

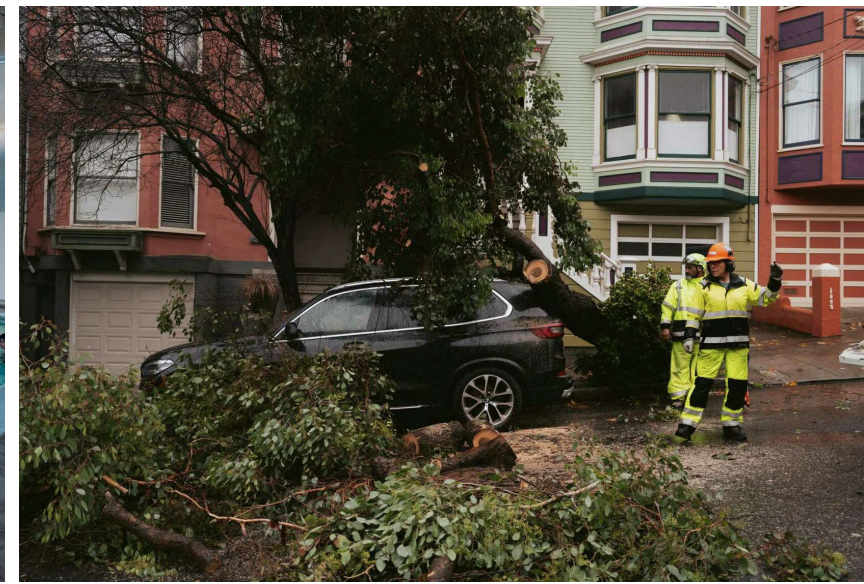
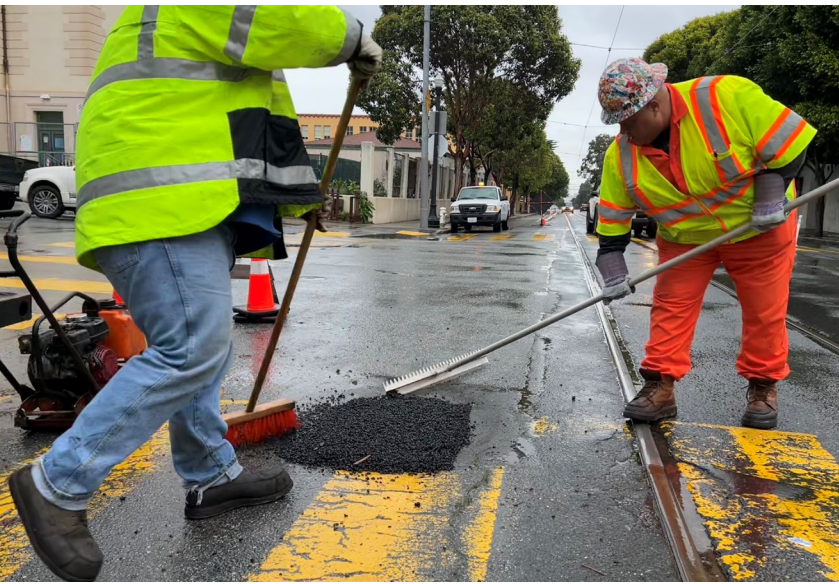


SAN FRANCISCO PUBLIC WORKS

# FY 2023-24 & FY 2024-25 Budget Overview

JANUARY 20, 2023

Devin Macaulay, Budget Manager



**FY 2022-2023  
Adopted Budget:  
\$450.95 Million**



# 7 Bureaus



Building Design  
and Construction



Infrastructure Design  
and Construction



Street-Use and  
Mapping



Building and  
Street Repair



Urban Forestry

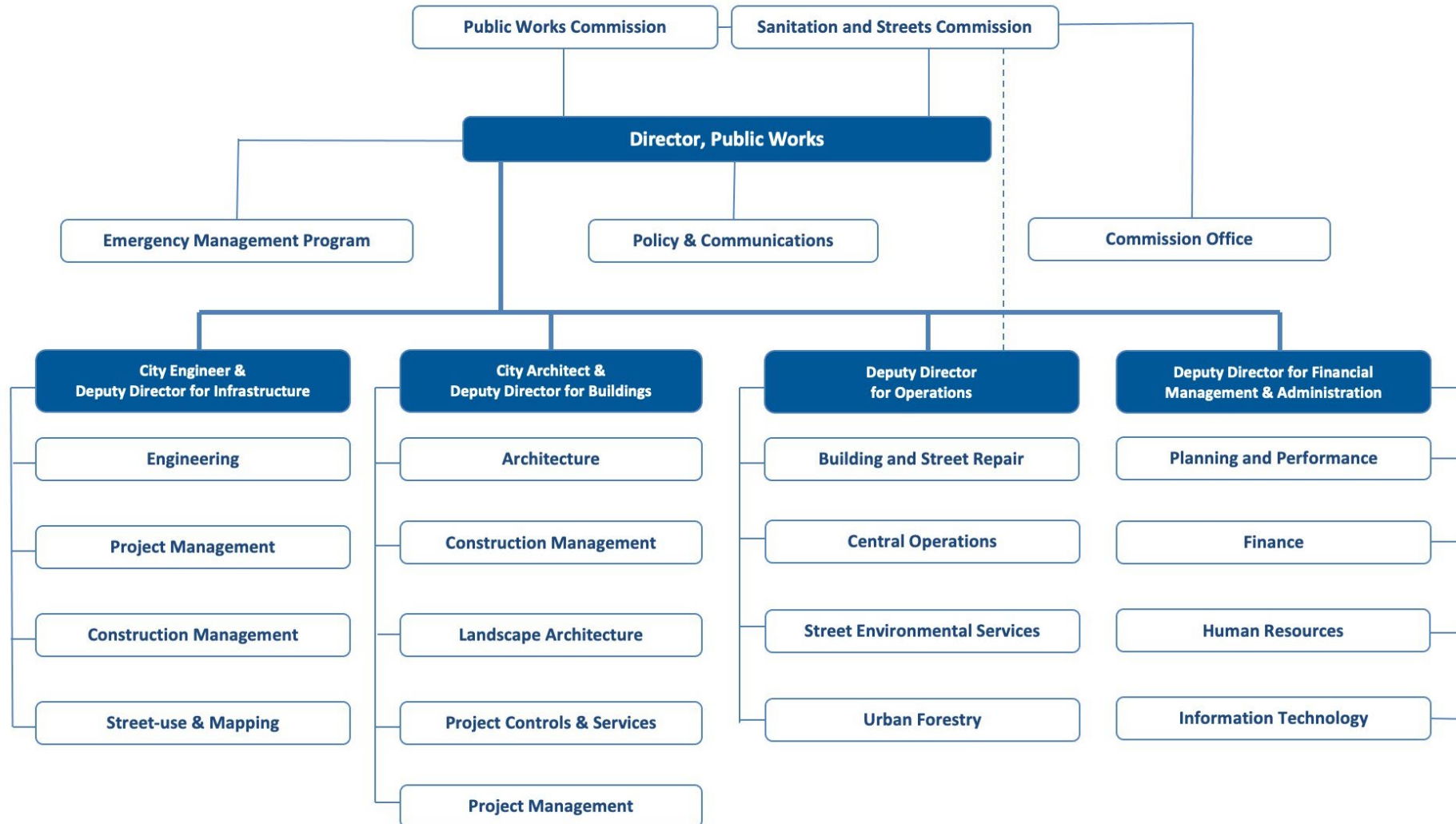


Street Environmental  
Services



General  
Administration

# Organizational Structure



# Public Works by the Numbers

Statistics measured by FY 2021-22 performance metrics



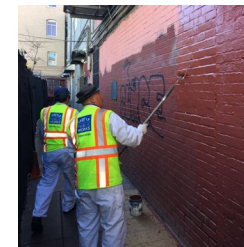
**1,078**

Curb Ramps  
Constructed



**158,535**

Street Cleaning  
Service Requests



**43,037**

Graffiti Service  
Requests



**504**

Blocks  
Paved



**9,139**

Potholes  
Filled



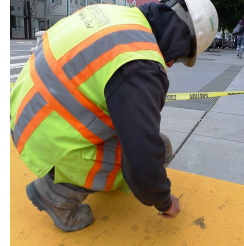
**1,320**

Trees  
Planted



**10,424**

Trees  
Maintained



**2,654**

Building  
Service Requests

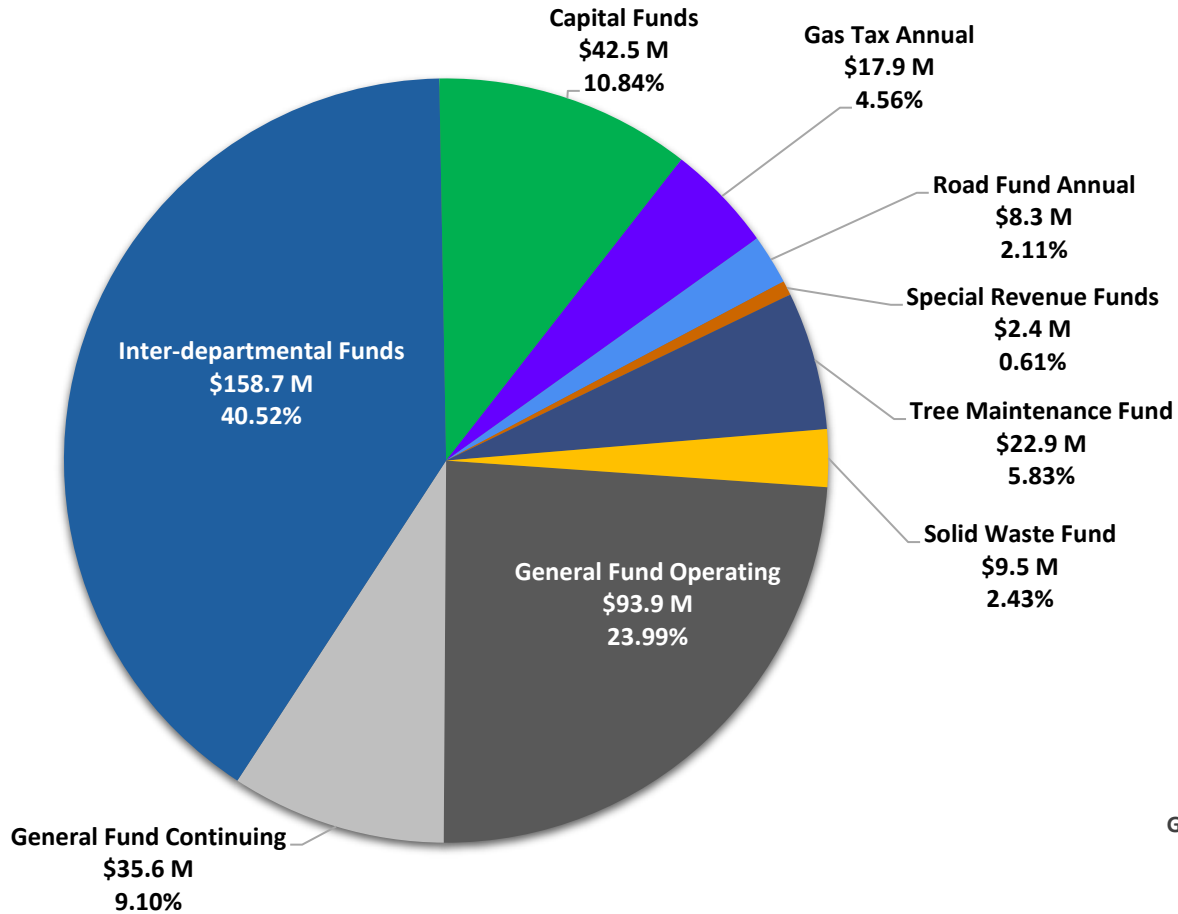


**163,041**

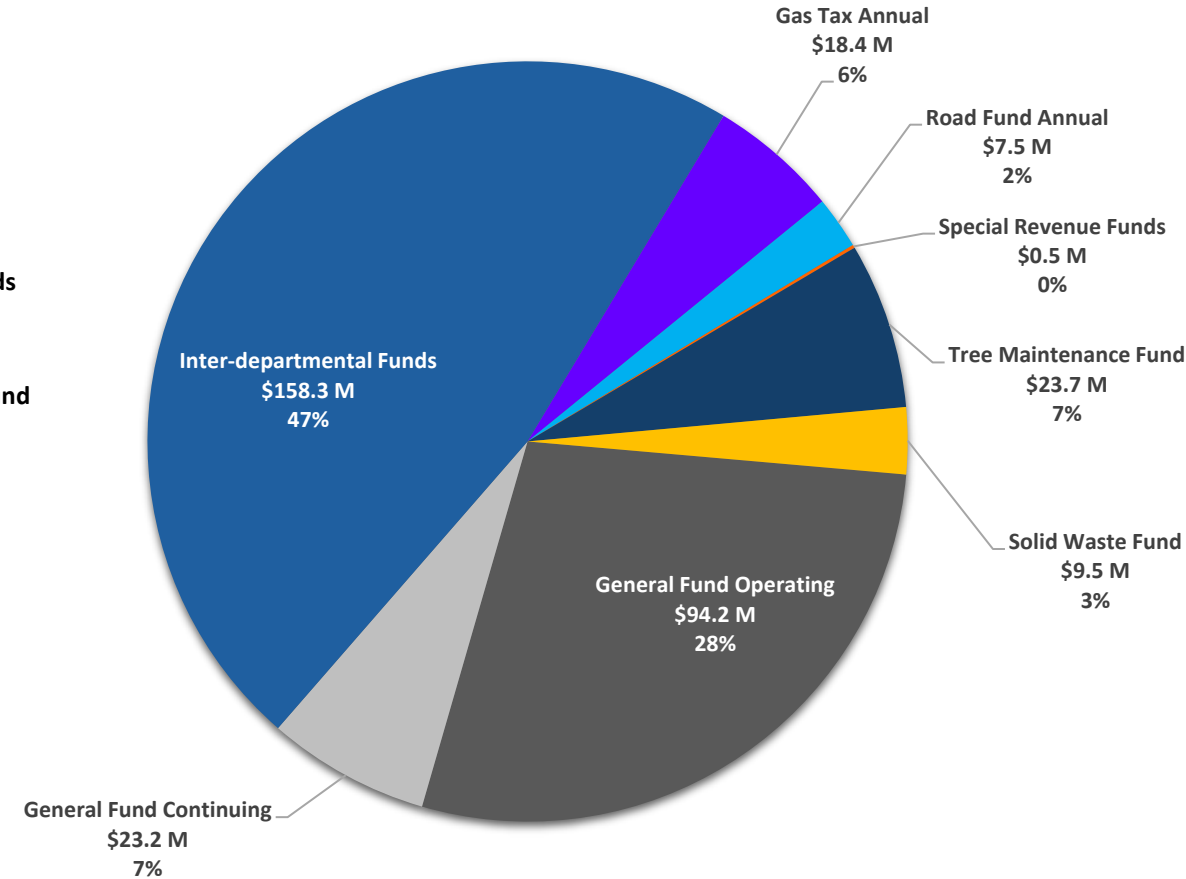
Miles Swept by  
Mechanical Sweeper

# Department Sources\*

**FY 2023-24 All Funds Total: \$391.6 M**



**FY 2024-25 All Funds Total: \$335.2 M\*\***

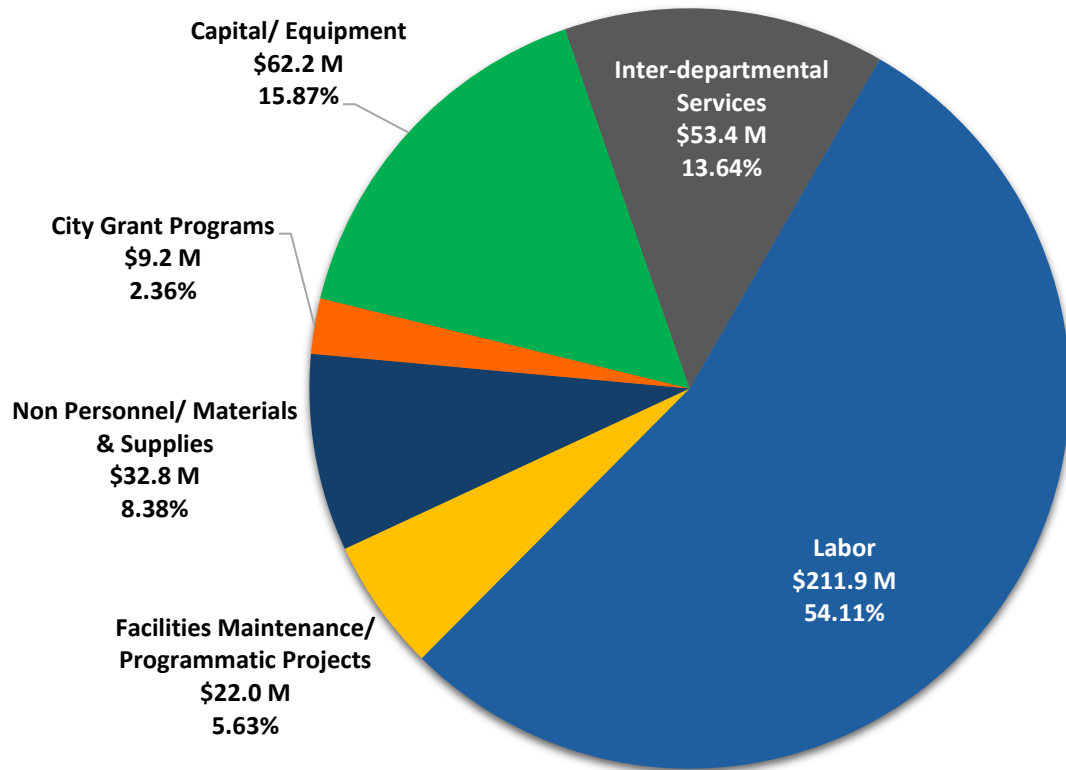


\*All budget amounts are subject to updates and revisions pending February 21, 2023 Department Budget Submission

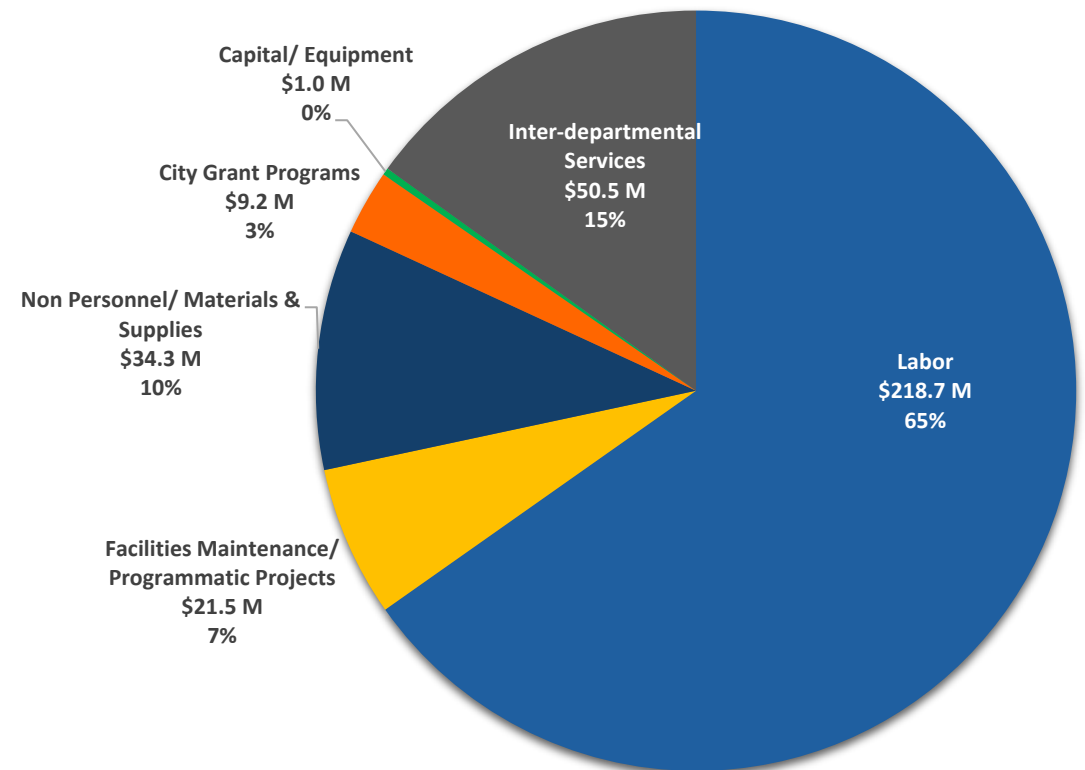
\*\*FY 2024-25 Capital/Equipment budget not included in the department's proposed budget

# Department Uses\*

FY 2023-24 All Funds Total: \$391.6 M



FY 2024-25 All Funds Total: \$335.2 M\*\*

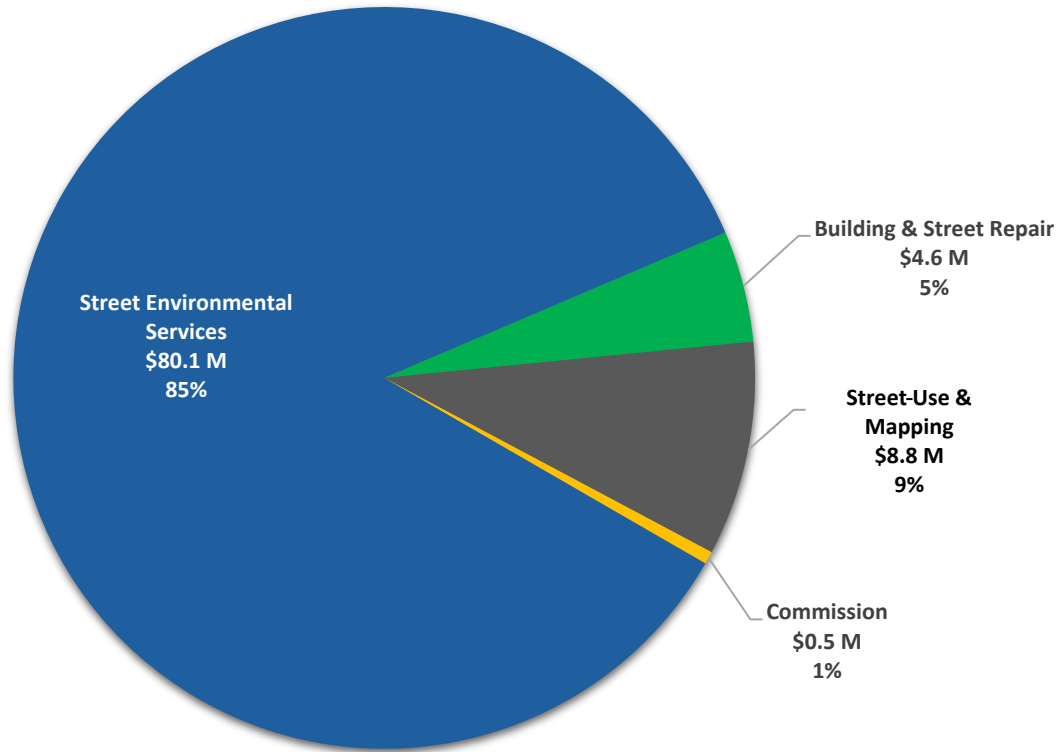


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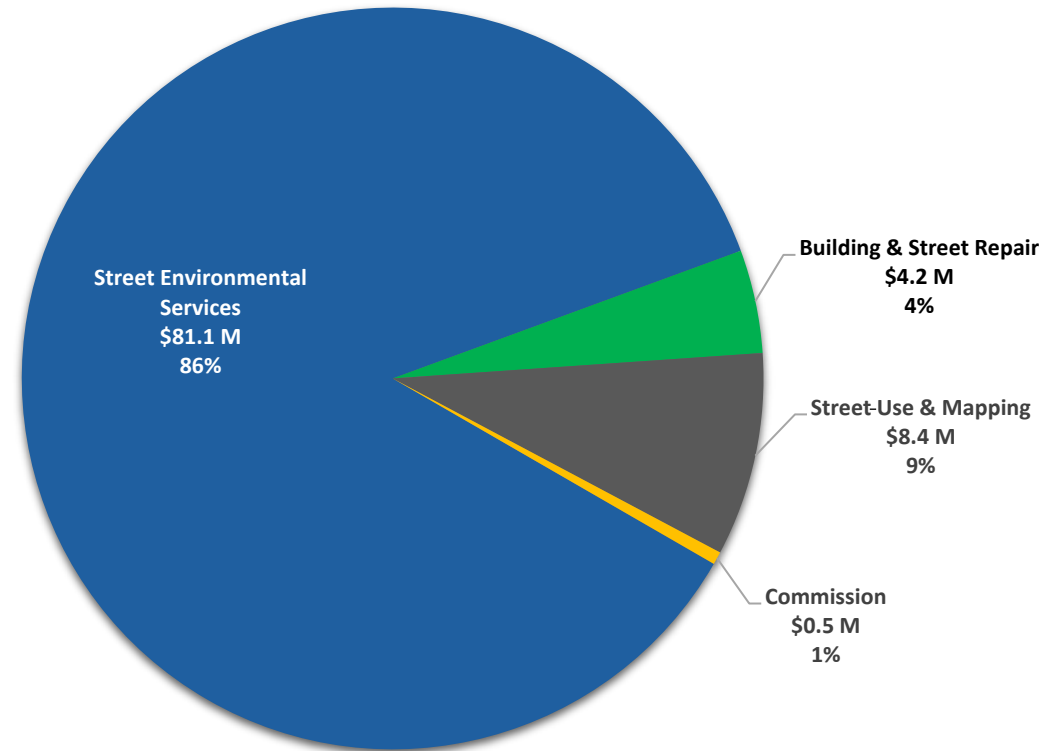
\*\*FY 2024-25 Capital/Equipment budget not included in the department's proposed budget

# General Fund Operating Uses by Divisions and Bureaus \*

FY 2023-24 General Fund Total: \$93.9 M



FY 2024-25 General Fund Total: \$94.2 M\*\*



\*All budget amounts are subject to updates and revisions pending February 21, 2023 Department Budget Submission

\*\*FY 2024-25 Capital/Equipment budget not included in the department's proposed budget



# Budget Snapshot by Divisions and Bureaus – All Funds\*

Division/Bureau ( <i>\$ in Millions</i> )	Budget	Budget	% Change	Budget	% Change
	FY 2022-23	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
Building Design and Construction	\$ 29.65	\$ 32.34	9.1%	\$ 31.37	-3.0%
Infrastructure Design and Construction	\$ 145.48	\$ 108.07	-25.7%	\$ 55.71	-48.5%
Street-Use and Mapping	\$ 32.65	\$ 32.03	-1.9%	\$ 28.56	-10.8%
Building & Street Repair	\$ 52.12	\$ 53.68	3.0%	\$ 51.10	-4.8%
Urban Forestry	\$ 51.16	\$ 48.90	-4.4%	\$ 49.50	1.2%
Street Environmental Services	\$ 112.60	\$ 112.51	-0.1%	\$ 111.42	-1.0%
Commission	\$ 0.85	\$ 0.52	-39.3%	\$ 0.53	2.0%
General Administration**	\$ 26.44	\$ 3.59	-86.4%	\$ 7.05	96.5%
<b>Total Budget</b>	<b>\$ 450.95</b>	<b>\$ 391.63</b>	<b>-13.2%</b>	<b>\$ 335.23</b>	<b>-14.4%</b>

\*\* The General Administration budget of \$70.20 M in FY 2023-24 and \$72.43 M in FY 2024-25 is allocated to divisions through the indirect cost recovery plan

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# Full-Time Equivalent Positions (FTE) by Divisions and Bureaus - All Funds\*

Division/Bureau	FY 2022-23			FY 2023-24				FY 2024-25			
	Operating Positions	Project Positions	Total Positions	Operating Positions	Project Positions	Total Positions	Change	Operating Positions	Project Positions	Total Positions	Change
Building Design and Construction	37.00	239.95	276.95	37.00	241.00	278.00	1.05	37.00	241.00	278.00	-
Infrastructure Design and Construction	38.00	346.79	384.79	38.00	347.00	385.00	0.21	38.00	347.00	385.00	-
Street-use and Mapping	112.32	6.00	118.32	114.00	6.00	120.00	1.68	114.00	6.00	120.00	-
Building & Street Repair	205.00	6.00	211.00	204.00	6.00	210.00	(1.00)	204.00	6.00	210.00	-
Urban Forestry	190.25	8.25	198.50	190.00	11.00	201.00	2.50	190.00	11.00	201.00	-
Street Environmental Services	322.25	26.00	348.25	324.50	26.00	350.50	2.25	324.50	26.00	350.50	-
Commissions	13.70	-	13.70	12.00	-	12.00	(1.70)	12.00	-	12.00	-
General Administration	203.50	5.00	208.50	208.50	5.00	213.50	5.00	208.50	5.00	213.50	-
<b>Grand Total</b>	<b>1,122.02</b>	<b>637.99</b>	<b>1,760.01</b>	<b>1,128.00</b>	<b>642.00</b>	<b>1,770.00</b>	<b>9.99</b>	<b>1,128.00</b>	<b>642.00</b>	<b>1,770.00</b>	<b>-</b>

\*All budget amounts are subject to updates and revisions pending February 21, 2023 Department Budget Submission



# Indirect Cost Plan Components

For Public Works, there are three components of the Indirect Cost Plan

## PAID TIME OFF (PTO)

**Accrues the cost of paid time off as it is earned and is set aside for current and future use**

- The budget for projected time off for all Public Works employees is moved annually from their division/bureau into the paid time off fund
- All employee costs related to paid time off are posted in the PTO Fund
- Costs are allocated to all funding sources

## BUREAU OVERHEAD (INDIRECT)

**This is the budget for bureau-level indirect costs. As direct employees work, the indirect costs are assessed**

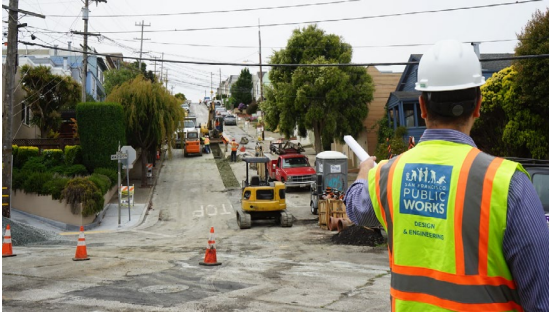
- Management positions
- Rent and facilities costs
- Materials/supplies
- Copier rentals
- Other equipment
- Work orders

## DEPARTMENT OVERHEAD (INDIRECT)

**This is the budget for department-level indirect costs. As direct employees work, the indirect costs are assessed**

- Director's Office
- Communications & Public Affairs
- All Deputy Directors
- Fleet, Storeroom
- Finance (Budget & Accounting)
- Contract Administration
- Human Resources
- Materials Procurement
- Information Technology
- Performance Management
- Materials/supplies
- Office rent (49SVN)
- Other work orders (City Attorney, Controller's Internal Audits, Financial System)

# Proposed Major Capital Programs



## Street Resurfacing / Paving Program

- On track to resurface FY22-23 goal of 500 blocks
- Current citywide Pavement Condition Index score is 74, highest among large Bay Area cities
- FY 2023-24 goal is to resurface 500 blocks with proposed funding support of \$33.5M in General Fund and an existing \$42.1M from capital sources



## Curb Ramp Program

- \$4.2M in General Fund for over 100 curb ramp repair and expansion projects
- Proposed funding \$2.5M in General Fund support in FY 2023-24 for curb ramps with sub-sidewalk basements



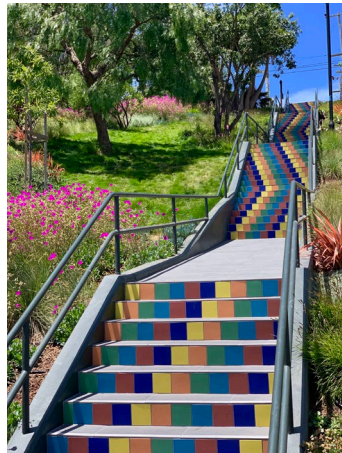
## Right-of-Way Renewal

- General Fund allocations of \$3.0M for pothole repairs, \$5.0M for sidewalk repair, and \$3.3M for street structures and \$0.5M plaza inspection and repair

## Other Project Proposals

- \$2.4M for Sunset Boulevard recycled water project
- \$2.0M for street tree planting and establishment in equity priority neighborhoods
- \$0.7M for Innes Avenue catchment fence
- \$0.6M for Vermont Street guardrail repair

# Tentative General Fund Operating Budget Reduction Plan



Target Reduction	FY 2023-24	FY 2024-25
Revenue Increase	(\$1.3)M	(\$0.1)M
Expenditure Decrease	\$4.9M	\$5.8M
<b>Target Achieved</b>	<b>\$3.6M</b>	<b>\$5.7M</b>

- Revenue decreases primarily due to reduced street space demand and other revenues reductions
- Expenditure decreases primarily due to a reduction in general administration and non-profit expenditure
- No planned layoffs and expedited hiring of critical positions
- No anticipated service reductions

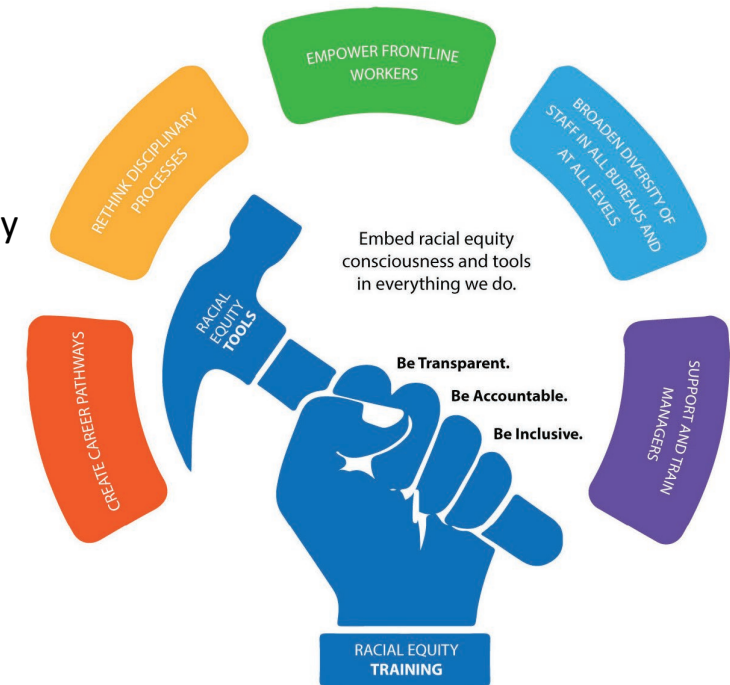
# Preliminary Department Initiatives and Enhancements

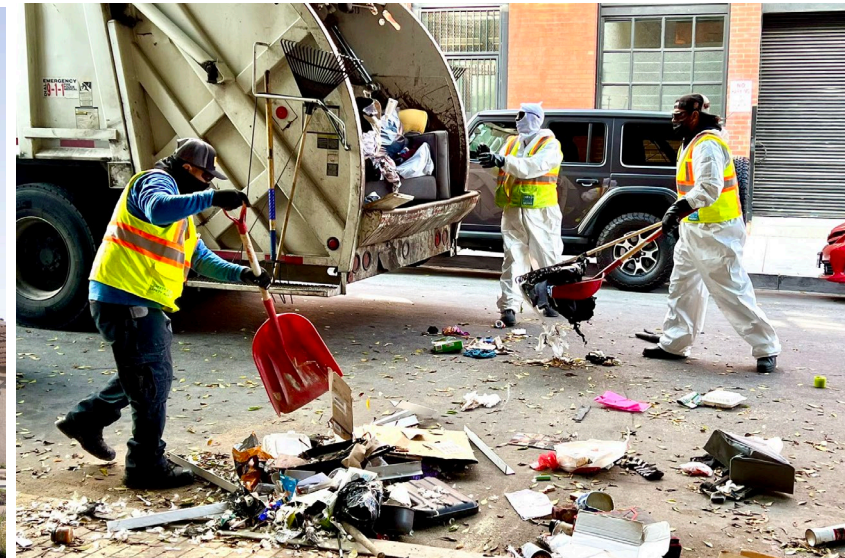
Initiative	Initiative Description	FY 2023-24 Budget	FY 2024-25 Budget
Mechanical Street Cleaning Expansion	Additional funding is to expand Public Works' regular cleaning mechanical street sweeping operations	\$ 10.2M	\$ 6.3M
Private Graffiti Expansion	Expanded enforcement and removal of graffiti on private property in high-impact neighborhoods	\$ 3.3M	\$ 2.6M
Green Waste Composting Site	Development of a green waste site for processing and composting	\$ 1.3M	\$ 0.4M
Moscone Center Cleaning Expansion	Additional staff for expanded regular cleaning operations in the Moscone Center area surrounding SoMa neighborhood	\$ 0.7M	\$ 0.3M
Expedited Mapping Review and Approval Improvement	Funding for additional mapping review and approval	\$ 0.9M	\$ 0.5M
BSM Front Counter Support	Staff dedicated to improving the customer experience at the Public Works permit center	\$ 0.3M	\$ 0.4M
Contractor Performance Database Management	Staff to support the implementation and monitoring of a construction contractor performance database as recommended by Civil Grand Jury	\$ 0.2M	\$ 0.2M
<b>Grand Total</b>		<b>\$ 16.9M</b>	<b>\$ 10.7M</b>



# Racial Equity Initiative

- Guided by priorities that emerged from data and research across the department:
  - Create career pathways
  - Rethink disciplinary processes
  - Empower frontline workers
  - Broaden diversity of staff
  - Support and train managers
- Vision: Organizational infrastructure is in place to ensure the continued sustainability of the Racial Equity Initiative.
- Goals to achieve this vision:
  - Engage racial equity organizational change subject matter experts
  - Broaden and build leadership
  - Embed racial equity into policies and procedures
  - Keep the racial equity conversation going





# Public Comment

## FY 2023-24 & FY 2024-25 Budget Overview