year budget augments contract staffing in the Department to increase capacity for the review and processing of Public Health contracts.



# Public Health Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	6,956.84	6,974.90	18.06	6,967.12	(7.78)
Non-Operating Positions (cap/other)	(90.67)	(91.07)	(0.40)	(81.68)	9.39
<b>Net Operating Positions</b>	<b>6,866.17</b>	<b>6,883.83</b>	<b>17.66</b>	<b>6,885.44</b>	<b>1.61</b>

## Sources

Business Taxes		5,700,000	5,700,000		(5,700,000)
Licenses, Permits,& Franchises	10,010,695	10,351,984	341,289	10,805,243	453,259
Fines, Forfeiture, & Penalties	2,400,050	2,241,000	(159,050)	2,241,000	
Interest & Investment Income	210,000	210,000		210,000	
Rents & Concessions	658,030	658,030		658,030	
InterGovernmental Rev-Federal	59,579,508	58,744,671	(834,837)	58,744,671	
Intergovernmental Rev-State	349,878,930	376,672,359	26,793,429	358,475,936	(18,196,423)
Intergovernmental Revenue-Othe	99,821	109,803	9,982	109,803	
Charges for Services	1,075,643,893	1,133,634,739	57,990,846	1,048,287,057	(85,347,682)
Other Revenues	29,108,395	35,088,441	5,980,046	28,967,648	(6,120,793)
Expenditure Recovery	44,636,435	49,534,116	4,897,681	50,187,617	653,501
Operating Transfers In	180,255,801	125,481,341	(54,774,460)	93,411,595	(32,069,746)
IntraFund Transfers In	42,298,260	23,110,670	(19,187,590)	21,604,960	(1,505,710)
Unappropriated Fund Balance		5,000,000	5,000,000		(5,000,000)
Unappropriated Fund Balance	350,000		(350,000)	1,000,000	1,000,000
Transfer Adjustment-Source	(164,013,582)	(131,938,178)	32,075,404	(112,184,051)	19,754,127
General Fund Support	738,781,992	728,175,065	(10,606,927)	857,509,239	129,334,174
<b>Sources Total</b>	<b>2,369,898,228</b>	<b>2,422,774,041</b>	<b>52,875,813</b>	<b>2,420,028,748</b>	<b>(2,745,293)</b>

## Uses - Operating Expenditures

Salaries	815,912,652	866,476,715	50,564,063	892,032,090	25,555,375
Mandatory Fringe Benefits	335,542,209	367,287,609	31,745,400	389,250,909	21,963,300
Non-Personnel Services	811,448,199	792,790,952	(18,657,247)	797,691,248	4,900,296
Capital Outlay	38,047,760	14,955,570	(23,092,190)	17,803,419	2,847,849
Aid Assistance	25,000	25,000		25,000	
Debt Service	15,938,252	32,829,801	16,891,549	29,237,332	(3,592,469)
Facilities Maintenance	4,370,356	3,538,870	(831,486)	3,715,819	176,949
Intrafund Transfers Out	42,298,260	23,110,670	(19,187,590)	21,604,960	(1,505,710)
Materials & Supplies	134,037,907	142,446,631	8,408,724	144,857,088	2,410,457
Operating Transfers Out	121,715,322	108,827,508	(12,887,814)	90,579,091	(18,248,417)
Overhead and Allocations	1,409,363	1,170,826	(238,537)	1,150,851	(19,975)
Programmatic Projects	97,732,722	73,561,531	(24,171,191)	19,596,664	(53,964,867)
Services Of Other Depts	111,731,421	125,532,907	13,801,486	123,341,961	(2,190,946)
Unappropriated Rev Retained	3,702,387	2,157,629	(1,544,758)	1,326,367	(831,262)
Transfer Adjustment - Uses	(164,013,582)	(131,938,178)	32,075,404	(112,184,051)	19,754,127
<b>Uses Total</b>	<b>2,369,898,228</b>	<b>2,422,774,041</b>	<b>52,875,813</b>	<b>2,420,028,748</b>	<b>(2,745,293)</b>



## Total Budget – Historical Comparison

(CONTINUED)

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
<b>Uses - Division Description</b>					
HAD Public Health Admin	143,282,969	158,719,860	15,436,891	161,720,586	3,000,726
HBH Behavioral Health	393,831,948	444,510,923	50,678,975	425,821,941	(18,688,982)
HGH Zuckerberg SF General	952,418,170	988,676,363	36,258,193	1,018,383,307	29,706,944
HHH Health At Home	8,206,050	8,695,411	489,361	9,032,648	337,237
HJH Jail Health	35,893,354	36,848,925	955,571	38,244,902	1,395,977
HLH Laguna Honda Hospital	330,400,664	298,554,443	(31,846,221)	304,466,126	5,911,683
HNS Health Network Services	295,916,173	263,931,344	(31,984,829)	244,583,349	(19,347,995)
HPC Primary Care	101,027,803	101,181,744	153,941	97,162,793	(4,018,951)
HPH Population Health Division	108,921,097	121,655,028	12,733,931	120,613,096	(1,041,932)
<b>Uses by Division Total</b>	<b>2,369,898,228</b>	<b>2,422,774,041</b>	<b>52,875,813</b>	<b>2,420,028,748</b>	<b>(2,745,293)</b>

# Public Library

## MISSION

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

## Services

The Public Library provides services through the following strategic areas:

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

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

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

**DIGITAL STRATEGIES** ensures equitable access to public technology and resources.

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

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	160,612,490	173,808,645	13,196,155	169,290,895	(4,517,750)
Total FTE	696	701	5	701	0



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Be the Premier Public Library in the Nation</b>					
• How patrons rate the quality of library staff assistance at the Main Library on a scale of 1-10	8.30	8.50	8.50	8.50	8.50
• How patrons rate the quality of library staff assistance in the branch libraries and Bookmobiles on a scale of 1-10	9.40	9.00	9.00	9.00	9.00
• Number of library cardholders*	N/A	455,000	455,000	458,000	462,000
• Number of persons entering branch libraries including Bookmobiles, Jail and Re-Entry Services and Juvenile Justice Center	4,613,020	4,500,000	4,500,000	4,404,721	4,314,075
• Number of persons entering the Main Library	1,510,224	1,500,000	1,500,000	1,550,000	1,500,000
• Number of reference and technology questions answered annually at the Main Library and branch libraries including Bookmobiles, Jail and Re-Entry Services and Juvenile Justice Center	N/A	932,000	932,000	876,080	774,100
<b>Develop Strong Community Partnerships</b>					
• Number of community group uses of library meeting rooms*	N/A	2,000	2,000	1,968	1,920
• Number of patron contacts made by the SFPL Social Service team*	N/A	4,000	4,000	4,200	4,200
<b>Engage Youth in Learning, Workforce &amp; Personal Growth</b>					
• Number of children and teens receiving instruction via school visits or library visits	81,363	83,000	72,000	80,000	85,000
• Number of children and teens registered for Summer Stride*	N/A	18,000	18,000	21,015	24,335
• Number of programs provided (youth)	13,444	13,200	13,000	13,500	13,500
• Number of youth attending programs	430,882	432,000	450,000	434,000	435,000
<b>Excel in Management and Professional Development</b>					
• Expenditures per Number of Visits	\$20.66	\$26.56	\$26.56	\$25.00	\$25.00
<b>Provide Access to Innovative Information Services</b>					
• Average number of wi-fi users per day at the Main and Branch Libraries	13,309	13,000	13,000	13,500	14,000
• Number of hours used by patrons at public computer terminals, including both reserved and walk-in use	552,378	550,000	525,000	510,000	500,000
• Number of online engagements via social networking applications*	N/A	550,000	550,000	605,000	665,500
<b>Provide Facilities to Meet 21st Century Needs</b>					
• How patrons rate the cleanliness and maintenance of library facilities on a scale of 1 to 10	8.7	8.4	8.2	8.4	8.4
• Number of high and moderate security incidents reported in Library facilities*	N/A	1,000	1,000	900	955
<b>Support &amp; Celebrate Reading and Learning</b>					
• Circulation of eBooks and eMedia	2,908,543	3,400,000	3,400,000	3,900,000	4,500,000
• Circulation of physical books and materials	8,183,863	7,600,000	7,600,000	7,334,000	7,077,310
• Collection expenditures as a percentage of total operating expenditures*	N/A	12%	12%	13%	13%
• Number of people attending adult programs	83,778	80,000	80,000	81,000	82,000
• Number of physical items in languages other than English added to the library's collection	63,817	60,000	60,000	60,000	60,000
• Number of physical materials added to the collection*	N/A	388,000	388,000	384,120	380,278
• Number of programs provided (adult)	5,647	5,500	5,200	5,500	5,500
• Number of uses of the Library's subscription databases by staff and public	4,834,180	4,800,000	5,000,000	5,100,000	5,200,000
• Percentage of adult participants in digital learning classes who applied their skills*	N/A	90%	90%	90%	90%

\* The San Francisco Public Library underwent a major measure revision in FY18 and implemented several new technologies to support these new measures. Therefore, several new measures may be missing historical data. Historical data will be provided as available.



# Budget Issues and Details

The proposed Fiscal Year (FY) 2019-20 budget of \$173.8 million for the Library is \$13.2 million, or 8.2 percent, higher than the FY 2018-2019 budget of \$160.6 million. These increases are primarily due to negotiated salary and benefit costs and additional investments in capital, library collections, and information technology (IT).

The FY 2020-21 proposed budget of \$169.3 million for the Library is \$4.5 million, or 2.6 percent, lower than the FY 2019-20 proposed budget. The reduction is primarily due to fewer planned capital investments in FY 2020-21. However, the Library plans to continue making enhancements to its collections, technology, and building infrastructure in both fiscal years.

## Equity, Inclusion, and Shared Prosperity

In June 2018, the Library was named *Library of the Year* by Gale/Library Journal for its active promotion of San Francisco's values of inclusion, diversity, and equity and its ability to create programs and policies that support those democratic values. The Library offers equitable and safe spaces for people of all ages to gather, gain knowledge, and participate in shared experiences. The Mayor's proposed budget continues to invest in the Library's programming, including growing its youth workforce development opportunities. In addition, and in response to the community's input, the Library revised its open hours beginning in January 2019 to increase the community's ability to use the Library each day of the week. The Main Library added hours on Sundays and Mondays for a total of 62 hours per week and the branches revised its open hour schedule to better meet the public's needs.

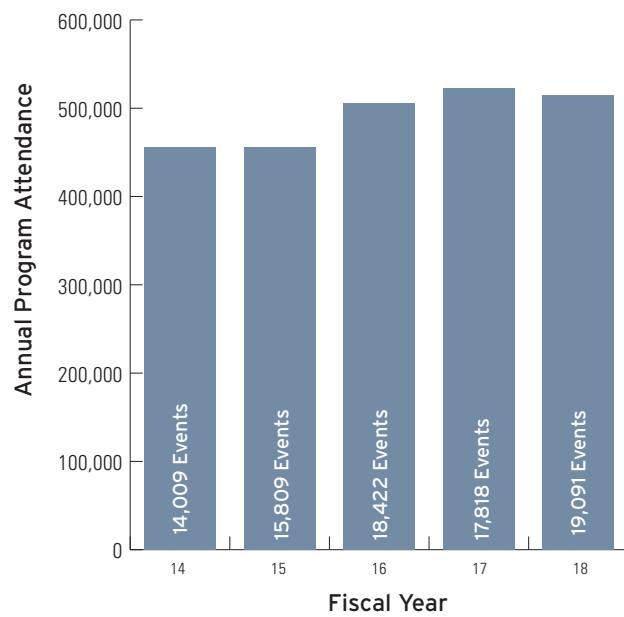
To further address equity and inclusion, the Mayor's proposed budget includes the elimination of overdue fines for all patrons. Additionally, the Library is proposing overdue fine debt forgiveness. Overdue fines have been found to restrict patron access, and disproportionately affect low-income populations, racial-minority communities, and individuals without college degrees. Overdue fine elimination will improve patrons' relationships with the Library, optimize staff time, increase access, and allow the Library to reengage with former library patrons.

## Stewardship and Investing in the Future

In FY 2016-17, the Library began its planning process to renovate the Chinatown, Mission, and Ocean View branch libraries. The Library's FY 2018-19 budget fully funded the Mission branch library renovation at an estimated \$19.8 million. The FY 2019-20 and 2020-21 budgets allocate \$37.9 million for the Chinatown and Ocean View branch library projects. In addition to these capital investments, the Mayor's proposed budget funds on-going facility renewal needs, facility master plans to determine overall system needs, plans for future library designs that are responsive to the community, and improvements to library services. Stewardship of the Library's resources also include refunding and reducing the outstanding amount of its lease revenue bonds, which will save the public approximately \$23.0 million over time, freeing up those monies for other capital renewal efforts.

## Service Excellence

The Mayor's proposed budget further invests in staff development to foster a culture of service

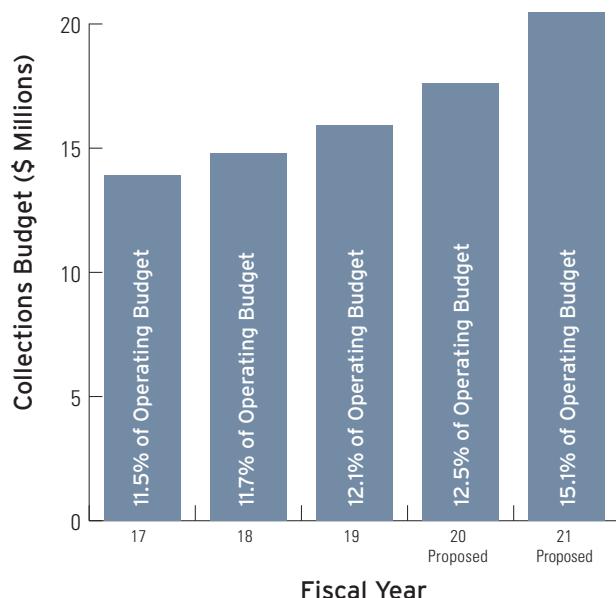


**▲ LIBRARY EVENT ATTENDANCE, FIVE-YEAR TREND.** *Library programming is responsive to growing demand as they continue to increase the number of events held at the Library.*

excellence and increased professional training and education. The Department's training program offers an array of opportunities for staff system-wide, and is responsive to employees' input. In addition, the Mayor's proposed budget expands the Library's participation in the SF Fellows program to focus on projects that will generate system and service improvements internally and for the public.

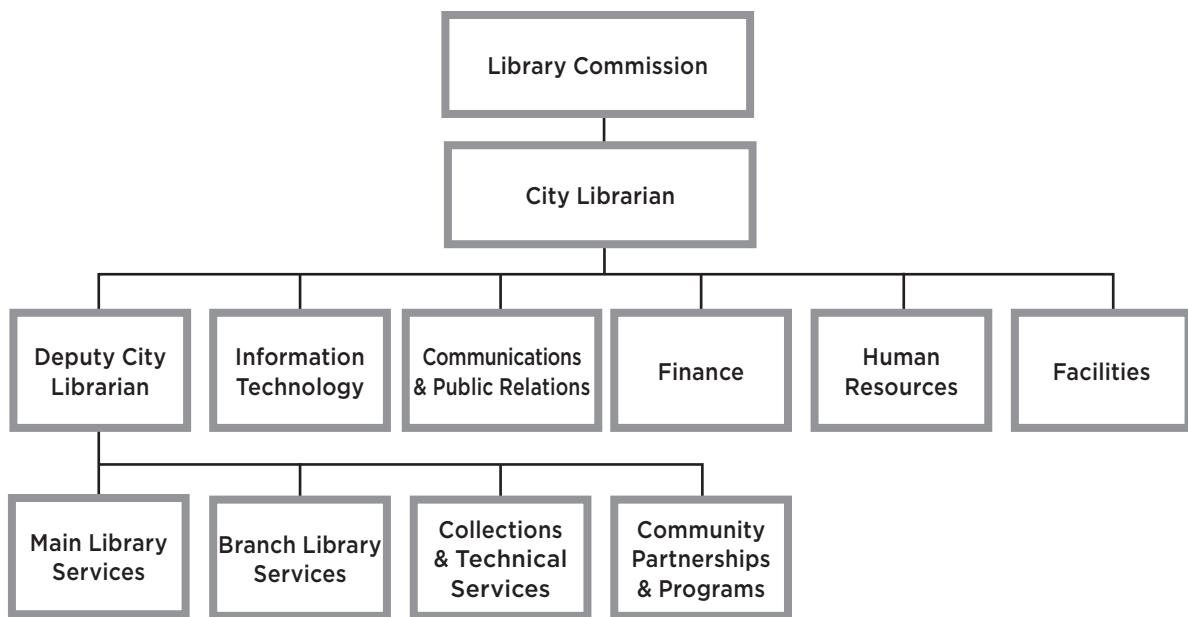
### **Strong Library Collections**

The Library commits approximately 11 to 12 percent of its operating budget each fiscal year to collections in various formats and multiple languages to support the City's diverse community. Enhancements are responsive to usage data and community requests. Print books remain the primary material format for patrons; however, the Library has experienced a nearly 24 percent growth in its eCollections circulation in FY 2017-18. In response to that growing demand, the Mayor's proposed budget includes a 25 percent increase to eCollections in FY 2019-20 and another 25 percent in FY 2020-21.



**▲ COLLECTIONS BUDGET, FY 2017-21.** The Library continues to grow its library collection with strong budget investments to meet public demands and inflation.

## Public Library Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	696.31	701.06	4.75	700.96	(0.10)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>696.31</b>	<b>701.06</b>	<b>4.75</b>	<b>700.96</b>	<b>(0.10)</b>

## Sources

Property Taxes	63,568,000	65,295,000	1,727,000	68,331,000	3,036,000
Interest & Investment Income	237,400	237,400		237,400	
Rents & Concessions	26,115	26,115		26,115	
Intergovernmental Rev-State	220,000	220,000		220,000	
Charges for Services	690,800	465,800	(225,000)	390,800	(75,000)
Other Revenues	20,000	20,000		20,000	
Expenditure Recovery	68,520	70,992	2,472	73,416	2,424
Operating Transfers In	170,000	20,000	(150,000)	20,000	
IntraFund Transfers In	29,110,667	31,013,199	1,902,532	20,831,164	(10,182,035)
Unappropriated Fund Balance	11,981,655	11,323,338	(658,317)	5,452,164	(5,871,174)
Transfer Adjustment-Source	(29,110,667)	(31,013,199)	(1,902,532)	(20,831,164)	10,182,035
General Fund Support	83,630,000	96,130,000	12,500,000	94,520,000	(1,610,000)
<b>Sources Total</b>	<b>160,612,490</b>	<b>173,808,645</b>	<b>13,196,155</b>	<b>169,290,895</b>	<b>(4,517,750)</b>

## Uses - Operating Expenditures

Salaries	58,490,817	61,806,364	3,315,547	63,785,869	1,979,505
Mandatory Fringe Benefits	31,439,779	35,324,101	3,884,322	37,405,762	2,081,661
Non-Personnel Services	8,504,589	9,464,921	960,332	9,212,169	(252,752)
City Grant Program		600,000	600,000	500,000	(100,000)
Capital Outlay	30,617,817	32,617,599	1,999,782	21,523,064	(11,094,535)
Intrafund Transfers Out	29,110,667	31,013,199	1,902,532	20,831,164	(10,182,035)
Materials & Supplies	19,567,394	21,587,500	2,020,106	24,199,665	2,612,165
Overhead and Allocations	1,022	405	(617)	405	
Services Of Other Depts	11,991,072	12,407,755	416,683	12,663,961	256,206
Transfer Adjustment - Uses	(29,110,667)	(31,013,199)	(1,902,532)	(20,831,164)	10,182,035
<b>Uses Total</b>	<b>160,612,490</b>	<b>173,808,645</b>	<b>13,196,155</b>	<b>169,290,895</b>	<b>(4,517,750)</b>

## Uses - Division Description

LIB Public Library	160,612,490	173,808,645	13,196,155	169,290,895	(4,517,750)
<b>Uses by Division Total</b>	<b>160,612,490</b>	<b>173,808,645</b>	<b>13,196,155</b>	<b>169,290,895</b>	<b>(4,517,750)</b>



# 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	1,296,900,195	1,411,624,371	114,724,176	1,424,841,952	13,217,581
Total FTE	1,676	1,690	14	1,689	(1)

*Services (continued)*

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

The Hetch Hetchy Power System is 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 (GHG) emission 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 Pacific Gas and Electric Company's (PG&E) 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 360,000 residents and business customers.

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

Performance Measures		2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Provide Reliable Services and Assets</b>						
• Percent of dry weather main sewer overflows per 100 miles of main sewer	N/A	N/A	3%	4%	4%	
<b>Achieve Organizational Excellence</b>						
<b>Build an Effective Workforce</b>						
• Time to hire (days)	N/A	N/A	206	206	206	



## Performance Measures (CONTINUED)

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Maintain Financial Sustainability</b>					
• Average Residential Power bill as percent of median income in San Francisco	0.76%	N/A	0.53%	0.53%	0.53%
• Average Residential Wastewater bill as percent of median income in San Francisco	0.79%	N/A	0.75%	1.4%	1.4%
• Average Residential Water bill as percent of median income in San Francisco	0.64%	N/A	0.62%	1.1%	1.1%
<b>Foster Trust and Engagement with Stakeholders</b>					
• Eligible customers enrolled in California Alternate Rates for Energy (CARE) for CleanPowerSF Customers	N/A	N/A	83%	90%	90%
• Eligible households enrolled in Community Assistance Program (CAP)	N/A	N/A	4.56%	4.62%	4.62%
• Number of adults and children who have participated in SFPUC sponsored education programs	N/A	N/A	2,970	4,000	4,000
• Percent of eligible electric customers receiving low-income discount rate	N/A	N/A	27.5%	37.5%	37.5%
• Percentage of customer inquiry calls responded to within 20 seconds by the CleanPowerSF Call Center	N/A	80%	80%	80%	80%
• Percentage of customer inquiry calls responded to within 20 seconds by the Customer Service Bureau	N/A	80%	80%	80%	80%
• Percentage of retail customers rating the SFPUC as "good" or better on a customer survey	85%	90%	90%	90%	90%
<b>Act as Environmental Stewards</b>					
• Average water used by San Francisco residential customers (gallons per capita)--rolling average	41.51	50.00	41.7	50.00	50.00
• CleanPowerSF customer account retention rate	N/A	N/A	95%	90%	90%
• Percent of biogas going to beneficial uses - Oceanside Plant	N/A	N/A	5%	75%	75%
• Percent of biogas going to beneficial uses - Southeast Plant	N/A	N/A	50%	75%	75%
• Percent of water supplied by alternative sources to the system as a whole	2.6%	3.6%	2.9%	3.4%	3.4%

\*N/A: FY18-19 is the first year data was collected for noted performance measures.



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$1,411.6 million for the Public Utilities Commission (PUC) is \$114.7 million, or 8.8 percent, higher than the FY 2018-19 budget of \$1,296.9 million. This increase is largely due to continued expansion of CleanPowerSF, as well as rising revenue-backed debt service costs to support high priority capital projects.

The PUC has two-year fixed operating and capital budgets, and FY 2019-20 represents the second year of the current two-year cycle. The Department is therefore working within its two-year fixed budget for FY 2019-20 and is not updating its FY 2020-21 budget in this proposed budget.

## CleanPowerSF

CleanPowerSF, which provides San Franciscans with a municipally-run affordable and reliable clean energy alternative, is one of the Commission's highest priorities. The May 2019 CleanPowerSF enrollment met the Commission's adopted goal of citywide implementation goal of July 2019. As a result, more than 360,000 residents and businesses now receive renewable energy and high quality service through CleanPowerSF.

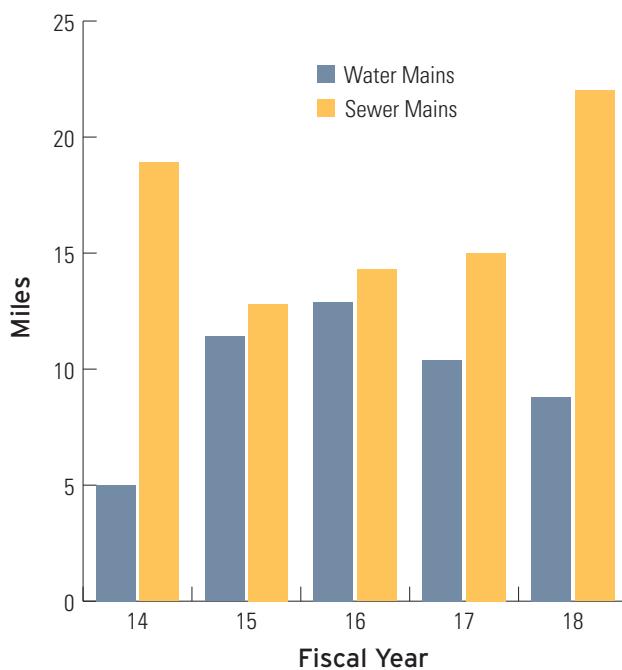
## Capital Investments

PUC's largest capital investments are the Water Systems Improvement Program (WSIP), which is over 97 percent completed, and the Sewer System Improvement Program (SSIP), which includes 70 projects with 31 percent completed.

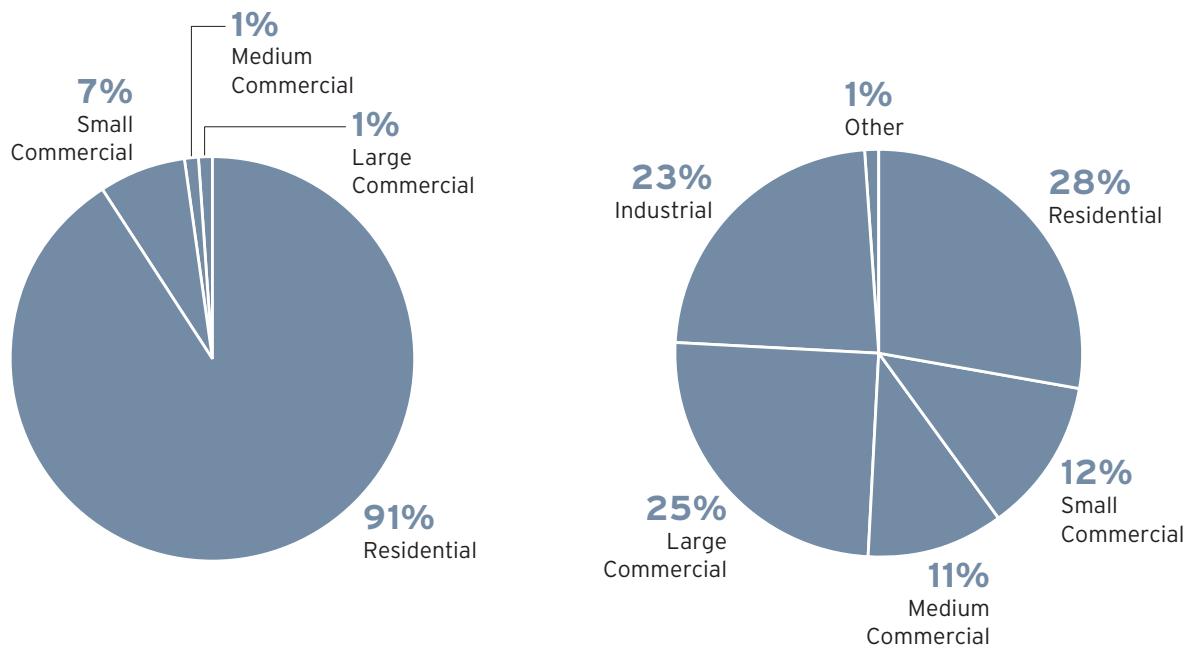
The current development boom and growing population have increased the demand for new services installations and the replacement of aging water and sewer mains. PUC also continues to invest in the diversification of water resources, including completing the San Francisco groundwater supply project and advancing the regional groundwater storage and recovery project.

## Monitoring PG&E's Bankruptcy Proceedings

In January 2019, PG&E declared bankruptcy after devastating wildfires were linked to the San Francisco-based company, raising serious concerns about the safety and reliability of the City's power grid. PUC, alongside other city departments, continues to monitor PG&E's bankruptcy proceedings to protect city taxpayers, electric customers, and climate agenda, and to ensure the City receives payments and services owed by PG&E. As the City assesses whether to acquire PG&E's facilities serving San Francisco and to obtain full power independence, substantial analytical work must be performed prior to making a decision to proceed.



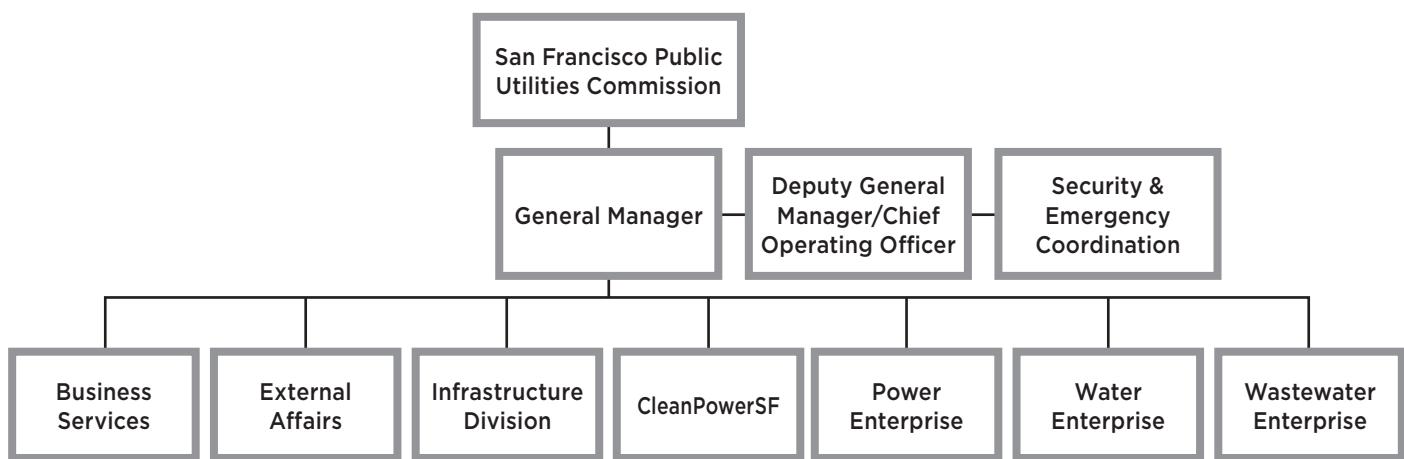
**MILES OF SEWER AND WATER MAINS REPLACED.** On average, the PUC has replaced approximately 10.0 miles of sewer mains and 16.5 miles of water mains in each of the last five years.



**DEMAND FOR ELECTRICITY.** 91 percent of all electricity accounts in San Francisco are residential, while only making up 28 percent of the demand for electricity.



## Public Utilities Commission Organizational Structure





# Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	2,353.87	2,376.35	22.48	2,376.80	0.45
Non-Operating Positions (cap/other)	(677.44)	(686.35)	(8.91)	(687.50)	(1.15)
<b>Net Operating Positions</b>	<b>1,676.43</b>	<b>1,690.00</b>	<b>13.57</b>	<b>1,689.30</b>	<b>(0.70)</b>

## Sources

Interest & Investment Income	5,154,535	5,671,759	517,224	5,671,759	
Rents & Concessions	13,605,858	13,940,064	334,206	13,940,064	
Charges for Services	1,068,693,443	1,172,100,135	103,406,692	1,172,100,135	
Other Revenues	41,232,220	41,350,665	118,445	41,350,665	
Expenditure Recovery	142,636,298	148,994,110	6,357,812	153,784,966	4,790,856
Operating Transfers In	34,778,000	35,785,000	1,007,000	35,785,000	
IntraFund Transfers In	265,379,977	274,176,919	8,796,942	274,697,621	520,702
Unappropriated Fund Balance	24,377,841	28,367,638	3,989,797	36,794,363	8,426,725
Transfer Adjustment-Source	(298,957,977)	(308,761,919)	(9,803,942)	(309,282,621)	(520,702)
General Fund Support					
<b>Sources Total</b>	<b>1,296,900,195</b>	<b>1,411,624,371</b>	<b>114,724,176</b>	<b>1,424,841,952</b>	<b>13,217,581</b>

## Uses - Operating Expenditures

Salaries	245,938,303	259,016,030	13,077,727	267,402,525	8,386,495
Mandatory Fringe Benefits	102,586,186	110,843,697	8,257,511	117,695,474	6,851,777
Non-Personnel Services	268,844,904	320,087,496	51,242,592	320,087,496	
City Grant Program	2,855,121	3,006,480	151,359	3,006,480	
Capital Outlay	20,416,706	24,217,230	3,800,524	24,217,230	
Debt Service	364,489,249	394,563,383	30,074,134	394,560,383	(3,000)
Facilities Maintenance	38,073,200	37,374,480	(698,720)	37,374,480	
Intrafund Transfers Out	265,379,977	274,176,919	8,796,942	274,697,621	520,702
Materials & Supplies	30,279,048	31,980,281	1,701,233	31,980,281	
Operating Transfers Out	33,673,137	34,680,137	1,007,000	34,680,137	
Overhead and Allocations	(94,546,495)	(98,433,551)	(3,887,056)	(101,334,300)	(2,900,749)
Programmatic Projects	4,660,000	2,805,115	(1,854,885)	2,805,115	
Services Of Other Depts	94,204,961	99,283,792	5,078,831	100,687,552	1,403,760
Unappropriated Rev Retained	201,037,752	203,304,397	2,266,645	203,304,397	
Unappropriated Rev-Designated	17,966,123	23,480,404	5,514,281	22,959,702	(520,702)
Transfer Adjustment - Uses	(298,957,977)	(308,761,919)	(9,803,942)	(309,282,621)	(520,702)
<b>Uses Total</b>	<b>1,296,900,195</b>	<b>1,411,624,371</b>	<b>114,724,176</b>	<b>1,424,841,952</b>	<b>13,217,581</b>

## Uses - Division Description

HHP CleanPowerSF	157,032,754	212,909,309	55,876,555	212,909,309	
HHP Hatch Hetchy Water & Power	226,309,512	230,139,708	3,830,196	232,782,188	2,642,480
PUB Public Utilities Bureaus	259,600	291,600	32,000	291,600	
WTR Water Enterprise	570,085,760	604,657,573	34,571,813	610,583,322	5,925,749
WWE Wastewater Enterprise	343,212,569	363,626,181	20,413,612	368,275,533	4,649,352
<b>Uses by Division Total</b>	<b>1,296,900,195</b>	<b>1,411,624,371</b>	<b>114,724,176</b>	<b>1,424,841,952</b>	<b>13,217,581</b>

# 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	230,857,939	219,484,346	(11,373,593)	216,082,258	(3,402,088)
Total FTE	927	941	14	959	18



# Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Inspire Investment</b>					
● Number of recreation and park volunteer hours	252,225	190,000	180,000	195,000	195,000
● Rate of Engagement: number of digital media recipients	153,788	170,200	400,000	186,000	200,000
● Rate of Engagement: number of public meetings for in-person engagement	667	450	650	450	450
● Rate of Engagement: number of social media followers	31,843	29,150	36,000	32,000	35,000
<b>Inspire Place</b>					
● Annual work order completion rate	79%	75%	78%	75%	75%
● Citywide Average Park Score	89%	90%	91%	85%	85%
● Operating Investment Per Acre of San Francisco Parks Maintained (Excluding Golf and Natural Areas)	\$16,087	\$16,000	\$17,842	\$18,000	\$18,000
● Park acres per 1,000 residents	4.7	4.7	4.7	4.7	4.1
● Percentage of graffiti work orders completed within 48 hours	76%	75%	75%	75%	78%
● Percentage of San Franciscans who rate the condition of recreation center and clubhouse buildings as good or excellent (biennial City Survey)	74%	70%	70%	70%	80%
● Percentage of San Franciscans who rate the quality of the City's park landscaping and plantings as good or excellent (biennial City Survey)	80%	80%	80%	80%	85%
● Percentage of seismically updated recreation facilities	65%	74%	80%	81%	81%
<b>Inspire Play</b>					
● Number of recreation course registrations	63,775	60,000	60,000	60,000	60,000
● Percentage of program registrants receiving scholarships	10%	10%	12%	10%	10%
● Percentage of recreation courses with 70% capacity of class size	79%	70%	75%	70%	75%
● Satisfaction rate among recreation program participants	92%	92%	92%	92%	92%
● Total number of park facility permits issued (picnic tables, playfields, special events)	92,514	92,000	90,000	92,000	92,000
<b>Inspire Stewardship</b>					
● Percentage of diverted waste material	37%	40%	40%	41%	45%
● Percentage reduction in potable water use compared to SFPUC baseline	-21%	-20%	-17%	-20%	-20%
● Tree replacement ratio	2.30	2.00	1.70	2.00	2.00
<b>Inspire Team</b>					
● Percentage of facilities with high-speed internet connections	45%	47%	60%	65%	71%



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$219.5 million for the Recreation and Park Department is \$11.4 million, or 4.9 percent, lower than the FY 2018-19 budget of \$230.9 million. This decrease is largely due to the completion of capital projects partially offset by increases in salary and benefits, and new initiatives made possible by the Department's Proposition B (2016) baseline funding growth.

The FY 2020-21 proposed budget of \$216.1 million is \$3.4 million, or 1.6 percent, lower than the FY 2019-20 proposed budget. This decrease is also due to continued decreases in capital expenditures partially offset by salary and benefits increase and by baseline growth enabled by Proposition B.

The Recreation and Park Department budget submission was informed by its Commission-approved Strategic Plan, Operational Plan, and Capital Plan, as well as its Equity Lens and Metrics. The Strategic Plan outlined the Department's strategies and objectives, the Operational Plan set the two-year plan initiatives, and the Capital Plan addressed the development, renovation, replacement, and maintenance of capital assets and the acquisition of real property. The Equity Lens and Metrics were applied to specifically address the Department's work in disadvantaged neighborhoods and low-income communities so that all Recreation and Park users have access to clean, safe, and fun parks and programs.

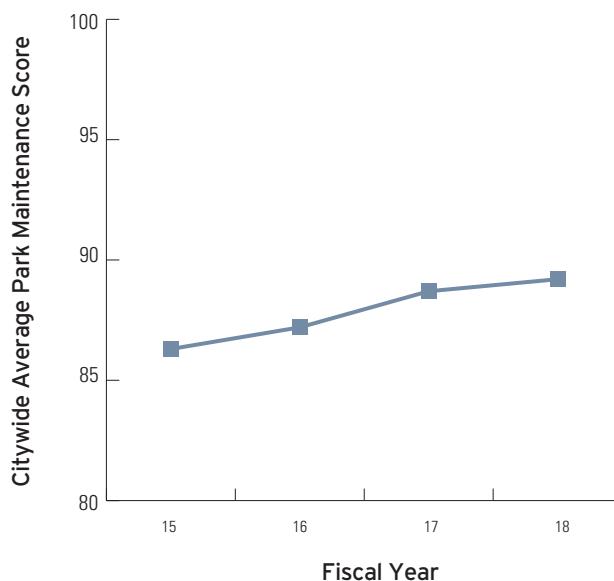
## Equity Programs and Services

The Mayor's budget includes \$4.0 million over two years so that children under 18 and living in public housing, shelters, or affordable housing developments can receive free access to Recreation and Park programs. Though a combination of onsite and hyper-local programs coupled with extensive outreach, the Department will increase access and participation in its existing programs and scholarships. Additionally, the Department will focus on hiring trusted community members to engage in outreach to increase efficacy and provide workforce development pathways as part of the program.

The Department is also launching the Summer Play Time pilot as part of this equity initiative. The Summer Play Time program will focus on improving smaller parks and playgrounds through improvements to the physical environment and enhanced programming. This pilot program will bring enhanced programming to parks and playgrounds serving high-need communities, including games and sports for kids, fitness classes for adults, and crafts and play for all.

The proposed budget also includes \$1.3 million over two years for the Peace Parks program, a community wellness and violence prevention partnership between youth public housing residents, the San Francisco Police Department, the Department of

**CITYWIDE AVERAGE PARK MAINTENANCE SCORES, 2015 TO 2018.** Average annual park maintenance scores have increased in recent years. A score of 85 or better indicates a well-maintained park.



Public Health, and the Recreation and Parks Department. The funding will support staffing, programming, food, and supplies to continue and expand the program.

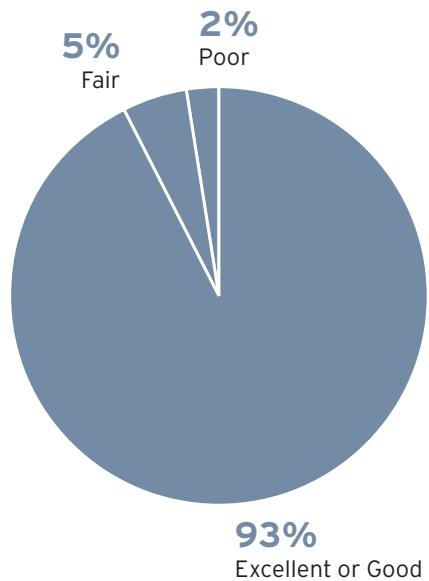
## Workforce Development

In partnership with the San Francisco Human Services Agency (HSA) and Urban Alchemy, the Department's new Park Stop program adds seven staffed park restroom locations and extends the hours of a monitor program already in place at an eighth park through the Pit Stop program operated by Public Works. Like Pit Stop, Park Stop will provide safe needle disposal and pet waste bags in addition to universal toilet access. To help finance the Park Stop program, federal and state revenue is leveraged by hiring single adults either under the CalFresh-ABAWDs (Able-Bodied Adults Without Dependents), CalFresh, PAES or General Assistance models, as restroom monitors in the Park Stop program.

## Community Development

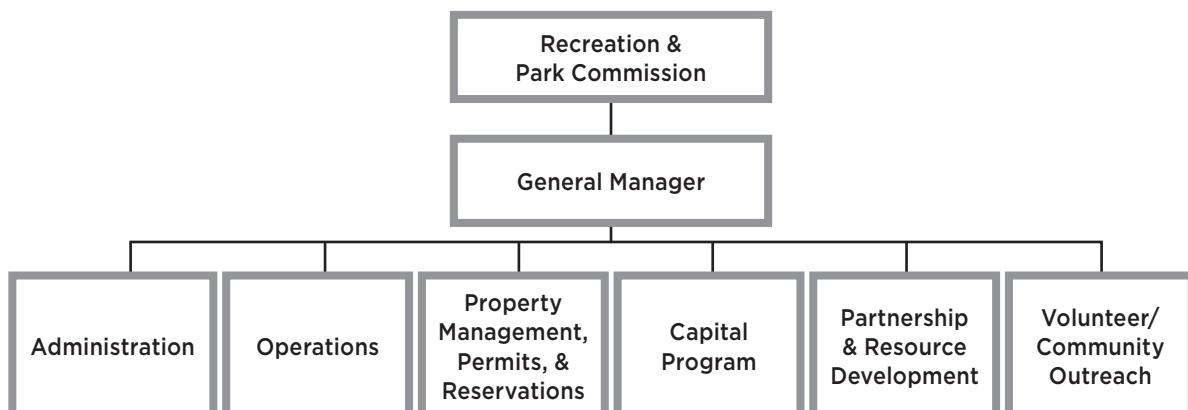
In honor of the 150th Anniversary of Golden Gate Park, the Recreation and Park Department will work with large and small partners on a series of events and activities to showcase the Park's past, present, and future influence on Recreation and Wellness, Science and the Environment, and Creativity and the Arts. The celebration will begin April 4, 2020 with a "Community Day" that will celebrate the Park's most recognized spaces and its hidden treasures and continue through the holiday tree lighting in early

December. Both the community day and the year-long celebration will be organized through partnerships with park supporter organizations, community groups, arts organizations, and other stakeholders. The Sesquicentennial of Golden Gate Park is an opportunity to honor the entire Recreation and Park System, encourage San Franciscans and visitors to enjoy the vision of those who came before, and plan for a bright, active future.



**▲ FITNESS, FUN, AND COMMUNITY: CUSTOMER EXPERIENCE WITH RECREATION AND PARK ACTIVITIES.** 93 percent of recreation program registrants rated their program as "excellent or good," during FY 2017-18.

# Recreation and Parks Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	947.42	963.55	16.13	982.04	18.49
Non-Operating Positions (cap/other)	(20.54)	(23.00)	(2.46)	(23.00)	
<b>Net Operating Positions</b>	<b>926.88</b>	<b>940.55</b>	<b>13.67</b>	<b>959.04</b>	<b>18.49</b>

## Sources

Property Taxes	63,568,000	65,295,000	1,727,000	68,331,000	3,036,000
Interest & Investment Income	195,000	195,000		195,000	
Rents & Concessions	18,442,923	19,367,323	924,400	19,855,003	487,680
InterGovernmental Rev-Federal	1,923,459		(1,923,459)		
Intergovernmental Rev-State	670,000	1,020,108	350,108	170,000	(850,108)
Intergovernmental Revenue-Othe	4,988,600		(4,988,600)		
Charges for Services	32,249,004	36,770,730	4,521,726	35,643,642	(1,127,088)
Other Revenues	7,777,475	5,870,691	(1,906,784)	4,397,775	(1,472,916)
Expenditure Recovery	4,423,342	3,718,490	(704,852)	3,806,503	88,013
Operating Transfers In	10,918,463	12,645,233	1,726,770	16,029,349	3,384,116
IntraFund Transfers In	31,035,213	12,374,866	(18,660,347)	8,328,864	(4,046,002)
Unappropriated Fund Balance	12,422,634	1,619,988	(10,802,646)		(1,619,988)
Unappropriated Fund Balance	7,192,655	3,606,051	(3,586,604)	450,000	(3,156,051)
Transfer Adjustment-Source	(41,953,676)	(25,020,099)	16,933,577	(24,358,213)	661,886
General Fund Support	77,004,847	82,020,965	5,016,118	83,233,335	1,212,370
<b>Sources Total</b>	<b>230,857,939</b>	<b>219,484,346</b>	<b>(11,373,593)</b>	<b>216,082,258</b>	<b>(3,402,088)</b>

## Uses - Operating Expenditures

Salaries	77,632,553	82,500,160	4,867,607	86,982,199	4,482,039
Mandatory Fringe Benefits	33,970,839	37,086,113	3,115,274	40,176,430	3,090,317
Non-Personnel Services	23,589,213	23,055,953	(533,260)	23,658,556	602,603
City Grant Program	634,930	952,031	317,101	850,031	(102,000)
Capital Outlay	57,486,020	34,534,158	(22,951,862)	26,503,059	(8,031,099)
Debt Service	1,740,135	1,740,135		1,740,135	
Facilities Maintenance	1,717,544	1,500,500	(217,044)	1,450,500	(50,000)
Intrafund Transfers Out	31,035,213	12,374,866	(18,660,347)	8,328,864	(4,046,002)
Materials & Supplies	6,284,048	6,370,707	86,659	6,370,707	
Operating Transfers Out	10,918,463	12,645,233	1,726,770	16,029,349	3,384,116
Overhead and Allocations	(1,188,586)	(879,445)	309,141	(2,918,713)	(2,039,268)
Programmatic Projects	3,336,931	6,831,933	3,495,002	4,565,127	(2,266,806)
Services Of Other Depts	25,654,312	26,226,275	571,963	26,704,227	477,952
Unappropriated Rev Retained		(62,126)	(62,126)		62,126
Unappropriated Rev-Designated		(372,048)	(372,048)		372,048
Transfer Adjustment - Uses	(41,953,676)	(25,020,099)	16,933,577	(24,358,213)	661,886
<b>Uses Total</b>	<b>230,857,939</b>	<b>219,484,346</b>	<b>(11,373,593)</b>	<b>216,082,258</b>	<b>(3,402,088)</b>

## Uses - Division Description

REC Admin Services	(628,295)	(1,581,239)	(952,944)	(2,331,153)	(749,914)
REC Capital Division	49,730,188	29,117,479	(20,612,709)	19,845,351	(9,272,128)
REC Operations	177,571,246	187,763,306	10,192,060	194,383,260	6,619,954
REC Zoo	4,184,800	4,184,800		4,184,800	
<b>Uses by Division Total</b>	<b>230,857,939</b>	<b>219,484,346</b>	<b>(11,373,593)</b>	<b>216,082,258</b>	<b>(3,402,088)</b>



# 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** consists 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

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
<b>Total Expenditures</b>	8,543,912	9,144,677	600,765	9,563,220	418,543
<b>Total FTE</b>	37	37	0	38	1



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Increase collaboration with other City agencies</b>					
• Number of Days to respond to no-fault eviction reports provided to the Planning Department	2	21	14	14	14
<b>Process tenant and landlord petitions efficiently</b>					
• Average number of days for Administrative Law Judges to submit decisions for review	24.0	25.0	25.0	25.0	25.0
• Average number of days needed to process allegations of wrongful evictions	2.1	2.0	2.0	2.0	2.0
<b>Provide effective information to tenants and landlords</b>					
• Average number of days to post a summary of amendments to the Rent Ordinance and Rules and Regulations on the website	N/A	7	7	7	7
<b>Support limited English proficient communities</b>					
• Number of discrete documents in languages other than English	532	581	603	638	643
• Number of locations where translated documents are available	787	898	887	898	913



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$9.1 million for the Rent Arbitration Board is \$0.6 million, or 7.0 percent, lower than the FY 2018-19 budget of \$8.5 million. This increase is primarily due to salary and benefit cost increases. The FY 2020-21 proposed budget of \$9.6 million is \$0.4 million, or 4.6 percent, higher than the FY 2019-20 proposed budget. This increase is also due to salary and benefit cost increases.

### Improved Data Sharing

The Rent Arbitration Board continues to streamline and standardize its data-sharing practices with other city departments. For example, its partnership with the Planning Department increases its effectiveness and helps expedite permitting and decision-making processes related to rental units. The Mayor's proposed budget adds one new position to increase the efficiency and volume of these data-sharing processes as well as increase supervisory capacity at the Department.

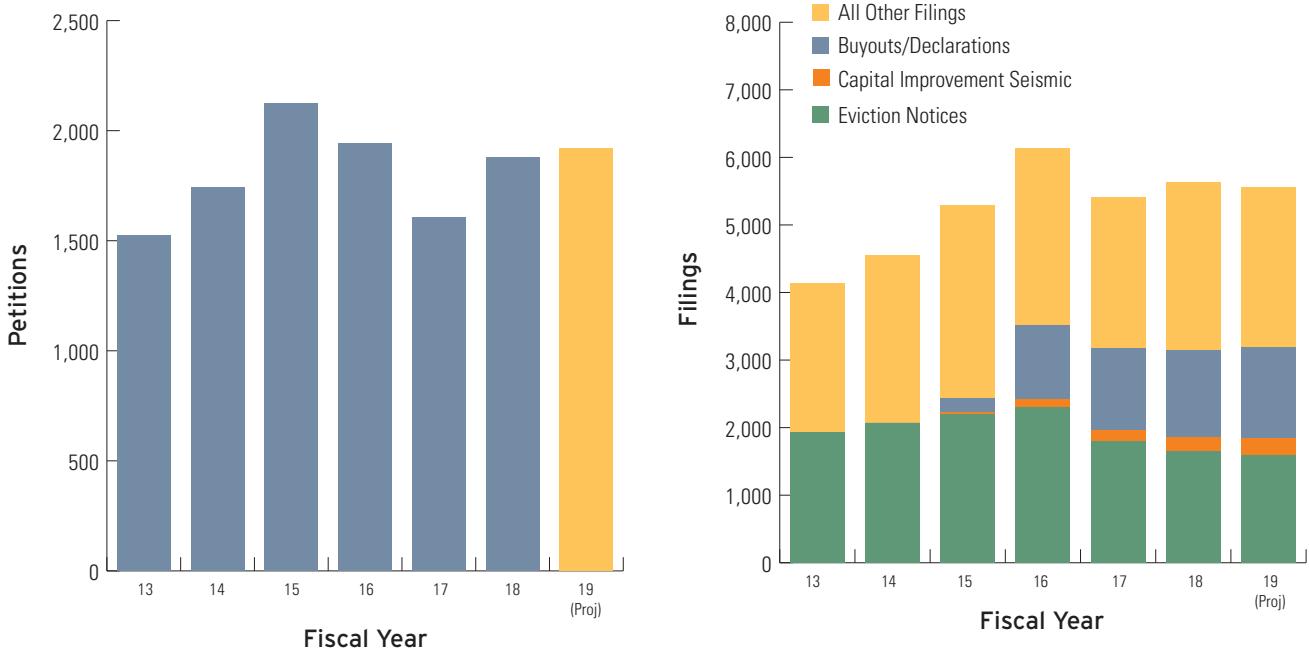
### Ensuring Accessibility

The Department continues to improve its service delivery to San Francisco's diverse community. To

be able to serve the whole community and ensure everyone can access the services it provides, the Department translates its materials and provides interpreters for many of the hearings it conducts in multiple languages. In order to continue these efforts, the Department increased funding for interpreters last year, and continues to track its performance as it maintains over 500 documents in languages other than English.

### Legislative Changes

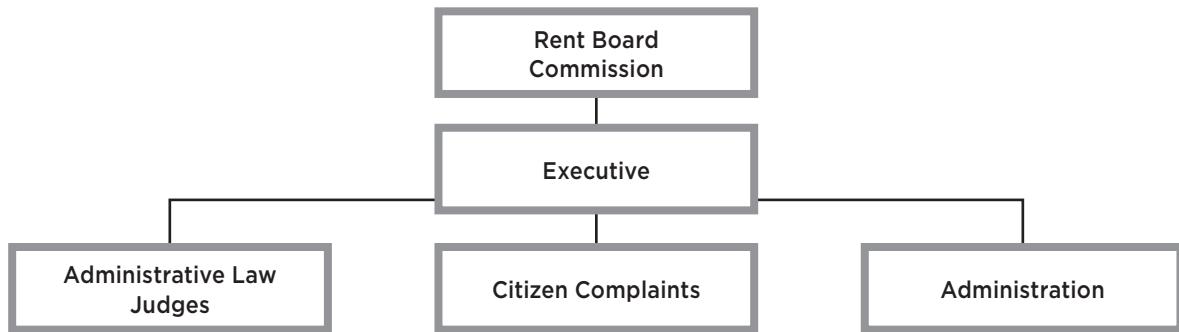
The impact of recent legislative changes will continue to increase the Department's workload over the coming years. These changes include mandatory seismic upgrades to over 5,000 buildings with approximately 50,000 units, new requirements for filing buyout agreements with the Department, and increases in related hardship applications filed by tenants who cannot afford the capital improvement pass throughs. These changes account for an increase of more than 250 petitions per year in the current year, and are projected to account for an increase of about 325 petitions per year in FY 2019-20.



**A TOTAL PETITIONS FILED.** Total petitions filed are expected to increase in FY 2018–19, as they did in FY 2017–18.

**A TOTAL FILINGS BY FILING TYPE.** The number of eviction notice filings has increased over the last three fiscal years, while the number of capital improvement seismic filings has increased.

## Rent Arbitration Board Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	36.67	37.42	0.75	37.64	0.22
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>36.67</b>	<b>37.42</b>	<b>0.75</b>	<b>37.64</b>	<b>0.22</b>

## Sources

Charges for Services	7,793,912	8,394,677	600,765	9,563,220	1,168,543
Unappropriated Fund Balance	750,000	750,000			(750,000)
General Fund Support					
<b>Sources Total</b>	<b>8,543,912</b>	<b>9,144,677</b>	<b>600,765</b>	<b>9,563,220</b>	<b>418,543</b>

## Uses - Operating Expenditures

Salaries	5,042,980	5,351,494	308,514	5,557,413	205,919
Mandatory Fringe Benefits	2,102,713	2,336,173	233,460	2,492,657	156,484
Non-Personnel Services	301,558	289,558	(12,000)	289,558	
City Grant Program	120,000	120,000		120,000	
Materials & Supplies	57,749	37,749	(20,000)	37,749	
Overhead and Allocations		14,374	14,374	14,374	
Services Of Other Depts	918,912	995,329	76,417	1,051,469	56,140
<b>Uses Total</b>	<b>8,543,912</b>	<b>9,144,677</b>	<b>600,765</b>	<b>9,563,220</b>	<b>418,543</b>

## Uses - Division Description

RNT Rent Arbitration Board	8,543,912	9,144,677	600,765	9,563,220	418,543
<b>Uses by Division Total</b>	<b>8,543,912</b>	<b>9,144,677</b>	<b>600,765</b>	<b>9,563,220</b>	<b>418,543</b>

# 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 43,000 active and inactive members and more than 29,000 retired members and beneficiaries; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death, or termination of employment; disburses monthly retirement allowances to retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal and regulatory requirements.

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

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

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	111,733,816	127,995,919	16,262,103	129,121,051	1,125,132
Total FTE	106	108	2	108	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Educate Employees about Retirement Readiness</b>					
• Percentage of eligible City employees who participate in the Deferred Compensation Plan	56%	50%	50%	50%	50%
• Total number of visitors to main website (mysfers.org)	211,277	205,000	200,000	210,000	215,000
<b>Enhance Member Experience Through Self-Service Website</b>					
• Average number of SFERS members logging into the SFERS secure member portal per month	12,302	12,083	12,000	12,500	12,750
<b>Prudently Invest the Trust Assets</b>					
• 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) 2019-20 proposed budget of \$128.0 million for the Retirement System is \$16.3 million, or 14.6 percent, higher than the FY 2018-19 budget of \$111.7 million. This increase is largely driven by increases in the Retiree Health Care Trust Fund and the costs related to the management of this fund, and due to salary and benefit increases.

The FY 2020-21 proposed budget of \$129.1 million is \$1.1 million, or 0.9 percent, higher than

the FY 2019-20 proposed budget, primarily driven by salary and benefit increases.

These budget increases are largely driven by increases in the Retiree Health Care Trust Fund and the costs related to the management of this fund. In addition, the proposed budget includes increases in salary and benefit costs, including the cost of two new positions for Socially Responsible Investment.

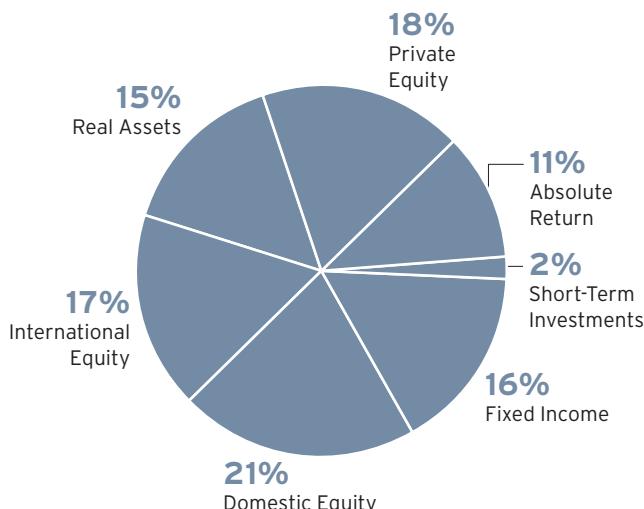
The entirety of the Department's budget is funded from the SFERS Trust or through reimbursements from the third-party administrator of the San Francisco Deferred Compensation Plan (SFDCP).

### Increasing Investment Operations Support

In recognition of the significant asset growth within the Department's Investment division, an Investment Operations Unit has been created to provide administrative support and oversight of the investment operations. Additionally, the Mayor's proposed budget supports increases in investment management fees that increase as the capital SFERS Trust grows.

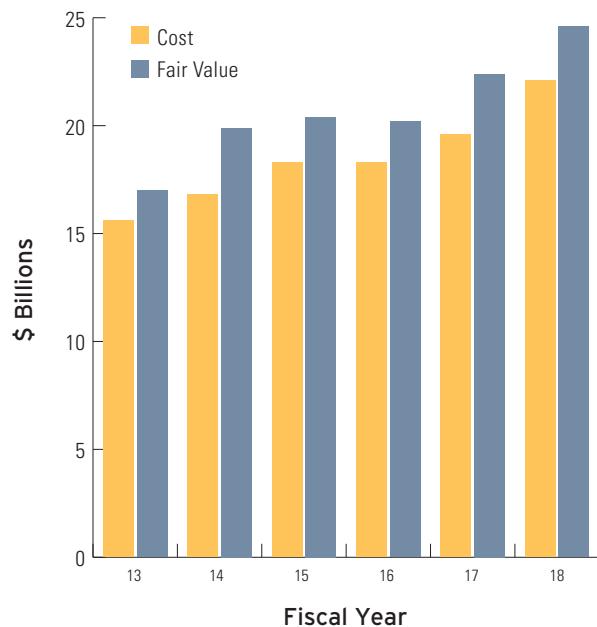
### Continuing to Enhance Member Services

The Department is continuing its efforts to enhance retirement operations and member services. The Department's budget reflects a structural change to create four units within the Retirement Services division—Member Services, Retirement Operations, Operational Risk Management and Quality Assurance, and Business Process Improvement. Separating these functions will enhance management oversight and accountability for court services.

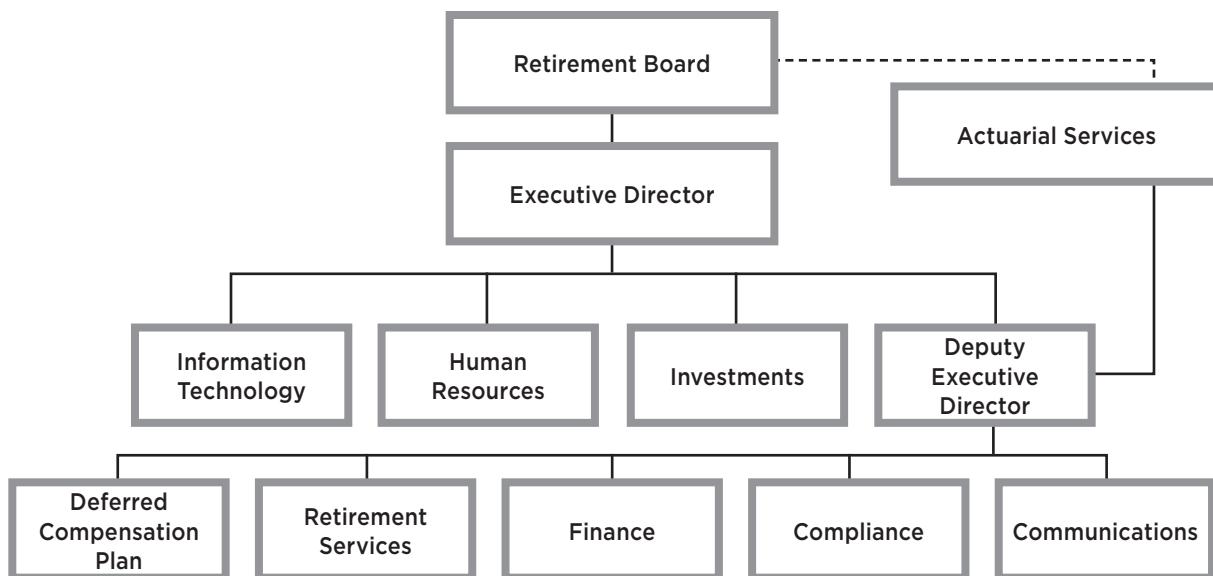


**ASSET ALLOCATION AS OF JUNE 30, 2018 – FAIR VALUE.** The City's retirement fund is diversified, with the biggest share invested in domestic equity.

**PLAN NET POSITION AS OF JUNE 30, 2018 (\$ BILLIONS).** The City's retirement fund has grown steadily.



## Retirement System Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	105.71	108.09	2.38	108.02	(0.07)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>105.71</b>	<b>108.09</b>	<b>2.38</b>	<b>108.02</b>	<b>(0.07)</b>

## Sources

Interest & Investment Income	296,000	296,000	296,000		
Charges for Services	1,580,267	1,562,714	(17,553)	1,562,696	(18)
Contributions Ret/HSS/HlthCare	109,697,549	126,006,855	16,309,306	127,046,904	1,040,049
Expenditure Recovery	160,000	110,000	(50,000)	160,000	50,000
General Fund Support		20,350	20,350	55,451	35,101
<b>Sources Total</b>	<b>111,733,816</b>	<b>127,995,919</b>	<b>16,262,103</b>	<b>129,121,051</b>	<b>1,125,132</b>

## Uses - Operating Expenditures

Salaries	15,210,926	16,573,385	1,362,459	17,236,059	662,674
Mandatory Fringe Benefits	5,896,214	6,381,084	484,870	6,782,963	401,879
Non-Personnel Services	4,590,173	5,250,120	659,947	5,260,120	10,000
Capital Outlay	90,491	103,222	12,731	23,184	(80,038)
Materials & Supplies	255,000	255,000		255,000	
Overhead and Allocations	368,619		(368,619)		
Services Of Other Depts	5,789,755	5,890,823	101,068	6,122,087	231,264
Unappropriated Rev-Designated	79,532,638	93,542,285	14,009,647	93,441,638	(100,647)
<b>Uses Total</b>	<b>111,733,816</b>	<b>127,995,919</b>	<b>16,262,103</b>	<b>129,121,051</b>	<b>1,125,132</b>

## Uses - Division Description

RET Administration	7,459,341	8,700,471	1,241,130	8,772,927	72,456
RET Health Care Trust	80,865,138	94,356,386	13,491,248	94,416,386	60,000
RET Investment	8,080,268	8,604,370	524,102	9,058,027	453,657
RET Retirement Services	13,747,802	14,750,628	1,002,826	15,254,564	503,936
RET SF Deferred Comp Program	1,581,267	1,584,064	2,797	1,619,147	35,083
<b>Uses by Division Total</b>	<b>111,733,816</b>	<b>127,995,919</b>	<b>16,262,103</b>	<b>129,121,051</b>	<b>1,125,132</b>

# 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 educational, vocational and 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 ensure the security of all juvenile, 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:

**ADMINISTRATION AND PROGRAMS DIVISION (APD)** manages employee recruiting, background investigation and training. Staff training is provided on a regular schedule as required by the California Commission on Peace Officer Standards and Training (POST) as well as the California Board of State and Community Corrections (BSCC). Targeted training in crisis intervention, implicit bias, gender awareness, and supervision is also provided for both sworn and non-sworn personnel. APD also manages Community Programs in support of in-custody and out-of-custody justice-involved-individuals' re-entry into the community with the goal of reducing recidivism. Community Programs also supports pre-sentencing alternatives to incarceration such as own recognizance (OR) release and supervised pretrial release. APD also manages the work of Human Resources and Criminal Investigations.

**CUSTODY OPERATIONS DIVISION (COD)** operates three county jail facilities and one Intake and Release Center, the Zuckerberg San Francisco General Hospital Security Ward, the Inmate Classification Unit and the Central Warrants and Records Unit. The Custody Division is responsible for ensuring the safety and constitutional rights of incarcerated individuals while establishing an environment that facilitates programs, treatment, and educational opportunities.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	248,593,015	261,042,408	12,449,393	268,461,282	7,418,874
Total FTE	1,020	1,031	11	1,037	6

Services (continued)

**FIELD OPERATIONS DIVISION (FOD)** provides law enforcement services to many City departments while also providing mutual aid to other law enforcement agencies upon request. This division includes the Civil Section; Transportation Unit; Warrant Services Unit; Municipal Transportation Agency (MTA); Medical Examiner; Public Library; Emergency Services Unit and Special Response Team; Canine Unit; Sheriff's Patrol Units for DPH at Zuckerberg San Francisco General Hospital, Laguna Honda Hospital, and community clinics; Department of Emergency Management Patrol Unit; Public Utilities Commission Building Security; City Hall Security Patrol Unit; and the Court Security Unit that provides security staffing for the courtrooms at the Civic Center Courthouse, Hall of Justice Courts and building security, Family Courts at the Juvenile Justice Center and the Community Justice Court.

**PLANNING AND PROJECTS DIVISION (PPD)** is responsible for developing operational efficiencies in collaboration with other divisions in the Department by examining current operations and possible new assignments. PDP manages facilities maintenance, storekeeping/supplies, and capital planning work in support of the Department's physical infrastructure, including multiple jail facilities. PPD also manages the work of Fleet Management and Technical Services. Technical Services is responsible for radios, phones, computers, data collection, data analysis, maintenance of the jail management system, and the production of performance data.

Performance Measures					
	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Execute and enforce criminal and civil warrants, civil process, orders issued by the Courts, Board of Supervisors, or orders issued by any legally authorized department or commission.</b>					
• Number of civil emergency protective/restraining orders served	N/A	1,200	1,300	1,250	1,250
• Number of firearms seized pursuant to civil protective orders	N/A	7	7	10	15
• Percent of evictions cancelled due to SFSD pre-eviction home visit assistance	N/A	60%	65%	70%	75%
• Percent of evictions executed out of total requested (non-cancelled)	N/A	80%	80%	85%	90%
• Percent of persons arrested pursuant to criminal warrants by the SFSD within SF	N/A	100%	99%	100%	100%
• Percent of post-eviction assistance referrals successfully completed	N/A	40%	45%	50%	55%
<b>Maintain a force of well-trained, professional Deputy Sheriffs who are dedicated to public service, the enforcement of law, and the protection of the lives and property of all people in San Francisco.</b>					
• Percent of sworn staff who completed 24-hour Crisis Intervention Training	N/A	15%	8%	25%	50%
• Percent of sworn staff who completed mandated POST and State and Board of Community Corrections Advanced Officer Training	N/A	90%	90%	92%	95%
• Percentage-point difference between the percent of non-male SFSD deputized staff and of the non-male population of City and County of San Francisco (2010 Census)	N/A	34	36	32	30
• Percentage-point difference between the percent of non-white SFSD deputized staff and of the non-white population of City and County of San Francisco (2010 Census)	N/A	20	20	17	15
<b>Maintain and operate a safe and secure jail system while providing effective programs, education, and treatment.</b>					
• Average daily population (ADP) in custody in SF County Jail #4 as a percentage of rated capacity of CJ#4	N/A	80%	82%	N/A	N/A
• Average daily population (ADP) in custody in SF County jails	1,271	1,285	1,275	1,289	1,150
• Average daily population (ADP) in custody in SF County jails as a percentage of rated capacity of SF County jails	81%	83%	84%	86%	93%
• Average length of stay in jail (days)	N/A	75	75	70	65
• Number of unique individuals booked into the county jail	N/A	17,000	18,000	17,000	17,000



## Performance Measures (CONTINUED)

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
• Percent of persons in the Cover Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	30%	32%	27%	25%
• Percent of persons in the Resolve to Stop the Violence Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	33%	35%	30%	25%
• Percent of persons in the Roads to Recovery Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	45%	50%	40%	35%
• Percent of persons in the Sisters Program (30+ days) and were released to the community who were arraigned on a new offense or held on probation or parole violations in SF within one-year post-release	N/A	45%	50%	40%	35%
• Percent of unique individuals booked for the first time in San Francisco of total unique individuals booked	N/A	25%	25%	25%	25%
<b>Maintain effective alternatives to incarceration for individuals who are eligible through sentencing and pretrial assignment by the courts to remain out of custody.</b>					
• Number of people released by the Courts to the Pre-Trial Diversion Program pre-arrangement	N/A	160	165	170	180
• Number of people sentenced to county jail who served their sentence out of custody (in an alternative to incarceration)	N/A	850	900	1,000	1,100
• Percent of individuals re-arrested for non-compliance with program requirements or on new charges within one-year-post release after successfully participating in the sentenced Electronic Monitoring Program	N/A	10%	8%	7%	5%
• Percent of individuals re-arrested for non-compliance with program requirements or on new charges within one-year-post release after successfully participating in the sentenced Residential Treatment Program	N/A	25%	20%	20%	20%
• Percent of individuals re-arrested for non-compliance with program requirements or on new charges within one-year-post release after successfully participating in the sentenced Work Alternative Program	N/A	10%	8%	7%	5%
<b>Provide effective and efficient support services for the Criminal and Civil Courts of San Francisco, including building security, prisoner transport and courtroom oversight.</b>					
• Number of disturbances, security breaches, or attempted escapes at the Hall of Justice Courthouse	N/A	35	40	35	30
• Number of in-custody criminal court appearances at the Hall of Justice Courthouse	N/A	26,500	27,000	27,000	27,000
<b>Provide Peace Officer Patrol Services to enhance public safety and crime prevention with responsive public service, community engagement, accountability, transparency and organizational excellence.</b>					
• Number of deputy hours spent guarding an individual at DPH hospitals (civil)	N/A	10,000	13,000	13,000	13,000
• Number of deputy hours spent guarding an individual at DPH hospitals (criminal)	N/A	300	400	400	400
• Number of intervention for apparent overdoses (Narcan administration) administered by sworn officers of the Sheriff's Department	N/A	10	12	10	10
• Number of public safety standby requests by staff at ZSFG	N/A	2,500	2,600	2,700	2,800



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$261.0 million for the Sheriff's Department is \$12.5 million, or 5.0 percent higher than the FY 2018-19 budget of \$248.6 million. In addition to salary and benefit increases, the proposed budget includes on-going funding for hiring additional deputies and civilians, as well as funding to make calls in jails free, maintain dedicated services for clients referred by the Behavioral Health Court, cover increased contract cost for electronic monitoring, and for capital expenses.

The FY 2020-21 proposed budget of \$268.5 million represents a \$7.4 million, or a 2.8 percent increase from the FY 2019-20 amount of \$248.6 million. This growth is due to salary and benefits costs, the addition of six more civilian positions, and capital project funding.

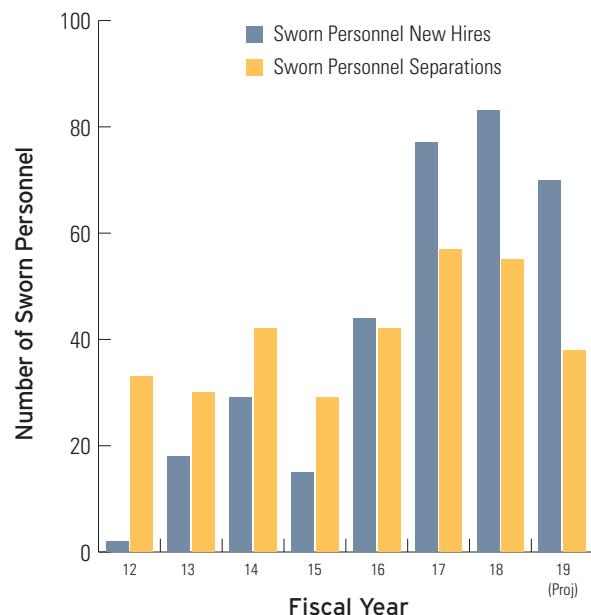
## Civilianization and Sworn Staffing

Increases in the Sheriff Department's budget are largely driven by personnel costs. The Department is adding five additional deputies and expanding its budget for training of new recruits. These investments in sworn staffing will allow the Department to continue responding to requests for security services from other City departments, including the Department of Public Health, the Public Library, and the Department of Emergency Management.

The proposed budget also includes funding for seven new civilian positions in the Administration and Programs Division. By hiring civilian staff in Personnel, Records, as well in Technical Services, sworn deputies currently working on these teams can return to the custody and field operations divisions, thereby reducing high levels of overtime currently needed to cover mandatory posts.

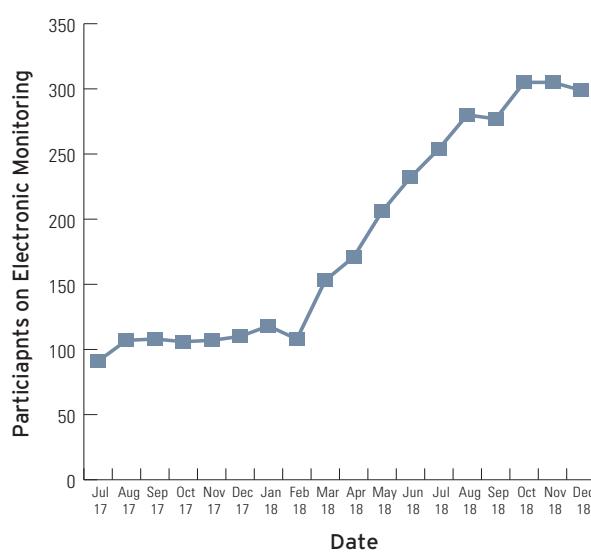
## Financial Justice in Jails

The Mayor's proposed budget includes funding to make all phone calls in San Francisco's jail completely free for incarcerated individuals. While the average cost of a call has decreased more than 50 percent since FY 2013-14, incarcerated individuals and their families continue to pay around fifteen cents per minute for local and intrastate calls. National research has shown that communication between incarcerated people and their loved ones can increase safety within jails, decrease recidivism, and improve reentry outcomes. The Department has worked closely with the Mayor's Office, staff in the Office of the Treasurer and Tax Collector's Financial Justice Project, and outside researchers to implement this criminal justice reform initiative.



### ▲ SWORN STAFFING PROGRESS: KEEPING PACE

**WITH SEPARATIONS.** *The Department continues its recruitment efforts to keep pace with the number of annual retirements and separations.*



### ▲ PARTICIPANTS ON ELECTRONIC MONITORING, AS ORDERED BY THE COURTS.

*As judges move away from setting bail, more pre-trial defendants have been ordered to be supervised by the Sheriff's Department on electronic monitoring, notably after a February 2018 court ruling.*

To further reduce financial burdens for justice-involved individuals, the Department will also eliminate mark-up on the items sold in the commissary within the City and County jails.

## Pre-trial Services and Bail Reform

The department's budget continues to support the San Francisco Pretrial Diversion Project (SFPDP) to facilitate effective alternatives to fines, criminal prosecution, and detention. Since FY 2015-16, the department's contract with SFPDP has more than doubled in support of efforts to reduce the jail population. Today, over half of the justice-involved population is considered out-of-custody.

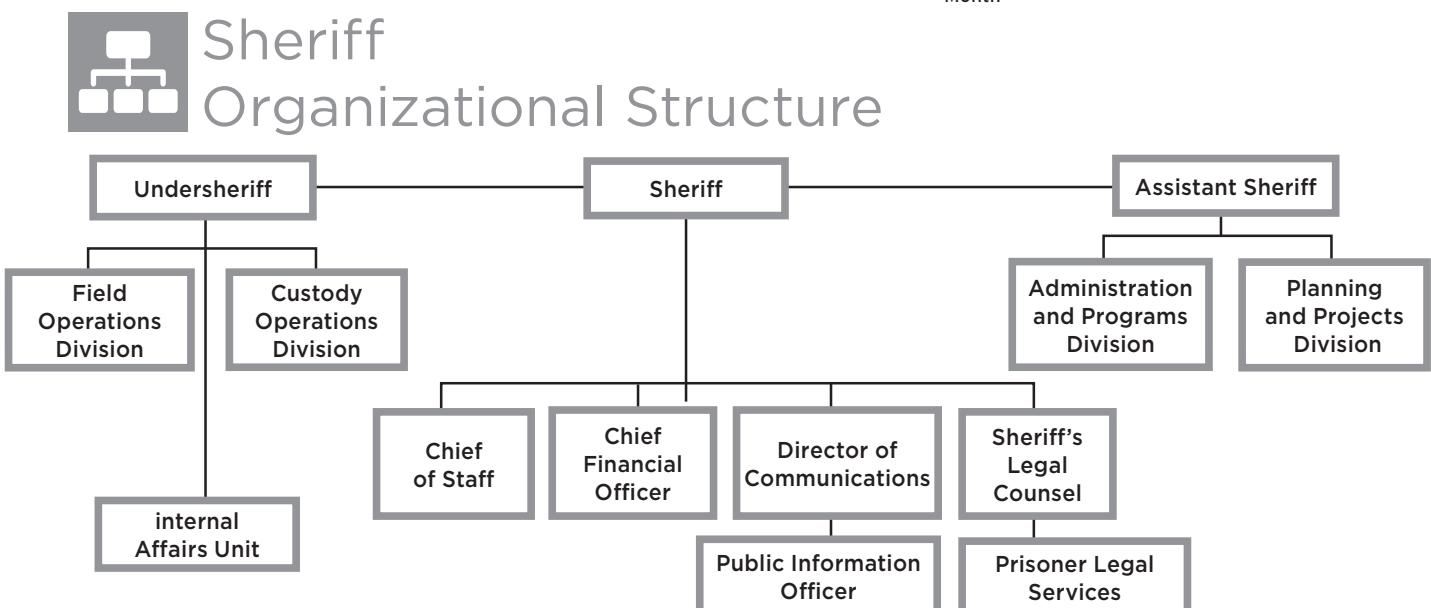
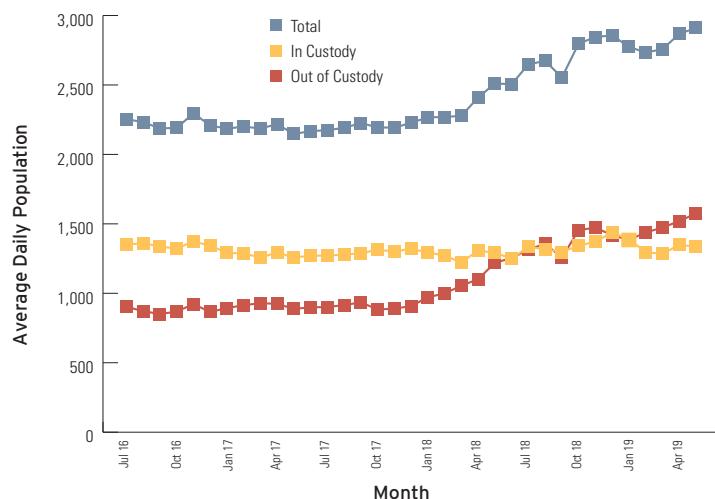
Recent court rulings have also required judges to consider both ability-to-pay and non-monetary alternatives when setting bail or release conditions, prompting SFPDP to more regularly conduct public safety assessments (PSAs). The PSA helps judges make release determinations by using multiple factors

to predict a defendant's likelihood to miss a court date or to re-offend. As judges move away from bail and utilize the PSA, more individuals are being diverted to services offered by SFPDP as well as to supervision by the Sheriff's Department on electronic monitoring. In the past year, there was a three-fold increase in individuals supervised on electronic monitoring, as ordered by the courts. The proposed two-year budget addresses this increased expense.

## Criminal Justice Reform

The Sheriff's Department continues to serve as a partner in other criminal justice reform efforts at the City and State levels. To increase transparency, the department implemented body-worn cameras and, as mandated by new state legislation, it has more than doubled responses for release of extensive records. Other reform-oriented initiatives include crisis intervention training as well as the continuation of educational and vocational programming in the jails.

**IN-CUSTODY AND OUT-OF-CUSTODY DEFENDANT POPULATION.** While the in-custody jail population has remained steady, the out-of-custody population—those in alternative or pre-sentencing programs—has grown by 30 percent since FY 2016-17.





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	1,019.73	1,031.38	11.65	1,037.37	5.99
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>1,019.73</b>	<b>1,031.38</b>	<b>11.65</b>	<b>1,037.37</b>	<b>5.99</b>

## Sources

Fines, Forfeiture, & Penalties	193,610	193,610		193,610	
Interest & Investment Income	3,000	3,000		3,000	
InterGovernmental Rev-Federal	103,247	107,239	3,992		(107,239)
Intergovernmental Rev-State	26,967,699	29,836,370	2,868,671	29,205,400	(630,970)
Charges for Services	2,989,889	1,744,403	(1,245,486)	2,094,403	350,000
Other Revenues		169,626	169,626		(169,626)
Expenditure Recovery	24,053,958	28,359,645	4,305,687	28,710,761	351,116
Unappropriated Fund Balance	400,994	1,393,236	992,242	1,447,030	53,794
Unappropriated Fund Balance	1,260,000		(1,260,000)		
General Fund Support	192,620,618	199,235,279	6,614,661	206,807,078	7,571,799
<b>Sources Total</b>	<b>248,593,015</b>	<b>261,042,408</b>	<b>12,449,393</b>	<b>268,461,282</b>	<b>7,418,874</b>

## Uses - Operating Expenditures

Salaries	141,009,471	150,452,613	9,443,142	151,436,761	984,148
Mandatory Fringe Benefits	53,397,021	59,451,856	6,054,835	65,618,051	6,166,195
Non-Personnel Services	13,497,308	15,378,328	1,881,020	15,477,786	99,458
City Grant Program	8,795,767	9,176,965	381,198	8,554,726	(622,239)
Capital Outlay	7,587,886	2,683,659	(4,904,227)	3,570,000	886,341
Carry-Forward Budgets Only	(85,247)		85,247		
Facilities Maintenance	592,704	622,339	29,635	653,456	31,117
Materials & Supplies	6,608,336	7,622,112	1,013,776	6,608,336	(1,013,776)
Programmatic Projects	525,000		(525,000)		
Services Of Other Depts	16,664,769	15,654,536	(1,010,233)	16,542,166	887,630
<b>Uses Total</b>	<b>248,593,015</b>	<b>261,042,408</b>	<b>12,449,393</b>	<b>268,461,282</b>	<b>7,418,874</b>

## Uses - Division Description

SHF Sheriff	248,593,015	261,042,408	12,449,393	268,461,282	7,418,874
<b>Uses by Division Total</b>	<b>248,593,015</b>	<b>261,042,408</b>	<b>12,449,393</b>	<b>268,461,282</b>	<b>7,418,874</b>

# Status of Women

## MISSION

The Department on the Status of Women (WOM) advances the equitable treatment and the 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:

**GENDER EQUITY INITIATIVES** identify and address gender discrimination and advance the rights of and opportunities for women and girls. The Department promotes women's rights, accountability, and gender equity in governance by analyzing city appointments, workforce, operations, and service impact and recommends improvements using a data-driven human rights-based gender lens. The Department advances women's rights and gender equity in the workplace by providing resources and tools and promoting best practices in the private sector through its award-winning Gender Equality Principles Initiative, leadership in the Healthy Mothers Workplace Coalition, and educational forums for the public and private sectors.

**ENDING GENDER-BASED VIOLENCE** began in 1980 with a \$75,000 grant to the first domestic violence shelter in California. Today, the Violence Against Women Prevention and Intervention Grants (VAW) Program, is an \$8 million grant program addressing violence and homelessness prevention. It funds 28 organizations in six core service areas: crisis lines, intervention and advocacy, legal services, prevention and education, emergency shelter, and transitional housing.

The Department also facilitates the policy work of the Family Violence Council, the first in the state to develop a coordinated strategy to address child abuse, domestic violence, and elder abuse. The Council's work has resulted in an annual data report, new initiatives to recover guns from homes, and new protocols for responding to family violence by the Police Department.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	9,418,874	18,972,300	9,553,426	9,684,400	(9,287,900)
Total FTE	6	6	0	6	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Advance the human rights of women and girls in the workforce, services, and budget of city government</b>					
• Number of City programs and agencies reviewed under the Women's Human Rights Ordinance (CEDAW).	4	4	2	4	4
• Number of educational forums conducted on gender equality in the workplace.	11	3	4	3	3
• Number of resolutions passed by the Commission on the Status of Women recognizing important women and girls' achievements and promoting gender equality and human rights	54	24	24	24	24
<b>End Violence Against Women</b>					
• Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	39,825	32,000	32,000	32,000	32,000
• Number of calls to crisis lines annually	11,097	12,000	12,000	12,000	12,000
• Number of individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	20,698	22,000	20,000	22,000	22,000
• Number of shelter bed-nights annually	7,022	4,000	6,000	4,000	4,000
• Number of transitional housing bed nights annually	18,029	12,000	15,000	12,000	12,000
• Percent of people accessing services for which English is not a primary language.	19%	40%	25%	40%	40%
<b>Maintain a positive, healthy, joyful workplace</b>					
• Percent of staff completing "Preventing Workplace Harassment Training"	100%	100%	100%	100%	100%



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$19.0 million for the Department on the Status of Women is \$9.6 million, or 101.4% higher than the FY 2018-19 budget of \$9.4 million. This is due to a \$9.0 million state grant that will support a new program in the department over a multi-year period.

The FY 2020-21 proposed budget of \$9.6 million is \$9.3 million, or 49 percent lower than the FY 2019-20 budget due to one-time grant funding in FY 2019-20.

### Gender Equity in San Francisco

Through the work of the Department, the City and County of San Francisco leads the nation in extending a human rights framework to personal

health and safety, economic independence, workplace equity, and access to public resources. Beginning in 2019, the Department has undertaken new biennial reporting to monitor the representation of women in public art, buildings, and street names and expand its focus to economic equity for women by assessing gaps in existing programs.

The Department will continue to convene city departments, private employers, and advocates to exchange model practices that advance gender equity in the workplace and educate employers about San Francisco's legislation to increase gender equity, such as the paid parental leave ordinance and the lactation accommodation

ordinance. In collaboration with the Department of Public Health and Legal Aid at Work, the Healthy Mothers Workplace Awards Program showcases employers who undertake important measures to equitably treat mothers returning to the workforce. Finally, the Department offers mentorship in areas of public policy and women's rights through its fellowship program.

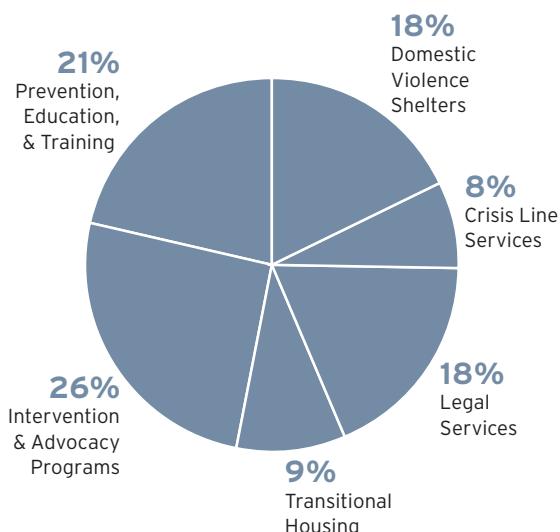
## Grant Programming

Department's VAW Grants Program distributes grants to 28 community agencies that provide 39 unique programs to over 20,000 individuals. The grant allocation for FY 2019-20 will continue to fund legal services, employment services, and innovative violence prevention strategies for underserved and vulnerable populations, including survivors of sex trafficking and sex workers. These services will be supplemented by a

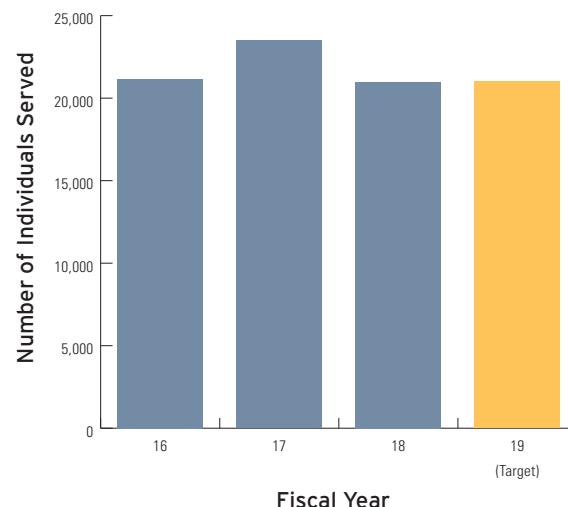
federal Violence Against Women Act grant for a pilot project to better support domestic violence survivors in the Bayview neighborhood and a violence prevention grant by the Blue Shield of California Foundation to conduct greater outreach on domestic violence prevention.

## Combatting Human Trafficking

The California Department of Social Services (CDSS) awarded the Department a \$9 million grant in 2019 to fund the Commercially Sexually Exploited Children (CSEC) Placement and Services program over three years. With this new funding, 11 partners, including service providers and academic researchers, will develop a model of care that offers a continuum of housing placement options and coordinated multi-disciplinary services to create better outcomes for these youth.



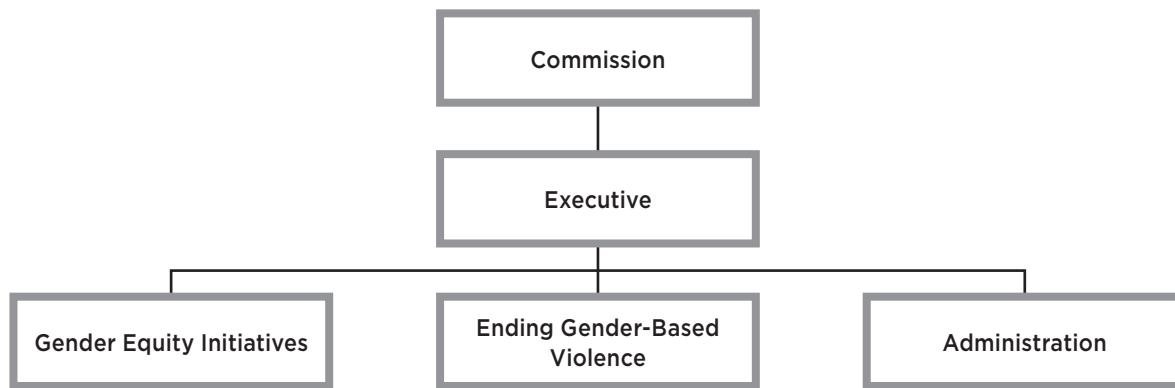
**▲ FY 2018-19 VIOLENCE AGAINST WOMEN CBO GRANTS PROGRAM.** Over \$8.0 million in VAW Grants are distributed to community-based organizations within the City annually and represent a broad-range of services.



**▲ NUMBER OF INDIVIDUALS SERVED BY CBO PROGRAMS.** Over 20,000 individuals annually access services funded by the Department.



# Status of Women Organizational Structure



## Total Budget – Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	6.35	7.87	1.52	7.47	(0.40)
Non-Operating Positions (cap/other)	(0.07)	(1.77)	(1.70)	(1.37)	0.40
<b>Net Operating Positions</b>	<b>6.28</b>	<b>6.10</b>	<b>(0.18)</b>	<b>6.10</b>	<b>0.00</b>

### Sources

Licenses, Permits,& Franchises	270,000	310,000	40,000	310,000	
Intergovernmental Rev-State		9,339,308	9,339,308		(9,339,308)
Other Revenues	22,000	46,000	24,000	46,000	
Unappropriated Fund Balance	92,880	43,274	(49,606)	43,274	
General Fund Support	9,033,994	9,233,718	199,724	9,285,126	51,408
<b>Sources Total</b>	<b>9,418,874</b>	<b>18,972,300</b>	<b>9,553,426</b>	<b>9,684,400</b>	<b>(9,287,900)</b>

### Uses - Operating Expenditures

Salaries	679,522	669,767	(9,755)	691,936	22,169
Mandatory Fringe Benefits	281,637	290,774	9,137	307,911	17,137
Non-Personnel Services	99,630	150,736	51,106	144,736	(6,000)
City Grant Program	7,932,379	8,091,584	159,205	8,091,584	
Materials & Supplies	17,235	10,728	(6,507)	10,728	
Programmatic Projects		9,339,308	9,339,308		(9,339,308)
Services Of Other Depts	408,471	419,403	10,932	437,505	18,102
<b>Uses Total</b>	<b>9,418,874</b>	<b>18,972,300</b>	<b>9,553,426</b>	<b>9,684,400</b>	<b>(9,287,900)</b>

### Uses - Division Description

WOM Status Of Women	9,418,874	18,972,300	9,553,426	9,684,400	(9,287,900)
<b>Uses by Division Total</b>	<b>9,418,874</b>	<b>18,972,300</b>	<b>9,553,426</b>	<b>9,684,400</b>	<b>(9,287,900)</b>

# 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 under 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 MOE 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.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	34,363,427	34,614,412	250,985	34,934,097	319,685

#### *Services (continued)*

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:

**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.

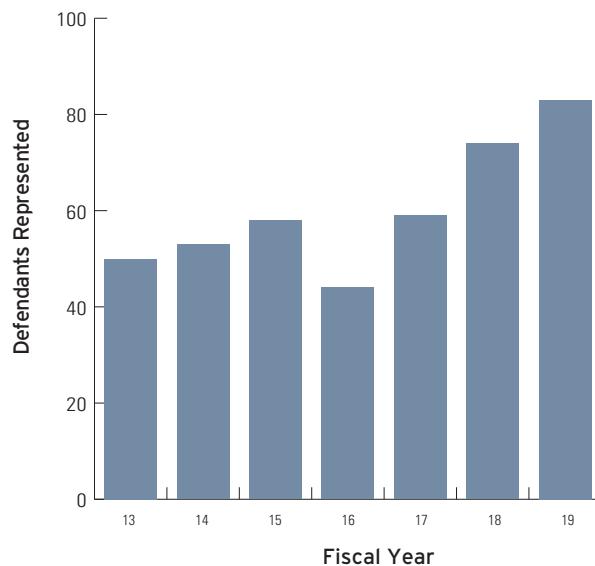


## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$34.6 million for Superior Court of San Francisco (CRT) is \$0.3 million, or 0.7 percent higher than the FY 2018-19 budget of \$34.4 million. This is due to an increase in the budget for the Indigent Defense Administration (IDA), which is funded through the Superior Court.

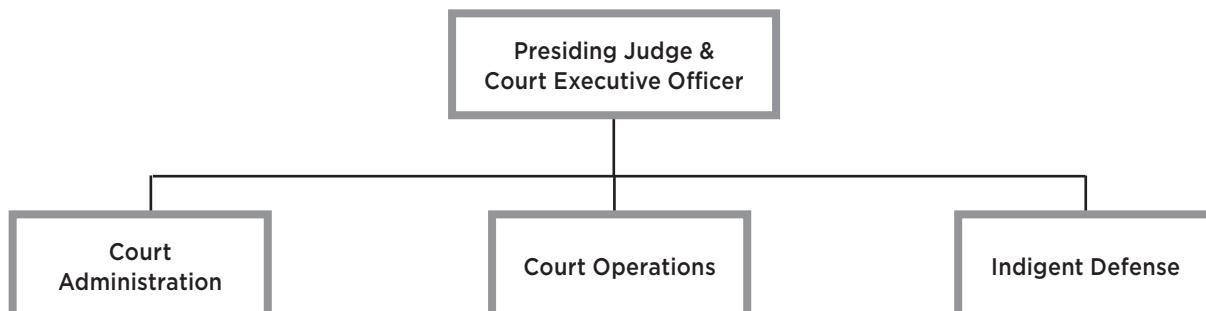
The FY 2020-21 proposed budget of \$34.9 million represents an additional \$0.3 million increase to the IDA budget from the FY 2019-20 budget.

The Superior Court receives funding from the City for indigent defense programs, which assign attorneys to individuals and families in cases that represent a conflict of interest to the Public Defender. Attorneys with the Bar Association of San Francisco (BASF) provide legal representation in both criminal defense and foster care cases. The Mayor's proposed budget includes a multi-year increase of \$0.9 million total to ensure that quality representation can be maintained.



**FELONY HOMICIDE DEFENDANTS REPRESENTED BY INDIGENT DEFENSE ADMINISTRATION ATTORNEYS.** When the Public Defender has a conflict, attorneys with the Indigent Defense Administration represent defendants. Homicide cases are the most serious and time-intensive of the cases they handle.

## Superior Court Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
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Total Authorized

Non-Operating Positions (cap/other)

**Net Operating Positions**

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## Sources

Fines, Forfeiture, & Penalties	4,000	4,000		4,000	
Charges for Services	2,110,898	2,109,648	(1,250)	2,109,648	
Operating Transfers In	689,952	666,359	(23,593)	682,196	15,837
General Fund Support	31,558,577	31,834,405	275,828	32,138,253	303,848
<b>Sources Total</b>	<b>34,363,427</b>	<b>34,614,412</b>	<b>250,985</b>	<b>34,934,097</b>	<b>319,685</b>

## Uses - Operating Expenditures

Mandatory Fringe Benefits	665,000	665,000		665,000	
Non-Personnel Services	33,641,472	33,889,773	248,301	34,206,443	316,670
Services Of Other Depts	56,955	59,639	2,684	62,654	3,015
<b>Uses Total</b>	<b>34,363,427</b>	<b>34,614,412</b>	<b>250,985</b>	<b>34,934,097</b>	<b>319,685</b>

## Uses - Division Description

CRT Superior Court	34,363,427	34,614,412	250,985	34,934,097	319,685
<b>Uses by Division Total</b>	<b>34,363,427</b>	<b>34,614,412</b>	<b>250,985</b>	<b>34,934,097</b>	<b>319,685</b>



# Treasurer-Tax Collector

## MISSION

The Department 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 Department of the Treasurer-Tax Collector provides services through the following divisions:

**BUSINESS TAX** implements and enforces the business tax and fees ordinances for the City. In addition, this division collects license fees for the Department of Public Health (DPH), Police, Fire, and Entertainment 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 DPH, Municipal Transportation Agency (SFMTA), Library (SFPL), Fire, Planning, Ethics, Building Inspection, Port, San Francisco Airport (SFO), and the Public Utilities Commission (SFPUC), as well as delinquent business and unsecured property taxes.

**INVESTMENT AND 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 SFMTA, DPH and water payments for the SFPUC.

**TAXPAYER ASSISTANCE** provides tax information to the public. The division is the primary contact for all in person inquiries, updates website content, and manages the relationship with the City's 311 call center. 311 serves as the primary phone and online contact for the Department.

*Services (continued on next page)*

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	39,414,713	41,948,119	2,533,406	41,937,466	(10,653)
Total FTE	207	210	3	204	(6)

Services (continued)

**FINANCIAL EMPOWERMENT** designs, pilots, and expands programs and policies that help low income families build economic security and mobility.

**FINANCIAL JUSTICE** assesses and reforms how fees and fines impact our cities' most vulnerable residents.

**ACCOUNTING AND 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 Department of the Controller.

**PRODUCT MANAGEMENT AND INFORMATION TECHNOLOGY** supports over 30 applications ranging from Mainframe and server based to cloud, in order to develop a robust tax and collections ecosystem. The division works across the Department to facilitate business process improvements in all areas of our work and with other departments.

Performance Measures					
	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Expand access to City government by placing information and transactions online</b>					
• Number of web-enabled transactions completed online using the City's SFGov Online Services portal	231,480	200,000	200,000	200,000	200,000
<b>Maintain low property tax delinquency rates</b>					
• Percentage of delinquency rate of secured property taxes	1%	1%	1%	1%	1%
<b>Maximize interest earnings for San Francisco by processing payments efficiently</b>					
• Total Number of Bank Accounts Managed	315	324	265	324	324
• Total Number of Outgoing Wires Processed	541	384	384	384	384
• Total Number of Returned Items Processed	3,477	2,400	3,458	2,400	2,400
<b>Maximize revenue through intensive collection activity</b>					
• Amount of the total for business taxes	\$95,132,396	\$60,000,000	\$91,376,960	\$60,000,000	\$60,000,000
• Amount of revenue through summary judgments	\$1,741,410	\$1,800,000	\$1,200,000	\$1,200,000	\$1,200,000
• Amount of the total for non-business taxes	\$40,907,415	\$50,000,000	\$44,980,067	\$48,500,000	\$48,500,000
• Amount of total revenue collected on all delinquent debts	\$136,039,811	\$110,000,000	\$136,357,027	\$110,000,000	\$110,000,000
<b>Promote compliance with the Business Tax Ordinance</b>					
• Amount collected through 3rd party taxes	\$606,082,102	\$608,000,000	\$629,674,222	\$610,000,000	\$630,000,000
• Amount collected through business registration	\$44,259,192	\$45,000,000	\$41,000,000	\$45,000,000	\$45,000,000
• Number of businesses registered	131,605	120,000	120,886	120,000	120,000
• Number of regulatory department licenses issued	16,438	18,000	18,000	19,000	20,000
• Number of taxpayer audits completed	512	625	625	625	625
<b>Provide quality customer service</b>					
• Number of property tax refunds processed	9,707	9,500	9,500	8,000	5,000
<b>Provide superior customer service to all customers through the City Payment Center in City Hall</b>					
• Average number of days to close 311 service tickets	2.23	3.75	3.25	3.25	3.25
• Number of 311 service tickets received	21,579	23,000	23,000	23,000	23,000



# Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$41.9 million for the Department of the Treasurer-Tax Collector is \$2.5 million, or 6.4 percent, higher than the FY 2018-19 budget of \$39.4 million. This increase is largely due to increased salary and benefit costs, as well as an additional grant-based position.

The FY 2020-21 proposed budget of \$41.9 million for the Treasurer-Tax Collector is approximately the same as the FY 2019-20 budget.

## Expanding Services to City Partners

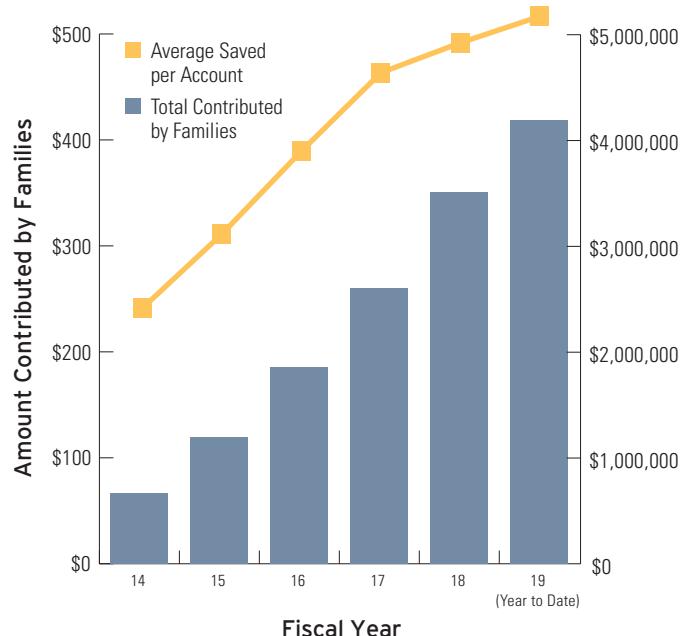
The Department serves as the City's banker, tax and delinquent revenue collector, and continues to utilize these core services to better meet the needs of various City and County agencies. The Office has taken over new delinquent collections and lockbox services for many departments, and has led efforts to centralize electronic payments and issue a citywide policy to ensure that all departments meet credit card industry standards related to security and processing. In FY 2018-19, the Department also implemented new taxes that were approved by voters in 2018, including the Early Care and Education Commercial Rents Tax and the Homelessness Gross Receipts Tax. These efforts will continue or expand in the upcoming budget.

In FY 2019-20, the Department will continue to put significant financial and staff resources towards the replacement of the property tax system. The Department will also focus on consolidating, redesigning and creating new online business tax filing and payment portals to simplify and improve customer experience while achieving backend efficiencies for internal workflows.

## Creating Equitable Opportunities for Everyone

Over the past year, the Financial Justice Project has worked with city partners on a multitude of reforms of fines and fees that disparately impact low-income communities of color. Highlights include lifting more than \$32.7 million in debt from 21,000 people's unpaid criminal justice administrative fees, eliminating public library fines on overdue materials in partnership with the San Francisco Public Library, and clearing 88,000 cases of suspended driver's licenses for people who failed to appear in traffic court. The Mayor's proposed budget will include funding to make all phone calls in San Francisco's jails completely free for incarcerated individuals, which national research shows can increase safety in jails, reduce recidivism rates, and improve the reentry process for people exiting the criminal justice system.

**KINDERGARTEN TO COLLEGE SAVINGS BY FAMILIES.** Families savings have grown each year since the program's inception.

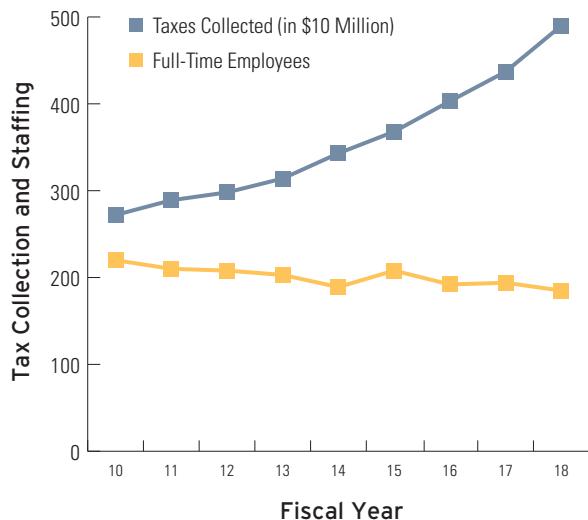


The Office of Financial Empowerment will expand several other programs, including increasing services for the Smart Money Coaching program, which has served more than 2,100 social service clients. The Kindergarten to College (K2C) Program will also receive additional one-time funding in this budget to ensure that all San Francisco Unified

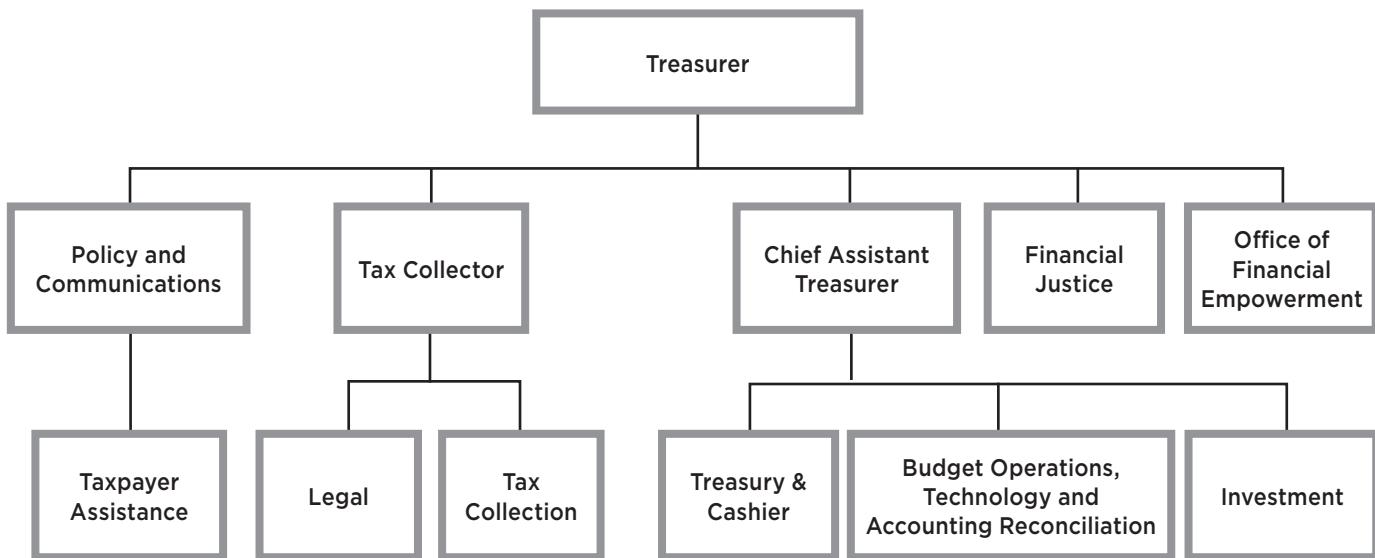
School District (SFUSD) 7th and 8th graders have savings accounts. Currently, families have saved more than \$4.0 million for college through the program, and it has served as a model for Governor Newsom's new \$50 million budget proposal for a statewide Child Savings Account program.

### COMPARING TAX REVENUE TO STAFFING LEVELS.

*The Department has furthered efficiency efforts for the City through collecting new taxes without additional staffing costs.*



## Treasurer-Tax Collector Organizational Structure





# Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	213.05	214.62	1.57	208.70	(5.92)
Non-Operating Positions (cap/other)	(5.77)	(5.00)	0.77	(5.00)	
<b>Net Operating Positions</b>	<b>207.28</b>	<b>209.62</b>	<b>2.34</b>	<b>203.70</b>	<b>(5.92)</b>

## Sources

Property Taxes	450,000	450,000	450,000		
Interest & Investment Income	6,289,161	6,446,758	157,597	6,446,758	
Charges for Services	4,036,751	4,036,751		4,036,751	
Other Revenues	858,705	1,234,194	375,489	297,660	(936,534)
Expenditure Recovery	4,197,063	4,722,499	525,436	4,830,054	107,555
General Fund Support	23,583,033	25,057,917	1,474,884	25,876,243	818,326
<b>Sources Total</b>	<b>39,414,713</b>	<b>41,948,119</b>	<b>2,533,406</b>	<b>41,937,466</b>	<b>(10,653)</b>

## Uses - Operating Expenditures

Salaries	19,820,675	21,357,108	1,536,433	21,382,025	24,917
Mandatory Fringe Benefits	8,354,205	9,125,340	771,135	9,573,527	448,187
Non-Personnel Services	4,409,544	4,329,987	(79,557)	3,778,824	(551,163)
City Grant Program	50,500	500	(50,000)	500	
Materials & Supplies	125,366	121,958	(3,408)	121,635	(323)
Overhead and Allocations	(183,825)	(1,240)	182,585	(10,578)	(9,338)
Programmatic Projects	1,050,000	800,000	(250,000)	800,000	
Services Of Other Depts	5,788,248	6,214,466	426,218	6,291,533	77,067
<b>Uses Total</b>	<b>39,414,713</b>	<b>41,948,119</b>	<b>2,533,406</b>	<b>41,937,466</b>	<b>(10,653)</b>

## Uses - Division Description

TTX Collection	22,120,701	23,616,666	1,495,965	24,436,285	819,619
TTX Management	10,435,824	10,924,852	489,028	9,876,827	(1,048,025)
TTX Treasury	6,858,188	7,406,601	548,413	7,624,354	217,753
<b>Uses by Division Total</b>	<b>39,414,713</b>	<b>41,948,119</b>	<b>2,533,406</b>	<b>41,937,466</b>	<b>(10,653)</b>



# 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.

**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.

## Budget Data Summary

	2018-19	2019-20		2020-21	
	Original Budget	Proposed Budget	Change from 2018-19	Proposed Budget	Change from 2019-20
Total Expenditures	27,467,271	27,621,396	154,125	31,942,171	4,320,775
Total FTE	71	71	0	71	0



## Performance Measures

	2017-2018 Actual	2018-2019 Target	2018-2019 Projected	2019-2020 Target	2020-2021 Target
<b>Increase partnerships and collaborations</b>					
• Number of veterans' meeting room uses	856	800	800	800	800
<b>Maximize utilization of the Performing Arts Center</b>					
• Atrium Theater percentage of days rented	64%	60%	60%	60%	60%
• Atrium Theater performances/events	73	77	77	65	65
• Davies Symphony Hall percentage of days rented	88%	85%	85%	85%	85%
• Davies Symphony Hall performances/events	247	244	244	223	223
• Green Room percentage of days rented	58%	55%	55%	55%	55%
• Green Room performances/events	201	181	181	187	187
• Herbst Theatre percentage of days rented	68%	80%	80%	80%	80%
• Herbst Theatre performances/events	217	209	209	219	219
• Opera House percentage of days rented	96%	95%	95%	95%	95%
• Opera House performances/events	172	176	176	173	141
• Zellerbach Rehearsal Hall performances/events	12	8	8	6	6



## Budget Issues and Details

The Fiscal Year (FY) 2019-20 proposed budget of \$27.6 million for the War Memorial (WAR) is \$0.2 million, or 0.6 percent, higher than the FY 2018-19 budget of \$27.5 million. The increase is primarily due to salary and benefit costs.

The FY 2020-21 proposed budget of \$31.9 million represents a \$4.3 million increase from the FY 2019-20 amount of \$27.6 million, or a 15.6 percent increase. This is largely due to an allocation of \$4.2 million for the Opera House Roof Replacement capital project.

### Providing Excellent Patron and Customer Service

During FY 2019-20, and in partnerships with resident and non-resident performing licenses, the War Memorial will continue efforts to improve the patron and guest experience in the Performing Arts Center facilities. These include:

- Providing pre-performance lectures, exhibits, and interactive programs to enable patrons to learn about the presentations they are attending as well as about the facility, artists, and "behind-the-scenes" activities;

- Further expanding language access availability of Performing Arts Center marketing publications and public notices;
- Completing replacement of lobby area seating and amenities in Davies Symphony Hall; and
- Upgrading concessionaire facilities and amenities through private funding to enhance the quality and efficiency of food and beverage service for patrons and guests.

### Partnering with Veterans Organizations

FY 2019-20 will mark the first year during which Swords to Plowshares, a veterans' organization that provides wrap-around services to veterans in the San Francisco community, will occupy space in the Veterans' Building on a full-time basis. The organization will occupy approximately 7,000 newly renovated square feet of office space on the third floor of the Veterans' Building for at least the next 15 years.

The Department will also work with local veterans through the American Legion War Memorial Commission to continue activation of the veterans' gallery following a successful presentation of artifacts and material celebrating the 100th anniversary of the World War I Armistice.

## Investing in Capital Projects

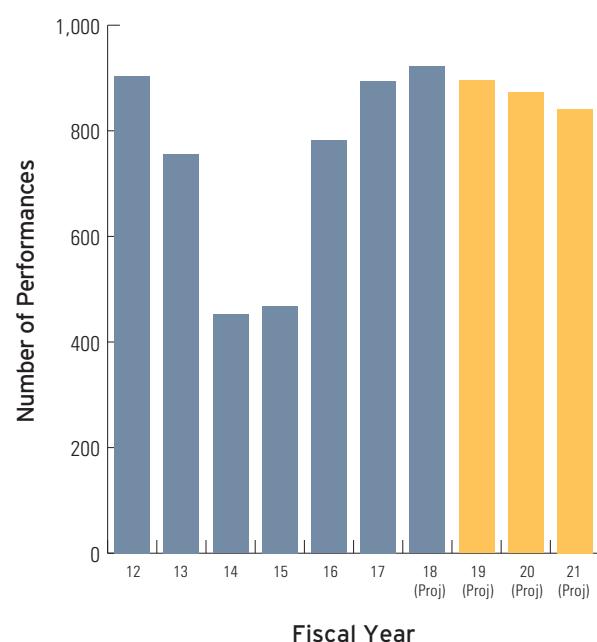
The War Memorial continues to invest in the maintenance, preservation, and capital upgrades of the Performing Arts Center cultural assets to ensure their continued safe and proper operation. In FY 2019-20 and 2020-21, a number of capital projects are scheduled for implementation by the War Memorial. These include modernizing the Davies Symphony Hall passenger elevators, completing construction documents and specifications for replacement of the Opera House mansard roof, energy efficiency upgrades, and Americans with Disabilities Act (ADA) compliance projects.

In conjunction with the San Francisco Opera and San Francisco Ballet, the War Memorial will support the privately funded replacement of the orchestra level seats in the Opera House. The Department will work with resident companies to design the seating which will replace the original seating from the 1932 opening of the Opera House. The seating replacement will include improvements to accessibility, ADA compliance, and sightlines for patrons.

The Department will also continue to engage city partners as part of the Civic Center Public Realm project to further plan and design landscaping, pedestrian right of way, and public space on War Memorial property to fit the evolving vision for the Civic Center area.



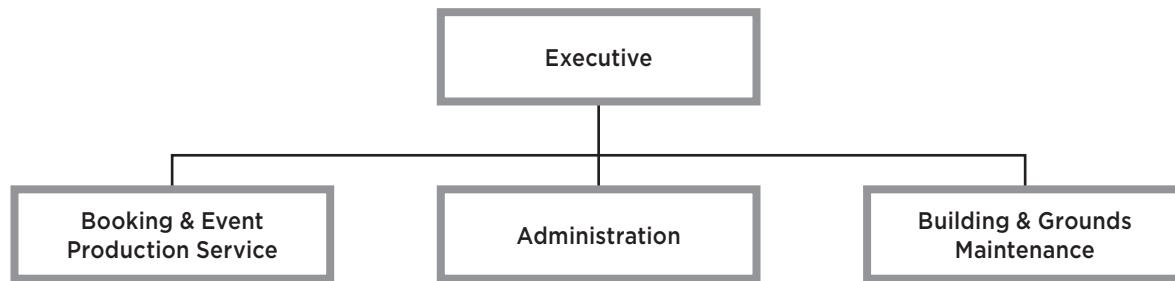
**▲ ANNUAL EARNED REVENUE.** Since reopening of the Veterans Building in FY 2015-16, earned revenues are projected to increase by a total 28 percent in FY 2019-20. The Opera House will be closed for 14 weeks in FY 2020-21 for capital improvements, causing a one-time decrease in earned revenue.



**▲ TOTAL ANNUAL PERFORMANCES.** After being closed for portions of FY 2013-16, total performances in the War Memorial facilities have returned to historical levels and continue to increase. The Opera House will be closed for 14 weeks in FY 2020-21 for capital improvements, causing a one-time decrease in performances held.



# War Memorial Organizational Structure



## Total Budget - Historical Comparison

Authorized Positions	2018-2019 Original Budget	2019-2020 Proposed Budget	Change From 2018-2019	2020-2021 Proposed Budget	Change From 2019-2020
Total Authorized	70.67	70.95	0.28	70.81	(0.14)
Non-Operating Positions (cap/other)					
<b>Net Operating Positions</b>	<b>70.67</b>	<b>70.95</b>	<b>0.28</b>	<b>70.81</b>	<b>(0.14)</b>

### Sources

Rents & Concessions	3,023,554	3,271,304	247,750	3,065,315	(205,989)
Charges for Services	388,930	430,860	41,930	423,380	(7,480)
Other Revenues	400,000		(400,000)		
Expenditure Recovery	242,763	242,763		258,512	15,749
Operating Transfers In	13,494,919	13,872,116	377,197	18,594,588	4,722,472
Unappropriated Fund Balance	635,520	446,877	(188,643)	137,591	(309,286)
General Fund Support	9,281,585	9,357,476	75,891	9,462,785	105,309
<b>Sources Total</b>	<b>27,467,271</b>	<b>27,621,396</b>	<b>154,125</b>	<b>31,942,171</b>	<b>4,320,775</b>

### Uses - Operating Expenditures

Salaries	6,754,550	7,080,715	326,165	7,297,661	216,946
Mandatory Fringe Benefits	3,144,073	3,393,292	249,219	3,596,410	203,118
Non-Personnel Services	1,069,006	1,160,754	91,748	1,194,552	33,798
Capital Outlay	950,000	650,000	(300,000)	4,200,000	3,550,000
Debt Service	9,281,585	9,357,476	75,891	9,462,785	105,309
Facilities Maintenance	501,252	426,315	(74,937)	552,631	126,316
Materials & Supplies	300,828	308,657	7,829	308,657	
Operating Transfers Out	400,000		(400,000)		
Services Of Other Depts	5,065,977	5,244,187	178,210	5,329,475	85,288
<b>Uses Total</b>	<b>27,467,271</b>	<b>27,621,396</b>	<b>154,125</b>	<b>31,942,171</b>	<b>4,320,775</b>

### Uses - Division Description

WAR War Memorial	27,467,271	27,621,396	154,125	31,942,171	4,320,775
<b>Uses by Division Total</b>	<b>27,467,271</b>	<b>27,621,396</b>	<b>154,125</b>	<b>31,942,171</b>	<b>4,320,775</b>



# > Bonded Debt and Long-Term Obligations





# Bonded Debt & Long-Term Obligations

## MISSION

The Office of Public Finance is housed within the Controller's Office and provides and manages low-cost debt financing for 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.

## Background

The City and County of San Francisco (the City) is the fourth largest city in California and the 13th largest city nationally. The City is one of the few cities in California that has a sizeable portfolio of outstanding general obligation bonds described in more detail below. Additionally, the City 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 Office of Public Finance utilizes three principal types of municipal debt to finance long-term capital projects: general obligation (G.O.) bonds, lease revenue bonds, and certificates of participation (COPs).

The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition, improvement, and/or construction of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City utilizes lease revenue bonds and COPs 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 COPs are typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. From time to time, the City utilizes its commercial paper certificates of participation program to provide interim financing for 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 issuing long-term financings.

## Ratings

The City's general obligation bond debt, which carries the City's strongest ratings, is rated Aaa by Moody's, AAA by Standard & Poor's, and AA+ by Fitch. The City's COPs and lease revenue bonds are rated Aa1/Aa2 by Moody's, AA+ by Standard & Poor's, and AA/AA+ by Fitch Ratings. The ratings are one to two rating levels below the City's G.O.

bond ratings, which reflects a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the strength of the ad valorem property tax pledge for G.O. bonds. The City has no legal obligation or authority to levy taxes for repayment of lease debt, but only has the authority to appropriate rent for the use of the facilities financed when the facilities have use and occupancy.

### **Moody's**

In March 2018, Moody's upgraded the City's general obligation bond rating to Aaa from Aa1. The outlook for the City's long-term ratings is "Stable". The Moody's upgrade recognized the City's exceptionally strong financial position as well as strong financial policies, responsible budgeting, proactive management, very strong socioeconomic profile, and large and diverse revenue sources. At the same time, Moody's also upgraded the rating for the City's lease revenue bonds and COPs to Aa1 from Aa2 for those secured by "more essential" assets and those with a demonstrated, stable non-pledged revenue source that provides strong coverage of debt service payments. Similarly, Moody's upgraded the rating for the City's lease revenue bonds and COPs to Aa2 from Aa3 for those secured by "less essential" assets. Moody's affirmed these ratings in February 2019.

### **Standard & Poor's**

In February 2019, Standard & Poor's upgraded the City's general obligation bond rating to AAA from AA+. Standard & Poor's current outlook for the City's long-term rating is "Stable". The upgrade from Standard & Poor's reflects the City's very strong economy, budgetary performance and flexibility, and improved reserves, as well as the City's very strong management conditions. At the time, Standard & Poor's also upgraded the ratings for the City's lease revenue bonds and COPs to AA+ from AA.

### **Fitch Ratings**

In January 2016, Fitch Ratings upgraded the City's general obligation bond rating to AA+ from AA. At the same time, Fitch also upgraded the rating on the City's lease revenue bonds and COPs to AA from AA-, with the exception of Series 2006 and 2007 Open Space Fund lease revenue bonds,

which were upgraded to AA+ from AA. The outlook for the City's long-term ratings is "Stable". Fitch's rating recognizes the City's strong economic growth, strong budgetary and fiscal policies, exceptionally strong operating performance, strong financial management and oversight, and moderate long-term liability burden. Fitch affirmed these ratings in February 2019.

### **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 in order to fund new money capital projects.

As of July 1, 2019, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$1.1 billion. Of the \$2.3 billion in G.O. bonds outstanding as of July 1, 2019, a total principal amount of \$4.0 billion was originally issued. Table 1 lists the City's outstanding and unissued G.O. bonds by series and authorization. Additionally, the table includes a list of G.O. bonds that were issued for refunding purposes.

Table 1 does not include the approximately \$490.0 million in General Obligation bonds anticipated to be issued in FY 2019-20 for the Embarcadero Seawall, Earthquake Safety, Affordable Housing, Clean and Safe Neighborhood Parks, Public Health and Safety, Transportation and Road Improvement, and the Preservation and Seismic Safety loan program.

Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries.

Outstanding debt managed by the Office of Public Finance includes G.O. bonds, lease revenue bonds and COPs. Of the \$4.5 billion in projected outstanding debt and other long-term obligations, \$72.6 million, or 1.6 percent, will be in variable rate bonds, an amount which reflects an anticipated prepayment of \$6.5 million expected to be made before the end of FY 2018-19. 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.

# TABLE 1: GENERAL OBLIGATION BONDS (AS OF JULY 1, 2019)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding <sup>1</sup>	Authorized & Unissued
Seismic Safety Loan Program (11/3/92)	1994A	\$35,000,000	-	
	2007A	30,315,450	18,657,973	
	2015A	24,000,000	-	
Preservation and Seismic Safety (11/8/2016) <sup>2</sup>	2019A	72,420,000	72,420,000	\$188,264,550
Clean & Safe Neighborhood Parks (2/5/08)	2008B	42,520,000	-	
	2010B	24,785,000	-	
	2010D	35,645,000	35,645,000	
	2012B	73,355,000	45,285,000	
	2016A	8,695,000	7,195,000	
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	131,650,000	-	
	2010A	120,890,000	-	
	2010C	173,805,000	173,805,000	
	2012D	251,100,000	147,770,000	
	2014A	209,955,000	154,035,000	
Earthquake Safety and Emergency Response Bond (6/8/10)	2010E	79,520,000	38,335,000	
	2012A	183,330,000	114,990,000	
	2012E	38,265,000	28,380,000	
	2013B	31,020,000	16,720,000	
	2014C	54,950,000	40,095,000	
	2016C	25,215,000	21,435,000	
Road Repaving & Street Safety (11/8/11)	2012C	74,295,000	46,360,000	
	2013C	129,560,000	69,785,000	
	2016E	44,145,000	37,515,000	
Clean & Safe Neighborhood Parks (11/6/12)	2013A	71,970,000	38,780,000	
	2016B	43,220,000	23,355,000	
	2018A	76,710,000	44,855,000	3,100,000
Earthquake Safety and Emergency Response Bond (6/3/14)	2014D	100,670,000	73,435,000	
	2016D	109,595,000	72,305,000	
	2018C	189,735,000	137,570,000	
Transportation and Road Improvement (11/4/14)	2015B	67,005,000	41,870,000	258,550,000
	2018B	174,445,000	102,010,000	
Affordable Housing Bond (11/3/15)	2016F	75,130,000	48,485,000	
	2018D	142,145,000	102,070,000	92,725,000
Public Health and Safety Bond (6/7/16)	2017A	173,120,000	116,925,000	
	2018E	49,955,000	36,370,000	126,925,000
Seawall Improvement (11/6/2018)	2019A	-	-	425,000,000
<b>SUB TOTALS</b>		<b>\$3,168,135,450</b>	<b>\$1,906,457,973</b>	<b>\$1,094,564,550</b>
<u>General Obligation Refunding Bonds:</u>				
Series 2008-R1 issued 5/29/08		232,075,000	3,480,000	
Series 2011-R1 issued 11/9/12		339,475,000	149,240,000	
Series 2015-R1 issued 2/25/15		293,910,000	234,310,000	
<b>SUB TOTALS</b>		<b>865,460,000</b>	<b>387,030,000</b>	
<b>TOTALS</b>		<b>\$4,033,595,450</b>	<b>\$2,293,487,973</b>	<b>\$1,094,564,550</b>

<sup>1</sup> Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to 3% of the assessed value of all taxable real and personal property, located within the City and County.

<sup>2</sup> The Preservation and Seismic Safety Program limits the authorization of bonds to a maximum of \$35,000,000 in par per fiscal year, though unused authorization may be carried forward.

Source: Office of Public Finance, City and County of San Francisco.

## TABLE 2: PROJECTED OUTSTANDING G.O. BONDS AND LONG TERM OBLIGATIONS DEBT SERVICE FOR FISCAL YEAR 2019-2020

Principal Outstanding	
General Obligation Bonds (as of 7/1/19)	\$2,293,487,973
Plus Expected New FY 2019-20 Issuance	<u>490,305,000</u>
Total General Obligation Bonds	\$2,783,792,973
Long-Term Obligations <sup>1</sup> (as of 7/1/19)	1,336,321,195
Plus Expected New FY 2019-20 Issuance	382,300,000
Total Long-Term Obligations	1,718,621,195
<b>Total Principal Outstanding (as of 7/1/20)</b>	<b>4,502,414,168</b>
Projected Fiscal Year 2019-2020 Debt Service	
General Obligation Bonds	\$351,871,882
Long-Term Obligations	127,742,283
<b>Total Annual Debt Service</b>	<b>\$479,614,165</b>

<sup>1</sup>Includes certificates of participation, lease revenue bonds and certain equipment leases.

As shown above in Table 2, the FY 2019-20 budget provides \$479.6 million for the payment of debt service on \$4.5 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 three 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

The City's "Long-Term Obligations" shown in Table 2 include lease revenue bonds and COPs. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is often a significant delay between the date of voter authorization and the

time the lease obligations are issued. As shown in Table 2, as of July 1, 2019, the City will have roughly \$1.7 billion in projected Long-Term Obligations outstanding for FY 2019-20. This includes \$382.3 million of COPs to be issued in FY 2019-20 for 49 South Van Ness and the Animal Care and Control Facility. The gross debt service payment, including other fiscal charges, for FY 2019-20 is estimated to be \$127.7 million.

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. To date, \$45.9 million of Proposition B lease revenue bonds have been issued and there is approximately \$14.0 million in remaining authorization. There are no current plans to issue additional debt under the Proposition B authorization.

In March 2000, voters approved Proposition C, which extended a two and one-half cents per \$100 in assessed valuation property tax set-aside for the benefit of the Recreation and Parks Department (the Open Space Fund). Proposition C also authorized the issuance of lease revenue bonds or other forms of indebtedness payable from the Open Space Fund. The City issued \$27.0 million

and \$42.4 million of such Open Space Fund lease revenue bonds in October 2006 and October 2007, respectively. The City issued refunding lease revenue bonds to refinance the remaining outstanding amounts of the Series 2006 and Series 2007 Open Space Fund lease revenue bonds in August 2018.

In November 2007, voters approved Proposition D, which renewed a two and one-half cents per \$100 in assessed valuation property tax set-aside for the benefit of the Library (the 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 leased revenue bonds in the amount of \$34.3 million in March 2009 and refinanced these obligations with the issuance of refunding lease revenue bonds in August 2018.

#### **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 Lease Revenue 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 or other takeout financing, to be issued when market conditions are favorable. Projects are 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 of commercial paper for a total authorized CP Program of \$250.0 million.

In February 2014, the City executed a letter of credit facility with State Street Bank and Trust Company (State Street Bank) with a maximum principal amount of \$100 million that was scheduled to expire in February of 2019. In December 2018, the City extended the original letter of credit issued by State Street Bank by an additional three years to February 2022.

In May 2016, the City executed two letter of credit facilities totaling \$150.0 million with State Street Bank (\$75.0 million) and U.S. Bank, N.A. (\$75.0 million). Both credit facilities expire in May 2021.

As of May 2019, the outstanding principal amount of CP Notes was \$31.7 million with a weighted average interest rate of 2.12 percent. The CP Program has provided interim financing for various projects, including: 49 South Van Ness, Housing Trust Fund Projects, Animal Care and Control Facility Renovation, Moscone Convention Center Improvement, HOPE SF, War Memorial Veterans Building Seismic Upgrade and Improvements, Port Facilities, Moscone Convention Center Expansion, San Francisco General Hospital Rebuild of Furnishings, Fixtures and Equipment (FF&E) Program, 900 Innes, and Department of Public Works' capital equipment.

#### **Transbay Transit Center Interim Financing**

The Board authorized on May 3, 2016, and the Mayor approved on May 13, 2016, the establishment of a not-to-exceed \$260.0 million Lease Revenue Commercial Paper Certificates of Participation ("Short-Term Certificates") to meet cash flow needs during the construction of the Transbay Transit Center.

The Short-Term Certificates are expected to be repaid in part from Transbay Transit Center Community Facility District (Transbay CFD) special taxes and tax increment. Long-term debt will be issued to retire the Short-Term Certificates, and such long-term debt is also expected to be repaid from such sources. The Short-Term Certificates originally consisted of \$160.0 million direct placement certificates with Wells Fargo, expiring January 10, 2020, and \$100.0 million direct placement certificates with Bay Area Toll Authority, which expired December 31, 2018.

As of April 2019, the outstanding balance was \$78.0 million for the Wells Fargo financing facility, at an interest rate of 1-month LIBOR plus a spread of 56 basis points.

#### **Overlapping Debt Obligations**

Overlapping debt obligations are long-term obligations that are often sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. 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

## TABLE 3: CALCULATION OF DEBT LIMIT RATIO

Assessed Valuation (as of 8/1/18)	\$259,949,767,698
Less Exemptions	(620,288,200)
<b>Net Assessed Value (as of 8/1/18)</b>	<b>\$259,329,479,498</b>
Legal Debt Capacity (3% of Assessed Valuation)	\$7,779,884,385
Outstanding G.O. Bonds (as of 7/1/19)	\$2,293,487,973
G.O. Debt Ratio	0.88%
<b>Unused Capacity</b>	<b>\$5,486,396,412</b>

obligations of the City have been issued by public agencies such as the Successor Agency to the San Francisco Redevelopment Agency (OCII), Association of Bay Area Governments (ABAG), 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.

### 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 three 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 current G.O. bond limit of \$7.8 billion, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2018 (FY 2018-19 AV). As of July 1, 2019, the City will have \$2.3 billion of G.O. bonds outstanding, which results in a G.O. bond debt to assessed value ratio of 0.88 percent. Based on the FY 2018-19 AV, the City's remaining legal capacity for G.O. bond debt is \$5.5 billion. The FY 2019-20 Assessed Valuation will be released in August 2019 and will likely result in modest growth in the City's G.O. bond debt capacity.

The City has \$1.1 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 as the City's total assessed property value changes.

### Citizens' General Obligation Bond Oversight Committee

In March 2002, San Francisco voters approved Proposition F creating the Citizens' G.O. Bond Oversight Committee (the Committee). The purpose of the Committee is to inform the public about 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) G.O. bond proceeds are expended only in accordance with the ballot measure, and (2) no G.O. bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such G.O. bonds.

Proposition F provides that all ballot measures seeking voter authorization for G.O. 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 \$4.0 billion in

## TABLE 4: ENTERPRISE DEPARTMENT BOND PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2019-2020

Agency	Principal Amount Outstanding As of 7/1/19	Expected New Issuance	Total	Estimated Fiscal Year 2019-2020 Principal and Interest Payments
PUC <sup>1</sup>	\$6,001,904,885	\$626,475,000	\$6,628,379,885	\$379,592,262
SFMTA	333,620,000	-	333,620,000	25,915,831
Port Commission <sup>2</sup>	88,182,762	-	88,182,762	7,714,186
Airport Commission	7,324,295,000 <sup>3</sup>	1,608,000,000 <sup>4</sup>	8,932,295,000	585,173,634 <sup>5</sup>
	<b>\$13,748,002,647</b>	<b>\$2,234,475,000</b>	<b>\$15,982,477,647</b>	<b>\$998,395,913</b>

<sup>1</sup>Does not include outstanding or expected WIFIA and SRF loan issuances.

<sup>2</sup>Includes South Beach Harbor

<sup>3</sup>Current outstanding as of May 2, 2019; however, this estimate is subject to changes as the Airport may defease certain bonds before June 30, 2019.

<sup>4</sup>Includes planned bond issuances in FY2020. Source: Report of the Airport Consultant dated January 2, 2019.

<sup>5</sup>Ties with budget numbers

G.O. Bonds to fund various bond programs such as Clean and Safe Neighborhood Parks Bonds, Earthquake Safety and Emergency Response Bonds, Road Repaving and Street Safety Bonds, San Francisco General Hospital Bonds, Transportation and Road Improvement Bonds, Affordable Housing Bonds, Public Health and Safety Bonds, and Seawall Bonds.

### Enterprise Department Principal Outstanding and Debt Service for Fiscal Year 2019-2020

Certain Public Service Enterprise departments of the City and County of San Francisco have outstanding revenue bond indebtedness that does not require discretionary City funding for their support. The departments include the Airport

Commission, Municipal Transportation Agency (MTA), Port Commission, and the Public Utilities Commission (PUC). These departments 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 estimated FY 2019-20 principal outstanding and debt service payments due for these enterprise departments. As of July 1, 2019, the Public Service Enterprise Departments are expected to have approximately \$13.7 billion principal outstanding, with \$2.2 billion expected to be issued by the end of fiscal year 2019-20. The fiscal year 2019-20 budget provides for an annual debt service payment of \$998.4 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 by 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 30, 2019.

The capital budget for the current year was updated on the following timeline:

- **January 11:** Budget requests due from departments
- **April 30:** Complete review of General Fund department budget requests
- **May 20:** Capital Planning Committee approval of General Fund department budget requests
- **May:** Proposed capital budget presented to Board of Supervisors' Budget and Finance Committee
- **May 31:** 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 \$39 billion between Fiscal Years 2019-20 and 2028-29. 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 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 requiring no financing) has increased from \$1 billion to \$2.2 billion over the ten-year horizon. In addition, San Francisco has established a Capital Planning Fund to support predevelopment efforts to prepare a pipeline of shovel-ready projects and help deliver debt-financed projects on-time and on-budget.

# TABLE 1: FISCAL YEAR 2020-29 CAPITAL PLAN INVESTMENTS BY SERVICE AREA

<b>Capital Plan Funding Amounts (Funding in Millions)</b>	<b>FY 2020-24</b>	<b>FY 2025-29</b>	<b>Plan Total</b>
Economic and Neighborhood Development	4,229	2,923	7,152
General Government	162	162	324
Health and Human Services	493	123	616
Infrastructure and Streets	6,344	3,306	9,650
Public Safety	818	493	1,632
Recreation, Culture, and Education	1,610	493	2,103
Transportation	13,703	3,962	17,665
<b>Total</b>	<b>27,359</b>	<b>11,784</b>	<b>39,143</b>

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, i.e., 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; and
- 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 2020-2029 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) to a state of good repair with a score of 75 by FY 2024-25;

- Fully funding the City's on-going curb ramps program, and continuing to prioritize barrier removal projects 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; and
- 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, 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 includes 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 in detail 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 on-going 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.

## **Eligible Capital Project Types**

Capital projects funded through the annual budget are considered part of the Plan's Pay-As-You-Go (Pay-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 are barrier removal projects on public buildings. 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 75.

**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 planned 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 since 2000, which contributed to the City's infrastructure maintenance backlog. Since 2008, voters have approved nearly \$4 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 and/or the City's base of net assessed value grows. 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 debt service that is no more than 3.25 percent of the discretionary General Fund budget.

### **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 2006 was \$40 million. This investment reaches \$157.2 million in FY 2019-20 and \$168.2 million in FY 2020-21. 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 \$650 million 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 possible, since FY 2014-15 the Capital Budget has met or exceeded the Plan-recommended level. In both FY 2019-20 and FY 2020-21 of the proposed budget, the Plan-recommended level is fully funded. This represents the third consecutive time 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 assets, 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 \$94.5 million in FY 2019-20.

### **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 block 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 block 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 74, 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, including:

- Completion of the 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;
- Seismic retrofit of the War Memorial Veterans Building;
- Opening the Mix at SFPL, a digital media lab for teens at the Main Library, and the Bridge at Main, a center that prioritizes community literacy and learning;
- Completion of major park renovations including Mission Dolores, Joe DiMaggio, and West Sunset;
- 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;
- Replacement of seismically vulnerable Fire Stations 5 and 16;
- Construction of a new Medical Examiner's Office and city morgue;
- Resurfacing of thousands of blocks across the City—1,300 in the last two years;
- Designed, constructed, or upgraded thousands of curb ramps to comply with ADA standards; and
- Opened the City's first Navigation Centers for people experiencing street homelessness.

### **Proposed Capital Budget for Fiscal Years 2019-20 and 2020-21**

The proposed FY 2019-20 and FY 2020-21 budget funds capital investment at \$484 million for General Fund departments over the two-year period.

The proposed budget includes funding the Pay-As-You-Go Capital Budget in FY 2019-20 at \$157.2 million, and the proposed Pay-As-You-Go capital investment level for FY 2020-21 is \$168.2 million. 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 \$94.5 million in FY 2019-20 and \$56.9 million in FY 2020-21.

The continued high levels of investment in capital demonstrate the City's 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 2019-20 and FY 2020-21 proposed Pay-As-You-Go Capital Budget include funding for:

- Portfolio-wide investment in Facility Renewals (\$80.6 million over two years) to replace and extend the useful life of building subsystems such as roofs, exteriors, HVAC systems, elevators, and food preparation infrastructure;
- Completion of the 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;
- Bike and pedestrian safety initiatives such as Vision Zero and the Sidewalk Improvements and Repair and Accelerated Sidewalk Abatement programs;
- On-going curb ramp improvements and barrier removals for improved accessibility citywide;
- Capital improvements targeted in areas of high-growth new development to address bicyclist and pedestrian safety, streetscape improvements, and parks; and
- Predevelopment planning funds to advance future public safety and parks bond projects.

# CAPITAL PROJECTS

Department	Project Code	Project Title	Activity Title	Fund Title	2019-2020 Budget	2020-2021 Budget
Academy Of Sciences	10016949	Sci - Facility Maintenance	Sci - Facilities Maintenance	GF Annual Authority Ctrl	288,950	303,398
	10034466	Employee Accessibility Upgrade	Employee Accessibility Upgrade	GF Continuing Authority Ctrl	0	230,000
	10034475	Structural Steel Paint Renewal	Structural Steel Paint Renewal	GF Annual Authority Ctrl	0	138,000
	10034476	Steinhart Life Support Renewal	Steinhart Life Support Renewal	GF Continuing Authority Ctrl	200,000	0
	10034477	Steinhart Rockwork Repairs	Steinhart Rockwork Repairs	GF Annual Authority Ctrl	100,000	0
	10034479	Thermal Basking Platform	Thermal Basking Platform	GF Annual Authority Ctrl	125,000	0
	10034518	Concrete Intrusion Repairs	SCI Concrete Intrusion Repairs	GF Annual Authority Ctrl	350,000	0
<b>Academy Of Sciences Total</b>					<b>1,063,950</b>	<b>671,398</b>
Airport Commission	10003760	AC Airfield Unallocated-Ordina	Airfield Improvements-Unalloc	SFIA-Capital Projects Fund	17,000,000	0
	10004055	AC Air Support Unallocated-Ord	Airport Support-Unalloc	SFIA-Capital Projects Fund	(18,900,000)	0
	10004134	AC Groundside Unallocated-Ordi	Roadway Improvements-Unalloc	SFIA-Capital Projects Fund	33,000,000	0
	10004334	AC Terminals Unallocated-Ordin	Terminal Renovations-Unalloc	SFIA-Capital Projects Fund	(22,000,000)	0
	10004436	AC Utilities Unallocated-Ordin	Utility Improvements-Unalloc	SFIA-Capital Projects Fund	13,000,000	0
	10016644	Facility Maintenance	Facility Maintenance	SFIA-Operating Fund	15,500,000	0
	10030890	AC Terminal 1 Program	Terminal 1 Program-unallocated	SFIA-Capital Projects Fund	110,000,000	0
	10030891	AC Terminal 3 Program	Terminal 3 Program-unallocated	SFIA-Capital Projects Fund	(100,000,000)	0
<b>Airport Commission Total</b>					<b>47,600,000</b>	<b>0</b>
Arts Commission	10005832	AR Civic Collection Capital	CCCA - CIP CONSERVE	GF Continuing Authority Ctrl	250,000	275,000
			CCCA - CIP RESTO	GF Continuing Authority Ctrl	250,000	275,000
			CCCA - CIP STRUCT	GF Continuing Authority Ctrl	250,000	275,000
	10005835	AR MCCLA HVAC	MCCLA HVAC	GF Continuing Authority Ctrl	0	751,860
	10005836	AR MCCLA Elevator Retrofit	MCCLA Elevator Retrofit	GF Continuing Authority Ctrl	588,464	0
	10005837	AR DIF-Market & Octavia	Patricia's Green Rotating Art	SR Market & Octavia Cl	50,000	50,000
	10016793	AR Civic Collection Maint	Civic Collection - Maintenance	GF Annual Authority Ctrl	105,931	111,227
	10016794	AR Cultural Centers Maint	Cultural Centers - Maintenance	GF Continuing Authority Ctrl	141,667	148,750
	10031167	AR Community Investments	CIP-Budget Admin*	SR Culture & Rec Hotel Tax	141,667	0
	10034619	AR Cultural Centers Assessment	Cultural Centers Assessment	SR Culture & Rec Hotel Tax	3,425,000	0
	10034965	AR MCCLA Elevator Retro-Prop E	MCCLA Elevator Retro-Prop E	SR Culture & Rec Hotel Tax	673,140	0
	10034966	AR MCCLA HVAC Retro-Prop E	MCCLA HVAC Retro-Prop E	SR Culture & Rec Hotel Tax	0	1,098,140
<b>Arts Commission Total</b>					<b>5,875,869</b>	<b>2,984,977</b>
Asian Art Museum	10016504	Aam - Facility Maintenance	Facility Maintenance	GF Annual Authority Ctrl	291,917	306,513
	10030854	AA Museum Repair Projects	Aam Fire And Safety	GF Annual Authority Ctrl	200,000	0
	10033392	AAM Energy Efficient Lighting	Asian Art Museum - Improv	GF Annual Authority Ctrl	450,000	0
	10034664	AAM ADA vertical lift	AAM ADA vertical lift	GF Annual Authority Ctrl	75,000	0
	10034665	AAM assess R&R fire sprinkler	AAM assess R&R fire sprinkler	GF Annual Authority Ctrl	175,000	0
	10034668	AAM gallery glass door install	AAM gallery glass door install	GF Annual Authority Ctrl	0	340,000
<b>Asian Art Museum Total</b>					<b>1,191,917</b>	<b>646,513</b>
Emergency Management	10034439	DEM Elevator ModernizationProj	DEM Elevator Modernization Pro	GF Continuing Authority Ctrl	1,000,000	0
<b>Emergency Management Total</b>					<b>1,000,000</b>	<b>0</b>
Fine Arts Museum	10009026	Legion Of Honor - Masonry	Legion of Honor - Masonry	GF Continuing Authority Ctrl	500,000	500,000
	10009030	Dey - Tower Exterior Repairs	deY - Tower Exterior Repairs	GF Continuing Authority Ctrl	250,000	250,000
	10016869	Fam Facility Maintenance	Fam - Facilities Maintenance	GF Annual Authority Ctrl	211,863	222,456
	10030918	FA Loh-clearetary Windows At G	Lh-clearetary Windows At Galler	GF Continuing Authority Ctrl	0	170,000
	10032404	de Y-Rails installation-Tower	deY Rails Installation on Towe	GF Continuing Authority Ctrl	0	30,000
	10033352	de young VESDA System	Replace component of VESDA	GF Continuing Authority Ctrl	60,000	20,000
	10034750	Legion Main Switchgear	Legion Main Switchgear	GF Continuing Authority Ctrl	0	150,000
	10034751	Legion Roof AHU 2 Well	Legion Roof AHU 2 Well	GF Continuing Authority Ctrl	0	200,000
	10034782	de Young Tower Fans/Controls	de Young Tower Fans/Controls	GF Annual Authority Ctrl	84,000	66,000
	10034783	Legion Domestic Water System	Legion Domestic Water System	GF Annual Authority Ctrl	56,000	114,000
<b>Fine Arts Museum Total</b>					<b>1,161,863</b>	<b>1,722,456</b>
Fire Department	10016871	FD Underground Storage Tank Mo	Underground Storage Tank Monit	GF Continuing Authority Ctrl	386,713	406,049
	10016875	FD Various Facility Maintenanc	Various Facility Maintenance P	GF Continuing Authority Ctrl	855,109	897,864
	10032188	FIR ESER 2020 Pre Bond Plannin	ESER Bond Preplanning Phase	CP SF Capital Planning	1,700,000	0
<b>Fire Department Total</b>					<b>2,941,822</b>	<b>1,303,913</b>
GSA Public Works	10012730	PW Transit Center Stcp Budget	Reserve- Project	SR Transit Center District	4,300,000	0
	10031390	PW 3rd St Bridge Struct Rpr	Reserve- Project	GF Continuing Authority Ctrl	1,300,000	0
	10031502	PW Islais Crk Brg Rehab	Reserve- Project	CPSIF Street Impvt-Fed	11,771,400	0
	10031556	PW UN Plaza Water Storage and	Reserve- Project	GF Continuing Authority Ctrl	0	1,967,030
	10031790	PW Yard Optimization Planning	Reserve- Project	GF Continuing Authority Ctrl	250,000	0
	10034075	PW Harvey Milk Plaza	Reserve- Project	GF Continuing Authority Ctrl	250,000	250,000
	10034763	PW Curb Ramps Budget	Reserve- Project	GF Continuing Authority Ctrl	9,287,975	9,652,367
	10034764	PW Street Resurfacing Budget	Reserve- Project	CPSIF COP REFUNDING ST IMP2019	2,750,000	0
				GF Continuing Authority Ctrl	30,200,000	39,600,000
				SR RMRA City Capital Funding	15,210,426	15,545,055
				SR RMRA County Capital Funding	8,318,058	8,501,055
				SR Road	1,718,546	1,770,102
				SR Special Gas Tax St Impvt	3,385,110	3,229,163
	10034765	PW Streetscape Greening Est	Reserve- Project	GF Continuing Authority Ctrl	170,540	0
	10034784	PW Street Tree Est Budget	Reserve- Project	GF Continuing Authority Ctrl	772,500	772,500
	10034786	PW Plazas Budget	Reserve- Project	GF Continuing Authority Ctrl	111,328	116,894
	10034787	PW Pothole Repairs Budget	Reserve- Project	GF Continuing Authority Ctrl	2,363,930	2,482,127
	10034788	PW Facilities Maint Budget	Reserve- Project	GF Continuing Authority Ctrl	492,486	517,110

# CAPITAL PROJECTS

Department	Project Code	Project Title	Activity Title	Fund Title	2019-2020 Budget	2020-2021 Budget
GSA Public Works	10034789	PW Capital Repairs Budget	Reserve- Project	GF Continuing Authority Ctrl	532,132	558,739
	10034790	PW Urgent Repairs Budget	Reserve- Project	GF Continuing Authority Ctrl	525,000	551,250
	10034791	PW SIRP Sidewalk Budget	Reserve- Project	GF Continuing Authority Ctrl	945,000	992,250
	10034792	PW ASAP Sidewalk Budget	Reserve- Project	SR Other Special Revenue	1,923,080	2,019,230
	10034844	PW BP Stscp Enhance Budget	Reserve- Project	GF Continuing Authority Ctrl	630,000	661,500
	10034845	PW MO Living Alleys Budget	Reserve- Project	SR Balboa Park CI	34,000	0
	10034846	PW MO Sidewalk Greening Budget	Reserve- Project	SR Market & Octavia CI	1,000,000	2,000,000
	10034847	PW MO Stscp Enhance Budget	Reserve- Project	SR Market & Octavia CI	100,000	100,000
	10034848	PW RH Pub Realm Prior 2 Budget	Reserve- Project	SR Market & Octavia CI	2,000,000	0
	10034851	PW Operations Yard Budget	Reserve- Project	SR Rincon Hill and SOMA CI	911,000	0
	10034852	PW Median Maintenance Budget	Reserve- Project	GF Continuing Authority Ctrl	200,000	200,000
	10034853	PW Landslide/ Rockfall Budget	Reserve- Project	GF Continuing Authority Ctrl	132,970	139,619
	10034854	PW Street Structures Budget	Reserve- Project	GF Continuing Authority Ctrl	140,711	147,747
	10034856	PW Vehicular Guardrail Budget	Reserve- Project	GF Continuing Authority Ctrl	3,169,686	3,328,170
	10034857	PW Brick Repair Budget	Reserve- Project	GF Continuing Authority Ctrl	100,000	100,000
	10034950	PW Dis Rsp Fac Pln ESER 2020	Reserve- Project	CP SF Capital Planning	500,000	0
	10034951	PW Embarcadero Plaza Light Upg	Reserve- Project	GF Continuing Authority Ctrl	300,000	0
	10034992	PW Vision Zero Budget	Reserve- Project	GF Continuing Authority Ctrl	2,500,000	0
	10035018	PW Lakeview and Lee Budget	Reserve- Project	GF Continuing Authority Ctrl	0	1,200,000
<b>GSA Public Works Total</b>					<b>108,780,225</b>	<b>98,010,472</b>
Gen Svcs Agency- City Admin	10001289	ADRE Capital Improvements	1 SVN Bathroom Renovation	GF Continuing Authority Ctrl	500,000	800,000
			1 SVN Plumbing Replacement	GF Continuing Authority Ctrl	300,000	0
			1099 Sunnydale Air Handler Rep	GF Continuing Authority Ctrl	0	400,000
			1650M Skylight Replacement	GF Continuing Authority Ctrl	0	250,000
			1SVN Diesel Storage Tank Contr	GF Continuing Authority Ctrl	0	50,000
			1SVN Elevator & Escalator Upgr	GF Continuing Authority Ctrl	2,000,000	1,000,000
			1SVN FPS Damper Repair	GF Continuing Authority Ctrl	350,000	350,000
			1SVN FPS ER Generator	GF Continuing Authority Ctrl	0	1,000,000
			1SVN HVAC Renewal	GF Continuing Authority Ctrl	825,000	175,000
			25VN FPS Parts Replacement	GF Continuing Authority Ctrl	500,000	500,000
			25VN HVAC Fan/Tank Replacement	GF Continuing Authority Ctrl	0	275,000
			555 7th Fire Panel Replacement	GF Continuing Authority Ctrl	0	200,000
			BGCA Fire Control Panel	GF Continuing Authority Ctrl	0	250,000
			City Hall Dome Leaks Repair	GF Continuing Authority Ctrl	2,000,000	0
			City Hall HVAC Parts Replcmt	GF Continuing Authority Ctrl	400,000	0
			City Hall Interior Finishes	GF Continuing Authority Ctrl	50,000	50,000
			City Hall Passenger Elevators	GF Continuing Authority Ctrl	1,700,000	1,700,000
			Civic Center Bike Rooms	GF Continuing Authority Ctrl	50,000	50,000
			HOJ Boiler Refractory/Retube	GF Continuing Authority Ctrl	0	750,000
			HOJ Boiler Rm Exchanger Repl	GF Continuing Authority Ctrl	0	650,000
			HOJ Elevator Brain Replacement	GF Continuing Authority Ctrl	0	2,600,000
	10001290	ADNB CCG IPIC Partnership	Eastern Neighborhoods Grant	SR Eastern Neighborhood CI	200,000	200,000
	10001291	ADRE Facilities Maintenance	1SVN Server Rm Cooling System	GF Continuing Authority Ctrl	0	350,000
			25VN Wheelchair Lift Replace	GF Continuing Authority Ctrl	100,000	0
			35-45 Onondaga Project	GF Continuing Authority Ctrl	1,000,000	0
			88 5th Courtyard Stone Repair	GF Continuing Authority Ctrl	800,000	0
			CH Wheelchair Lift Replacement	GF Continuing Authority Ctrl	0	300,000
			Campus Security Upgrades	GF Continuing Authority Ctrl	0	200,000
			City Hall HVAC BMS Replacement	GF Continuing Authority Ctrl	0	1,000,000
			HOJ Facilities Maintenance	GF Annual Authority Ctrl	246,323	260,000
	10005806	ADDA Disability Capital Proj	Cadend311299	GF Continuing Authority Ctrl	735,000	0
			Reserve	GF Continuing Authority Ctrl	90,000	0
	10005814	Moscone Conv Fac Capital Proj	Moscone Conv Fac Capital Proj	SR Conv Fac Fd-Continuing	3,000,000	3,000,000
	10016766	ADAD Facilities Maintenance	GSA Facilities Maintenance	GF Annual Authority Ctrl	350,312	367,830
	10025199	ADCP Capital Holding Fund	Capital Planning Contingency	GF Continuing Authority Ctrl	365,000	260,000
	10027061	ADAC Animal Shelter Project	Animal Care Shelter Project	GF Continuing Authority Ctrl	17,563,500	0
	10030243	ADCP City Resilience Projects	Ocean Beach Planning	CP SF Capital Planning	350,000	0
	10030895	ADFM Fleet Capital Improvement	Electric Vehicle Infrast. Sust	GF Continuing Authority Ctrl	250,000	750,000
	10030899	ADRE 49SVN Project	Non-COP Funded Cots	GF Continuing Authority Ctrl	1,500,000	0
<b>Gen Svcs Agency-City Admin Total</b>					<b>35,225,135</b>	<b>17,737,830</b>
Human Services Agency	10016955	HS Facilities Maintenance- Con	Elevator Evaluation - 1235	GF Continuing Authority Ctrl	690,000	690,000
			Fac Maint - 170 Roof	GF Continuing Authority Ctrl	0	180,000
			Facilities Maintenance- Contin	GF Continuing Authority Ctrl	205,000	0
<b>Human Services Agency Total</b>					<b>895,000</b>	<b>870,000</b>
Juvenile Probation	10016881	Juv - Facilities Maintenance	JH Athletic Field Upgrade	GF Annual Authority Ctrl	243,000	0
			Juv - Facilities Maintenance	GF Annual Authority Ctrl	464,567	487,795
			YGC High Pressure Boiler	GF Annual Authority Ctrl	345,000	0
			YGC Peeling Paint Remed	GF Annual Authority Ctrl	50,000	50,000
	10034480	JUV- Admin Bldg Window Project	Replace Admin Bldg Windows	GF Continuing Authority Ctrl	0	469,000
	10034482	JUV - JJC MPR Window Project	Replace MPR Windows & Frames	GF Annual Authority Ctrl	315,000	0
	10034485	YGC Elevators - East & West	Modernization Activities	GF Continuing Authority Ctrl	0	1,000,000
	10034487	YGC Land Erosion Remediation	Remediation Activities	GF Annual Authority Ctrl	300,000	0
<b>Juvenile Probation Total</b>					<b>1,717,567</b>	<b>2,006,795</b>

# CAPITAL PROJECTS

Department	Project Code	Project Title	Activity Title	Fund Title	2019-2020 Budget	2020-2021 Budget
<b>Mayor</b>	10023246	Public Housing Rebuild Fund	Public Housing Rebuild Fund	GF Continuing Authority Ctrl	3,318,471	3,316,030
<b>Mayor Total</b>					<b>3,318,471</b>	<b>3,316,030</b>
<b>Municipal Transprtn Agncy</b>	10010137	MS IPIC-Market Octavia	MS Ipic-Market Octavia FY20-21	Sustainable Streets	2,150,000	0
	10010139	MS Ipic-Visitacion Valley	MS Ipic-Visitacion Vly FY20-21	Sustainable Streets	219,000	0
	10010140	MS TSF-COMPLETE ST (BIKE&PED)	MS Tsf-Complete Street FY20-21	Sustainable Streets	871,093	871,093
	10011820	Mta-Wide Facilities Maint Proj	Mta-Wide Facilities Maint Proj	Transit	13,000,000	0
	10012000	MT Tsf-Transit Svc&Reliability	MT Tsf-Svc&Reliability FY20-21	Transit	580,729	0
	10012001	MT Tsf-Transit Srv Exp&Realib	MT Tsf-Svc Exp&Realibi FY20-21	Transit	9,291,661	9,291,661
	10031008	MT Ipic-eastern Neighborhood	MT Ipic-east Neighbohd FY20-21	Transit	2,575,000	0
	10031009	MT Ipic-market Octavia	MT Ipic-market Octavia FY20-21	Transit	150,000	0
	10033299	MS SSD Facilities Maint Proj	SSD Facilities Maint Project	Sustainable Streets	5,000,000	0
	10034129	MT SFMTA Pop Growth Alloc	FY20 Prop B Alloc for Transit	Transit	41,520,000	45,430,000
	10034131	MS SFMTA POP GROWTH ALLOC SSD	FY20 Prop B Alloc for SSD	Sustainable Streets	13,840,000	15,140,000
<b>Municipal Transprtn Agncy Total</b>					<b>89,197,483</b>	<b>70,732,754</b>
<b>Police</b>	10009500	Hazmat Abatement	Hazmat Abatement	GF Continuing Authority Ctrl	26,741	28,078
	10009510	Pol Station Security Camera Up	PS Security Camera Upgrd	GF Continuing Authority Ctrl	125,000	250,000
	10020722	Var Loc-Misc Fac Maint Proj	Various Locations Fac Maint Pr	GF Continuing Authority Ctrl	139,178	146,137
	10030970	BBR SFPD Maint and Rpr	Lk Merced Acous Baffling Repair	GF Continuing Authority Ctrl	0	400,000
			Pol-eser2020 Pre-bond Planning	CP SF Capital Planning	1,500,000	0
			Range Truss Replacement	GF Continuing Authority Ctrl	1,000,000	0
<b>Police Total</b>					<b>2,790,919</b>	<b>824,215</b>
<b>Port</b>	10010831	PO Cargo Maint Dredging	Cargo Maint Dredging	Port Operating	8,180,400	5,868,920
	10011255	PO Pier Structure Rpr Prjt Ph	Pier Structure Rpr Prjt Ph II	Port Operating	0	661,501
	10011285	PO Pier 29 Substructure Repair	Design & Entitlements	Port Operating	0	220,500
	10011328	PO Crane Cove Park	Crane Cove Park - Mtc Grant	Port Operating	550,000	0
	10030093	PO Fire Protection Engineer	Fire Protection Engineer	Port Operating	25,311	0
	10030637	PO Dry Docking Of China Basin	Dry Docking Of China Basin Fl	Port Operating	0	398,033
	10032260	PO SF Shipyard Repair Project	Shipyard Operations	Port Operating	1,000,000	0
	10032988	PO Capital Proj Implement Team	Capital Proj Implement Team	Port Operating	1,254,542	1,304,724
	10032989	PO P90 Grain Silo Demolition	P90 Grain Silo demolition proj	Port Operating	1,050,000	0
	10033003	PO P31 New Fire Standpipe Sys	Pier 31 New Fire Standpipe Sys	Port Operating	676,522	0
	10033004	PO P40 North Guest Dock Kayak	Pier 40 North Guest Dock Kayak	Port-South Beach Harbor	310,000	310,000
	10033006	PO P50 ShedB Apron Part Repair	Pier 50 Shed B Apron Partial R	Port Operating	341,250	0
	10033007	PO P7.5 Sewer Re-route to St.	P7 5 Sewer Re-routing to Street	Port Operating	262,500	0
	10033008	PO Concrete Pile Repair Crew	Concrete Pile Repair Crew	Port Operating	2,294,825	2,386,618
	10033009	PO Wood Pile Repair Crew	Wood Pile Repair Crew	Port Operating	1,475,744	1,534,774
	10033010	Port wide Electr Safety Upgrd	Port wide Electr Safety Upgrd	Port Operating	1,155,000	2,249,100
	10033011	PO RH 2 HVAC Sys. Improvement	RH 2 HVAC System Improvement	Port Operating	0	253,575
	10033012	PO Roundhouse Enhance Proj	Roundhouse Enhancement Proj	Port Operating	525,000	1,315,283
	10033013	PO Pier 19.5 Roofing Project	Pier 19	Port Operating	0	486,721
<b>Port Total</b>					<b>19,101,094</b>	<b>16,989,749</b>
<b>Public Health</b>	10009223	HG Ucsf Research Facility	Ucsf Research Facility	SFGH-Operating Fund	250,000	250,000
	10009252	HL LHH Remodel Project	Lhh Remodel Project-Lhh Work	LHH-Operating Fund	550,000	0
	10016877	HG Misc Fac Maint Proj	Misc Fac Maint Proj	SFGH-Operating Fund	1,548,130	1,625,540
	10016878	HL Dph - Facilities Maintenanc	Dph - Facilities Maintenance (	LHH-Operating Fund	1,337,540	1,404,420
	10030937	HC Dph System Wide Security Im	Dph System Wide Security Impro	GF Continuing Authority Ctrl	100,000	100,000
	10030944	HG Bldg 1 Feasibility Studies	Hg Bldg 1 Feasibility Studies	SFGH-Operating Fund	100,000	100,000
	10030946	HG Sfgh Bldg 5 Kitchen Upgrade	Bldg 5 Kitchen Upgrade And Rem	SFGH-Operating Fund	0	500,000
	10030949	HG Sfgh Bldg 5 Switchgear Repl	Stgh Bldg 5 Switchgear Repl -	SFGH-Operating Fund	0	5,250,000
	10032407	HC WINDOW REPLACEMENT	HC WINDOW REPLACEMENT	GF Continuing Authority Ctrl	1,800,000	0
	10032721	HL LHH Kitchen Floor Repair	Kitchen Floor Repair	LHH-Operating Fund	1,275,000	0
	10032722	HL LHH Emergency Power	Emergency Power	LHH-Operating Fund	500,000	1,075,000
	10032737	HG Emergency Power	Reserve- Project	SFGH-Operating Fund	550,000	0
	10032738	HG EPO Reconfiguration	Reserve- Project	SFGH-Operating Fund	400,000	0
	10032775	HC Window Replacement CM SA SE	Reserve- Project	GF Continuing Authority Ctrl	250,000	250,000
	10033176	HA DPH Facilities Maintenance	101 Grove FM	GF Annual Authority Ctrl	75,045	78,797
			CBHS Facility	GF Annual Authority Ctrl	155,706	163,491
			PC Clinic FM	GF Annual Authority Ctrl	422,449	443,571
	10034589	HL Roof replacement-admin bdgs	Roof replacement-admin bdgs	LHH-Operating Fund	700,000	700,000
	10034591	HL Cooling Center	Cooling Center	LHH-Operating Fund	0	850,000
	10034592	HL Fuel Line Monitoring	Fuel Line Monitoring	LHH-Operating Fund	550,000	0
	10034617	HG Childcare Center	ZSFG Childcare Center	SFGH-Operating Fund	2,500,000	2,500,000
	10034953	DPH GO Bond Planning	DPH GO Bond Planning	CP SF Capital Planning	0	1,000,000
<b>Public Health Total</b>					<b>13,063,870</b>	<b>16,290,819</b>
<b>Public Library</b>	10009363	LB Capital Improvement Project	LB Capital Improvement Project	SR Library Fund - Continuing	2,416,857	831,164
		Main Seismic Joint Project	SR Library Fund - Continuing	2,000,000	0	
		Non-BLIP Branch Remodel	SR Library Fund - Continuing	1,706,358	0	
	10029842	PW 750 Brannan St Office Const	750 Brannan Leasehold Budget	SR Library Fund - Continuing	1,800,000	0
	10032878	LB-SFPL RFID PROJECT	SFPL RFID Project	SR Library Fund - Continuing	384,984	0
	10032976	LB-SFPL Cooling Tower Replace	Main Cooling Tower Replacement	SR Library Fund - Continuing	250,000	0
	10032977	LB-SFPL Exterior Lighting Proj	SFPL Main Exterior Lighting Pr	SR Library Fund - Continuing	2,000,000	0
	10032978	LB-SFPL Heat&Ventilatn Control	SFPL Main Heating&Ventilation	SR Library Fund - Continuing	250,000	0
	10032979	LB-Civ Ctr Campus Master Plan	Main&Support FAC Master Plan	SR Library Fund - Continuing	1,000,000	0
	10032983	LB-SFPL Water Leak Repair Proj	Branch Water Leak Repair	SR Library Fund - Continuing	800,000	0
	10034331	LB-SFPL Oceanview Capital Prj	SFPL Oceanview Branch Capital	SR Library Fund - Continuing	10,500,000	0

# CAPITAL PROJECTS

Department	Project Code	Project Title	Activity Title	Fund Title	2019-2020 Budget	2020-2021 Budget
Public Library	10034332	LB-SFPL AV Equipment Refresh	SFPL AV Equipment Refresh Proj	SR Library Fund - Continuing	505,000	0
	10034333	LB-SFPL Chinatown Renovation	SFPL Chinatown Branch Renovati	SR Library Fund - Continuing	7,400,000	20,000,000
<b>Public Library Total</b>					<b>31,013,199</b>	<b>20,831,164</b>
Public Utilities Commissn	10014244	Sf Electrical Reliability/Tran	Sf Electrical Reliability/Tran	Hetchy Capital Projects Fund	2,000,000	2,000,000
	10014854	Watershed Protection	Watershed Protection	SFWD-Operating Fund	500,000	500,000
	10015023	Landscape Conservation Program	Landscape Conservation Program	SFWD-Operating Fund	2,000,000	2,000,000
	10015046	Long Term Monitoring & Permit	Long Term Monitoring & Permit	SFWD-Operating Fund	11,201,000	11,201,000
	10016956	Hetchy Water - Facilities Main	Facilities Maint	Hetchy Operating Fund	2,617,000	2,617,000
	10016972	Awss Maintenance - Cdd	Awss Maintenance - Cdd	SFWD-Operating Fund	500,000	500,000
	10016976	Water Enterprise-Watershed Pro	Water Enterprise-Watershed Pro	SFWD-Operating Fund	1,196,000	1,196,000
	10025172	Wecc/Nerc Compliance	Wecc/Nerc Compliance	Hetchy Operating Fund	3,700,000	3,700,000
	10025175	Wecc/Nerc Transmission Line Cl	Wecc/Nerc Transmission Line Cl	Hetchy Operating Fund	200,000	200,000
	10025206	Water Resources Planning And D	Water Resources Planning/Budge	SFWD-Operating Fund	300,000	300,000
	10025207	Treasure Island - Maintenance	Treasure Island - Maintenance	Hetchy Operating Fund	3,643,000	3,643,000
			Treasure Island - Wastewater	SFWD-Operating Fund	1,311,000	1,311,000
	10025208	525 Golden Gate - O & M	525 Golden Gate - O & M	CWP-Operating Fund	1,251,760	1,251,760
				Hetchy Operating Fund	752,720	752,720
				SFWD-Operating Fund	4,050,000	4,050,000
	10025209	525 Golden Gate - Lease Paymen	525 Golden Gate - Lease Paymen	CWP-Operating Fund	2,424,000	2,424,000
				Hetchy Operating Fund	1,248,000	1,248,000
				SFWD-Operating Fund	9,169,000	9,169,000
	10025211	Retrofit Grant Program	Retrofit Grant Program	SFWD-Operating Fund	637,000	637,000
	10025762	Low Impact Development	Low Impact Development	CWP-Operating Fund	681,000	681,000
	10025785	Youth Employment & Environment	Youth Employment & Environ Bud	CWP-Operating Fund	697,000	697,000
				Hetchy Operating Fund	150,000	150,000
				SFWD-Operating Fund	1,290,000	1,290,000
<b>Public Utilities Commissn Total</b>					<b>52,908,480</b>	<b>52,908,480</b>
Recreation & Park Commsn	10013005	RP Downtown Park Fund	Downtown Park Fund	SR Downtown Park	2,261,048	0
	10013093	RP Open Space Acquisition	Os Acquisition-Budget	SR Open Space-Continuing	3,264,750	3,416,550
	10013099	RP ADA Compliance	Ada Compliance-Budget	GF Continuing Authority Ctrl	600,000	600,000
	10013123	RP Balboa Park Rec/Open Space	Balboa Park Rec And Open Space	SR Balboa Park Cl	38,000	0
	10013132	RP Civic Center Garage Elevato	KONE	CPRPF 2000 NEIG REC&PK S2001B	56,519	0
	10013144	RP GGP Cnsrvtry of Flwrs Rglaz	Ggp Conservatory Of Flowers Re	GF Continuing Authority Ctrl	(104,000)	0
	10013145	RP Open Space Contingency WORK	OS Contingency - Commission	SR Open Space-Continuing	489,713	512,483
			OS Contingency - Def Maint	SR Open Space-Continuing	979,425	1,024,965
			OS Contingency - Gen Undsgntd	SR Open Space-Continuing	489,713	512,483
	10013154	RP Open Sp Capital Prog Mgmt	Os Capital Program Mgmt-Budget	GF Continuing Authority Ctrl	0	1,200,000
				SR Open Space-Continuing	300,000	0
	10013171	RP GGP USTA Tennis Court	Budget	GF Continuing Authority Ctrl	900,000	0
				SR Open Space-Continuing	200,000	0
	10013173	RP Concession Maintenance	Concession Maintenance	GF Continuing Authority Ctrl	150,000	400,000
	10013183	RP COF Community Opprtnty Fnd	Community Opportunity Fund	CPRPF 08 CLN&SF NEIG PK S2008B	13,031	0
				CPRPF 08 CLN&SF NEIG PK S2010B	4,573	0
				CPRPF 08 CLN&SF NEIG PK S2010D	865	0
				CPRPF 08 CLN&SF NEIG PK S2012B	45,000	0
	10013254	RP Marina DBW Loan Reserve	Marina Dbw Loan Reserve	SR R&P-Marina Yacht Harbor	68,549	68,549
	10013259	RP MYH E Harbor Sediment Rmd	East Harbor Sediment Remediati	SR R&P-Marina Yacht Harbor	1,817,590	1,817,590
	10013262	RP Central Waterfront Rec & OS	Central Waterfront	SR Eastern Neighborhood Cl	2,256,000	0
	10013268	RP Mission Rec Center	Mission Rec Center - Budget	SR Eastern Neighborhood Cl	0	1,800,000
	10013274	RP Erosion Cntrl/Rtaining Wall	Erosion Control & Retaining Wa	GF Continuing Authority Ctrl	525,000	525,000
	10013280	RP Forestry	Forestry	GF Continuing Authority Ctrl	1,000,000	1,000,000
	10013283	RP Field Rehabilitation	Field Rehabilitation-Budget	GF Continuing Authority Ctrl	525,000	525,000
	10013288	RP Open Space Commnty Gardens	Os Community Gardens-Budget	SR Open Space-Continuing	275,000	275,000
	10013292	RP Gaetways/Borders/Bollards	Gateways/Borders/Bollards/Fenci	GF Continuing Authority Ctrl	270,000	270,000
	10013296	RP General Facility Renewal	General Facility Renewal Budge	GF Continuing Authority Ctrl	300,000	800,000
	10013347	RP Golf Capital	Golf Program	SR Golf Fund -Continuing	374,486	374,486
	10013358	RP Ina Coolbrith Path Repairs	Ina Coolbrith Path Repairs	GF Continuing Authority Ctrl	(25,000)	0
	10013359	RP Irrigation Systems	Irrigation Systems	GF Continuing Authority Ctrl	500,000	500,000
	10013373	RP Camp Mather Capital Renewal	Camp Mather Facility Renewal B	GF Continuing Authority Ctrl	737,500	737,500
	10013410	RP COF Bayview Playground	1272P-Reserve	GF Continuing Authority Ctrl	2,650,000	0
				SR Open Space-Continuing	200,000	0
	10013433	RP 2012 NP Contingency Master	Np Contingency	CPRPF 12 CLN&SF NEIG PK S2013A	135,000	0
				CPRPF 12 CLN&SF NEIG PK S2016B	366,488	0
	10013442	RP 2012 Citywide Prks/Programs	Citywide Parks & Programs	CPRPF 12 CLN&SF NEIG PK S2016B	153,512	0
				CPRPF 12 CLN&SF NEIG PK S2018A	907,126	0
	10013588	RP Paving	Paving	GF Continuing Authority Ctrl	500,000	500,000
	10013593	RP Playing Fields Replacement	Playing Fields Replacement	GF Continuing Authority Ctrl	1,500,000	2,100,000
	10013615	RP Parking Revenue Cntrl Equip	Parking-Rev Contrl Equip-Hold	GF Continuing Authority Ctrl	750,000	500,000
	10013617	RP Pump Replacement Project	Pump Replacement Project-Budge	GF Continuing Authority Ctrl	500,000	500,000
	10013653	RP Emergency Repairs	Emergency Repairs Budget	GF Continuing Authority Ctrl	500,000	500,000
	10013659	RP Court Resurfacing	Court Resurfacing	GF Continuing Authority Ctrl	700,000	700,000
	10013668	RP Security & Lighting Systems	Security And Lighting System-B	GF Continuing Authority Ctrl	300,000	300,000
	10013675	RP Signage & Information Sys	Signage & Information System-B	GF Continuing Authority Ctrl	250,000	250,000
	10013695	RP Walter Haas Park	Walter Haas	GF Continuing Authority Ctrl	(162,000)	0

# CAPITAL PROJECTS

Department	Project Code	Project Title	Activity Title	Fund Title	2019-2020 Budget	2020-2021 Budget
Recreation & Park Commns	10016942	RP General Facilities Maintena	General Facilities Maint-Budge	GF Annual Authority Ctrl	385,000	535,000
	10016944	RP Mather Facilities Maint	Mather Facilities Maint-Budget	GF Annual Authority Ctrl	262,500	262,500
	10016948	RP Marina YH Facilities Maint	Myh-Facilities Maintenance-Bud	SR R&P-Marina Yacht Harbor	338,000	338,000
	10024391	RP M Dolores Playground Resve	Mission Dolores Pg Fac Maint R	GF Continuing Authority Ctrl	15,000	15,000
	10027635	RP India Basin Remediation	Budget	GF Continuing Authority Ctrl	0	100,000
	10031043	RP Telegraph Hill Stabilizatio	3300v-reserve	GF Continuing Authority Ctrl	(709,000)	0
	10031044	RP Yacht Harbor-dredging	Marina Dredging	SR R&P-Marina Yacht Harbor	200,000	0
	10031220	RP Floor Resurfacing Project	Floor Resurfacing Project	GF Continuing Authority Ctrl	100,000	100,000
	10032365	RP Jose Coronado Playground	Budget	SR Eastern Neighborhood Cl	170,000	336,000
	10032367	RP GGP Middle Lake	Budget	GF Continuing Authority Ctrl	750,000	350,000
	10032368	RP GGP West End	Budget	GF Continuing Authority Ctrl	0	1,000,000
	10032369	RP Civic Center Pg Maint Fund	Budget	GF Continuing Authority Ctrl	15,000	15,000
	10032970	RP Sharp Park Seawall	Budget	SR Open Space-Continuing	200,000	0
	10032971	RP Alarm Maintenance	Budget	GF Continuing Authority Ctrl	200,000	200,000
	10032972	RP Playground Maintenance	Budget	GF Continuing Authority Ctrl	700,000	700,000
	10032973	RP HUB Open Space Improvements	Budget	SR Market & Octavia Cl	498,810	0
	10032996	RP Margaret Hayward 2012 Bond	PW Margaret Hayward	CP R&P Capital Impvt-Oth	650,000	0
	10033273	RP 2020 Bond Planning	Reserve	CP SF Capital Planning	2,000,000	450,000
	10033303	RP Fencing	Fencing	GF Continuing Authority Ctrl	165,000	165,000
	10034463	RP GGP Pagoda	Budget	GF Continuing Authority Ctrl	550,000	1,150,000
	10034876	RP Shoreview Park	CNRA Urban Greening Grant	CP R&P Capital Impvt-Sta	625,108	0
	10034877	RP COF Lake Merced N Lake Dock	CADBW Grant	CP R&P Capital Impvt-Sta	225,000	0
<b>Recreation &amp; Park Commns Total</b>					<b>34,903,306</b>	<b>27,426,106</b>
Sheriff	10013784	Interior Finish Repair	Cj 5 Interior	GF Continuing Authority Ctrl	100,000	100,000
	10013792	SH Repair Of Roof On Jail Faci	County Jail	GF Continuing Authority Ctrl	400,000	400,000
	10013797	Roads & Urban Forestry	Cj 5 Road Maintenance	GF Continuing Authority Ctrl	100,000	100,000
	10016951	Shf - Facilities Maintenance	Shf - Facilities Maintenance	GF Annual Authority Ctrl	469,185	492,644
			Shf - Jail Maintenance - Hoj	GF Annual Authority Ctrl	153,154	160,812
	10033360	CJ# 2 kitchen Repair	CJ2 Equipment Replacement	GF Continuing Authority Ctrl	1,723,512	0
	10034776	425 7th St Lobby Improvement	425 7th St Lobby Improvement	GF Annual Authority Ctrl	0	200,000
	10034777	HVAC Duct Cleaning	HVAC Duct Cleaning (425 7th st	GF Annual Authority Ctrl	0	400,000
	10034778	CJ2 Shower Replacements	CJ2 Shower Replacements	GF Annual Authority Ctrl	0	400,000
	10034779	CJ2 Water Heater Conversion	CJ#2 Water Heaters	GF Annual Authority Ctrl	0	980,000
	10034780	CJ2 Laundry Improvement	CJ2 Laundry Room	GF Annual Authority Ctrl	0	990,000
<b>Sheriff Total</b>					<b>2,945,851</b>	<b>4,223,456</b>
War Memorial	10015495	War Memorial - Davies Sympy El	Ds Elevator Refurbishment	SR WAR Cont Authority Ctrl	400,000	0
	10016982	War - Facility Maintenance	War - Facility Maintenance	SR WAR - Annual Authority Ctrl	426,315	552,631
	10031059	WM Oh Mansard Roof	Mansard Roof Replacement	SR WAR Cont Authority Ctrl	0	4,200,000
	10033355	OH Rehearsal Room Floor	General Planning	SR WAR Cont Authority Ctrl	250,000	0
<b>War Memorial Total</b>					<b>1,076,315</b>	<b>4,752,631</b>
GSA - Technology	10033388	DT Fiber to Public Housing	Fiber to Public Housing	GF Continuing Authority Ctrl	1,800,000	600,000
	10033389	DT VOIP Facilities Remediation	VoIP Facilities Remediation	GF Continuing Authority Ctrl	400,000	400,000
	10034503	Fiber Backbone	Fiber Backbone	GF Continuing Authority Ctrl	328,023	247,176
	10034504	Utility Pole Replacement	Utility Pole Replacement	GF Continuing Authority Ctrl	332,500	332,500
<b>GSA - Technology Total</b>					<b>2,860,523</b>	<b>1,579,676</b>
<b>Capital Projects Total</b>					<b>460,632,859</b>	<b>345,829,434</b>

# IT Projects

BY  
VIEW



< PREVIOUS PAGE: BAYVIEW OPERA HOUSE  
RUTH WILLIAMS MEMORIAL THEATRE  
*Photograph by Dennis Anderson*

# 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, and utilize data to better inform leaders and policymakers. The City plans, funds, and coordinates IT projects through the Committee on Information Technology (COIT). COIT is responsible for advising the Mayor and Board of Supervisors (Board) on technology matters and setting overall technology direction for the City.

Every other year, COIT publishes the City's Information and Communication Technology Plan (ICT Plan) to proactively plan, fund, and implement the City's technology efforts to align with the Mayor's goals on equity and government accountability. The ICT Plan for Fiscal Years (FY) 2019-20 through 2023-24 was proposed by the Mayor and adopted by the Board in the spring of 2019.

## ICT PLAN

The adopted Five-Year ICT Plan presents a vision of a responsive and transparent digital city with easy-to-use and accessible services for every resident, visitor, business, and employee.

This vision builds on the progress made since COIT developed the first ICT Plan and envisioned how the City will proactively plan for and invest in technology. The Plan outlines a path to coordinate technology investments and improve city services.

The Plan identifies four strategic IT goals:

- Support and maintain critical infrastructure
- Prepare and protect city systems
- Make city operations more efficient and effective
- Improve the customer service experience

## **Five-Year Recommendations for Technology**

As part of the ICT Plan, COIT recommends the following actions be pursued:

1. Due to increasing need for technology resources, COIT recommends increasing the Major IT Allocation and Annual Project Allocation by 10 percent annually.
2. Expand the IT Refresh Fund to meet demand and conduct an analysis on appropriate funding levels needed to support existing technologies.
3. All Major IT Projects should have a project steering committee with a defined charter, multiple stakeholder engagement, and independent verification and validation to ensure project timelines are met and funding is spent appropriately.
4. Formalize authority and governance for citywide cyber incident response and develop a formal cyber incident working group composed of cybersecurity professionals for on-going information sharing and incident preparation.
5. All city services should be digital by design and minimize paper requirements. To support the acceleration of digital service redesign and centralization of all city services on the City website, COIT recommends that all departments conduct an inventory of all services provided to residents, businesses, and visitors.
6. To modernize government services and support disaster resiliency, COIT recommends that San Francisco initiate a citywide effort to remove all paper processes and minimize storage costs where possible.

## **FY 2019-20 and FY 2020-21 Proposed ICT Budget**

COIT recommends strategic investments in technology projects citywide through two funding streams:

- Major IT Projects, which are designed to fund large, complex, often multi-year projects to replace major legacy systems that represent a significant financial investment.
- Annual Projects, which are designed to fund smaller-scale projects.

## **Major IT Projects**

The FY 2019-20 and FY 2020-21 Mayor's proposed budget provides \$46.0 million in funding for the COIT Major IT Projects Allocation. This represents record funding levels for the replacement of several critical legacy systems. The following projects have been identified as Major IT Projects:

1. Public Safety and Public Service Radio Replacement  
The Public Safety and 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. Cut-over to the new system will begin in fall of 2019.
2. Replacement of the Property Assessment and Tax System  
The Assessor, Treasurer-Tax Collector, and Controller are replacing the property tax system in order to better support document capture, reporting, storage maintenance, conversion migration services, and management.
3. 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. Cut-over to the new system is planned for fall of 2019.
4. Computer Aided Dispatch (CAD) Replacement  
The City's CAD system is a tool for tracking field personnel of the City's police, fire, sheriff and other public safety agencies. The current system was purchased in 2001 and is at end-of-life. Cut-over for the new system is planned to go-live in 2023.
5. City Telecom Modernization  
Phone systems across the City are relying on aging technology and require replacement. The City will convert more than 35,000 phones lines from more than 100 telephone systems to VoIP.

## **Annual Projects**

The Mayor's proposed budget provides \$24.4 million for the COIT Annual Projects Allocation over the two years. This funding supports smaller-scale ICT infrastructure and service projects. Below are a few highlighted projects:

### 1. Network Modernization

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.

### 2. JUSTIS and Mainframe Retirement

The San Francisco Superior Court is moving from the mainframe Court Management System to Thomson Reuters CTRAK case management system for criminal cases. To continue essential criminal justice operations, the City must remove dependencies on the mainframe and replicate functionality within the JUSTIS Hub.

### 3. SF Cloud Expansion

The City 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. In the next year, the City will optimize data center space and on-premise cloud infrastructure, and investigate the adoption of a public cloud provider.

### 4. Hiring Modernization

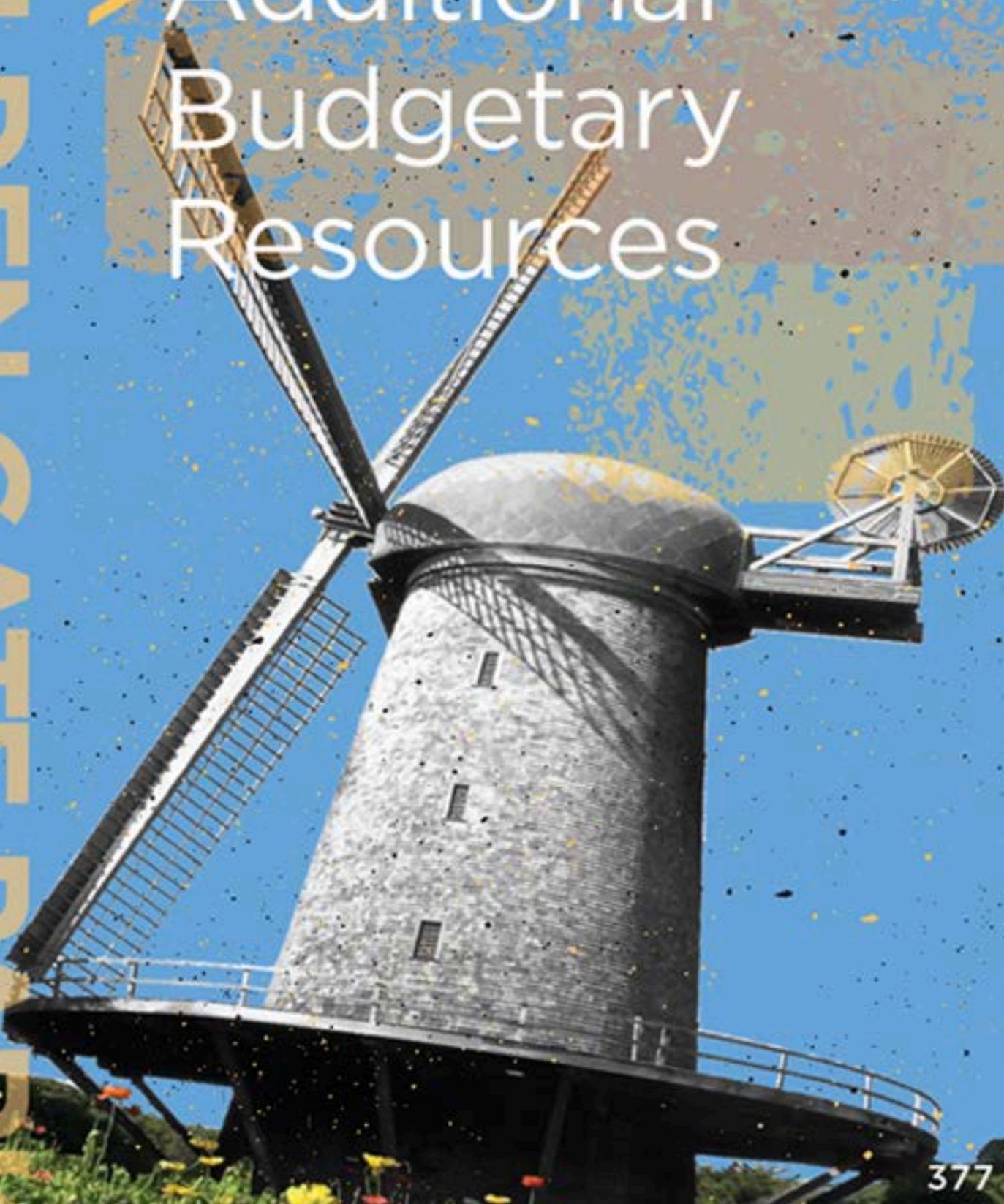
The Department of Human Resources is modernizing its hiring practices by using an integrated and modular approach to acquiring a new applicant tracking system. Through this project, the City will build intuitive, user-friendly tools that help candidates find the right opportunities in government, and help managers and HR professionals hire the right talent while staying true to the merit-based system.

### 5. Citywide Web Redesign

Following COIT's adoption of the City's Digital Services Strategy, the Digital Services Team is redesigning the City's main website, sf.gov. The project will develop more online services, making it easier for residents to access city services and easier for staff to support.



> Additional  
Budgetary  
Resources





# Additional Budgetary Resources

The Mayor's proposed Fiscal Years (FY) 2019-20 and 2020-21 budget for the City and County of San Francisco (the City), published on May 31, 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 2019-20 and FY 2020-21**

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 2019-20 and FY 2020-21**

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, 2018 is currently available. The FY 2018-19 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](http://www.sfgov.org)) and at the following City Hall locations:

## **Mayor's Office of Public Policy and Finance**

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

[sfmayor.org/budget](http://sfmayor.org/budget)

## **Controller's Office**

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

[sfcontroller.org](http://sfcontroller.org)

## **Clerk of The Board of Supervisors**

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

[sfbos.org](http://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](http://sfgov.org/scorecards)

## **SF Open Book**

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

[openbook.sfgov.org](http://openbook.sfgov.org)

## **SF Open Data**

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

[data.sfgov.org](http://data.sfgov.org)

# Commonly Used Terms

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

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

## **MEMORANDUM OF UNDERSTANDING (MOU)**

– A binding agreement between two parties.

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

## **RAINY DAY CITY AND SCHOOL RESERVES**

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

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

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

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

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

**SURPLUS** – An excess of revenue over expenditures.

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

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