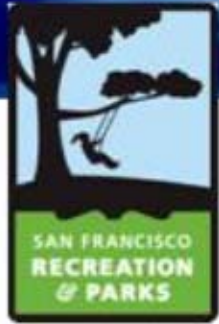


# Recreation and Park Department

Community Budget  
Presentation

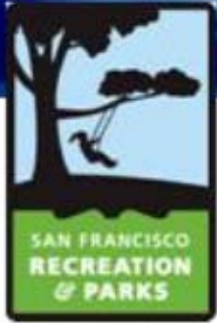
January 25<sup>th</sup> and 26<sup>th</sup>

February 1<sup>st</sup> and 3<sup>rd</sup>



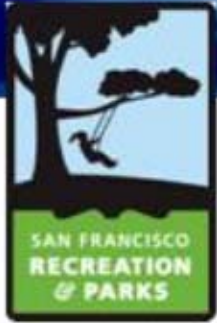
# Agenda for Tonight's Meeting

- 6:00 - 6:15 Welcome,  
Phil Ginsburg, General Manager
- 6:15 - 7:00 Budget Presentation,  
Katie Petrucione, CFO
- 7:00 - 7:15 Questions About the Presentation
- 7:15 - 7:30 Revenue Generation Ideas from the Public
- 7:30 - 7:45 Ideas on Possible Budget Reductions
- 7:45 - 8:00 General Comments and Questions



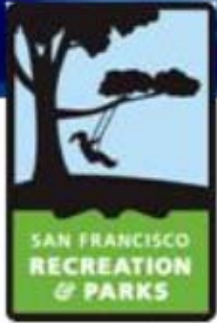
# Agenda for Presentation

- Introduction
- Challenges and Opportunities for '10 - '11
- Overview of RPD's Budget
- Preliminary '10 - '11 Budget Solutions
- Questions and Public Participation



# Opportunities and Challenges for '10 - '11





# Citywide Outlook for '10 - '11

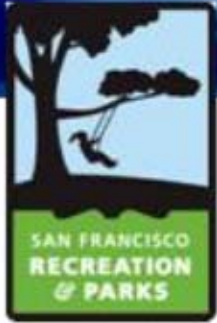
## Revenues

Loss of '09-'10 one-time sources	(\$146.8M)
'09-'10 revenue weakness	(\$81.4M)
Estimated state budget impact	(\$40.0M)
Other	(\$22.5M)
<b>Revenue Projection</b>	<b>(\$290.7M)</b>

## Expenditures

Expiration of labor give-backs, MOU wage increases	(\$41.3M)
Health, retirement and other benefit increases	(\$63.3M)
Loss of one-time expenditure savings	(\$57.5M)
Other expenditure increases	(\$69.4M)
<b>Expenditure Projection</b>	<b>(\$231.5 M)</b>

**Shortfall to Close for '10-'11 Budget** (\$460.4M)



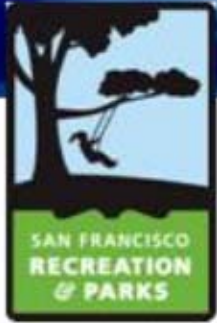
# Mayor's Citywide Budget Instructions

- 1.) Propose revenue enhancements or expenditure reductions that reduce General Fund support by 20% = **\$5.9 million**
- 2.) Submit a contingency reduction plan equal to 10% of General Fund support = **\$2.9 million**



## RPD '10 - '11 General Fund Budget Challenge

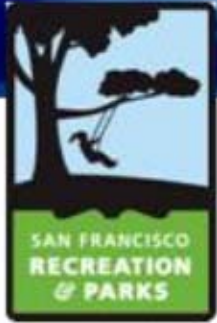
Reduce GF support by 20%	\$5.9M
Propose 10% in additional GF reductions	\$3.0M
Replace one-time revenue from prior year	\$ .8M
Replace loss of one-time savings from prior year	\$1.0M
Absorb all cost increases in next fiscal year	\$1.7M
<b>Total</b>	<b>\$12.4M</b>



## History of RPD General Fund Reduction Targets

Budget Year	GF Reduction
'05 - '06	\$4.3 million
'06 - '07	\$3.4 million
'07 - '08	\$1.9 million
'08 - '09	\$3.4 million
'09 - '10	\$11.4 million
'10 - '11	\$12.4 million

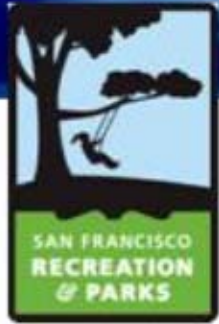




## Recreation and Park Department Mission Statement

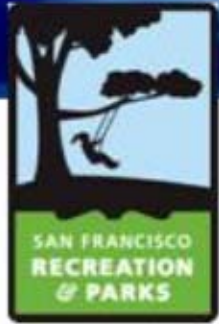
“To foster the well-being of San Francisco’s diverse community by maintaining beautiful parks, preserving the environment and providing enriching recreational activities.”





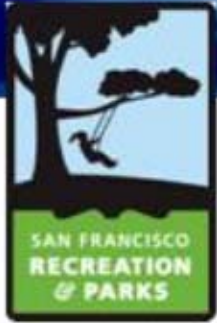
# RPD Draft Budget Balancing Principles

1. Preserve and promote our mission by creating a financially sustainable department.
2. Protect our ability to provide clean, safe, fun and well-maintained parks.
3. Protect our mission to provide responsive and relevant recreational choices to all our citizens. Provide low-cost and no-cost recreational opportunities for youth and seniors. Ensure that ability to pay is never a barrier to participation.
4. Preserve our responsibility as environmental stewards by investing in conservation and sustainable practices.



## RPD Draft Budget Balancing Principles

5. Partner with our communities in support of parks, recreation and open space.
6. Preserve our citizens' capital investment in parks and facilities by identifying dedicated funding for ongoing maintenance.
7. Invest in systems that are user-friendly, improve access and respond to changing demographics. Invest in recreation and park professionals.

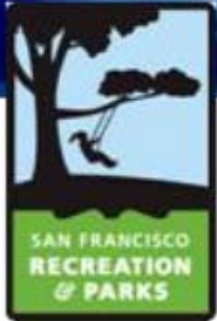


# Budget Overview

Total '09 - '10 Operating Budget = \$117.3 million

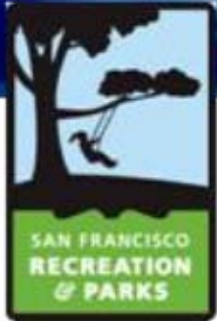
Total '09 - '10 Capital Budget = \$102.9 million





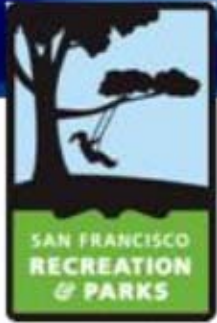
# Special Fund Sources

	'08 - '09	'09 - '10
Golf	12.6 Million	12.5 Million
Marina Yacht Harbor	2.5 Million	2.6 Million
Open Space Fund	42.0 Million	43.5 Million
GO Bonds	0	89.8 Million
Other	9.1 Million	5.9 Million
<b>Total</b>	<b>\$66.3 Million</b>	<b>\$154.3 Million</b>

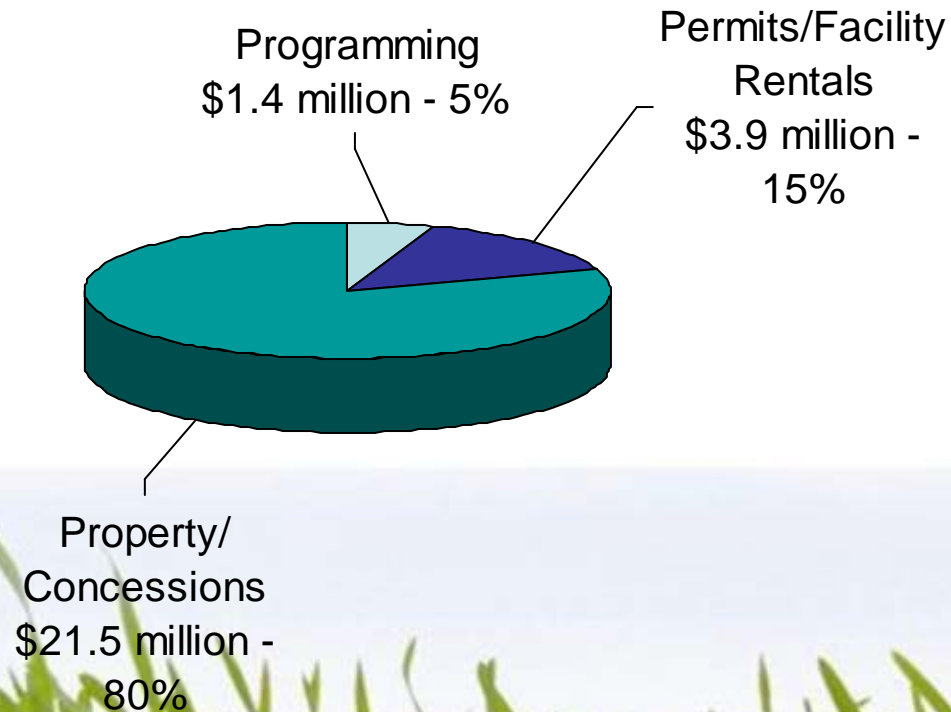


# General Fund Sources

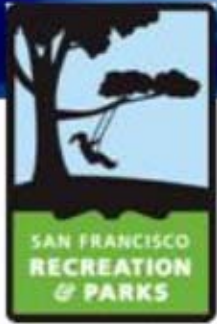
<i>Earned Revenue</i>	'08 - '09	'09 - '10
Garages/Paid Parking	8.7 Million	8.1 Million
Program Fees	1.2 Million	1.4 Million
Concessions & Citywide Rentals	9.3 Million	8.7 Million
Permits & Facility Rentals	2.0 Million	3.9 Million
Stadium	5.1 Million	4.8 Million
<i>Subsidy</i>		
Prior Year Savings	3.8 Million	5.6 Million
General Fund Subsidy	40.4 Million	33.4 Million
<b>Total</b>	<b>\$70.5 Million</b>	<b>\$65.9 Million</b>



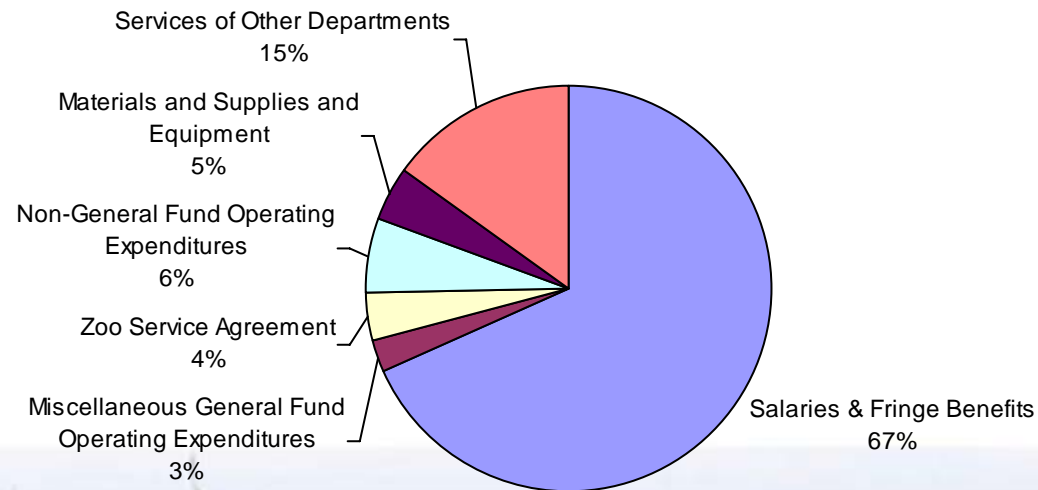
# RPD Generates \$26.8 million in General Fund Revenue



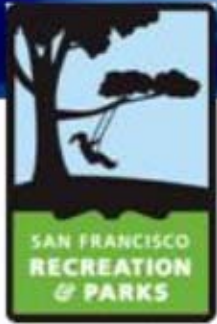
Philanthropic and sponsored support of operations is currently \$0



# '09 - '10 Operating Expenditures



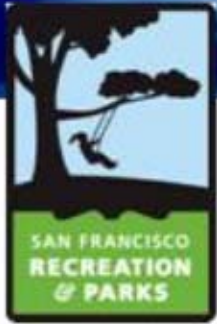




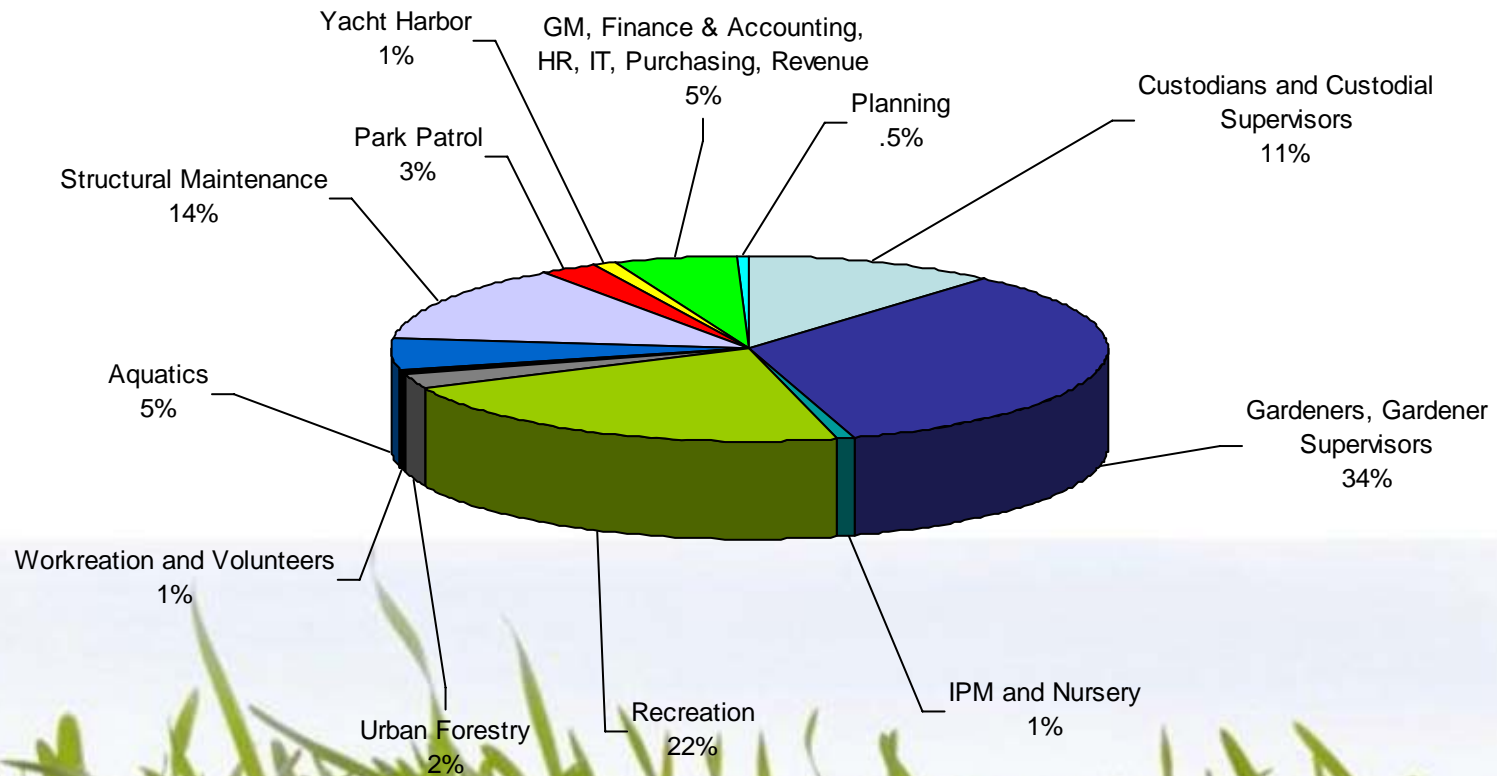
# Overhead Fund Summary of Work Orders

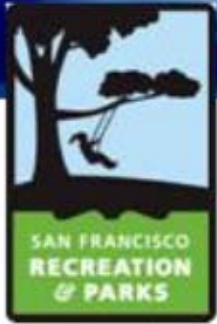
## Largest Work Orders

- o Electricity/Natural Gas & Water/Sewer \$5.7 million
- o HR/Workers' Comp \$3.3 million
- o Vehicle Repair/Fuel \$2.2 million
- o Telephone & IT Support \$1.9 million
- o City Attorney/Legal \$1.2 million

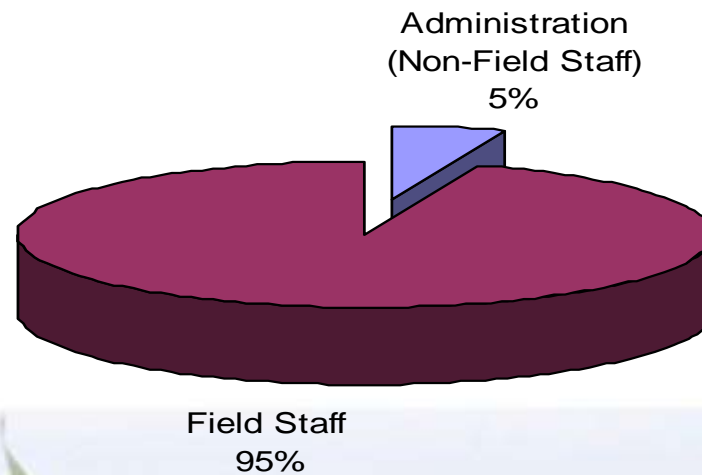


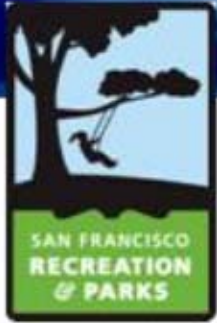
# '09 - '10 Operating Positions



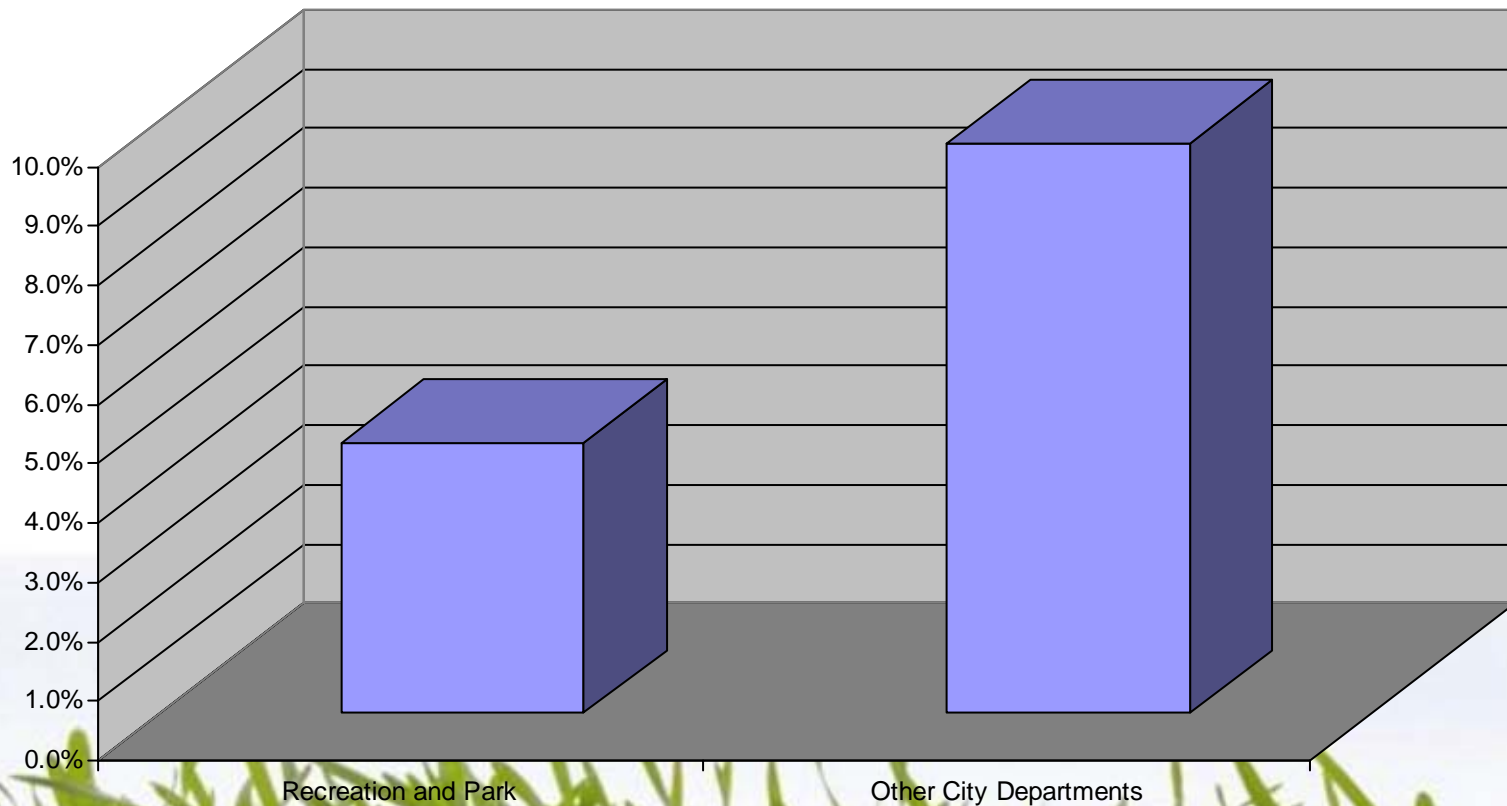


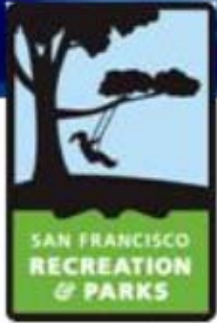
# Ratio of RPD Field Staff to Administration





# RPD Management Positions Compared to Other City Departments





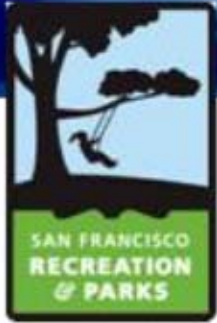
# Preliminary Solutions

Goals:

Align budget to principles.

Prioritize revenue growth over service cuts.

Reposition RPD for long-term with more sustainable economic model.



## ' 10 - '11 Summary of Solutions

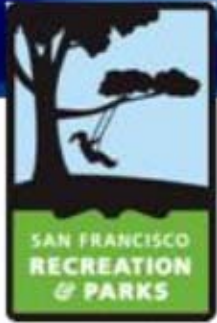
Revenue Potential:

\$5.0 million - \$7.0 million

Expenditure Reductions:

\$5.0 million - \$7.0 million

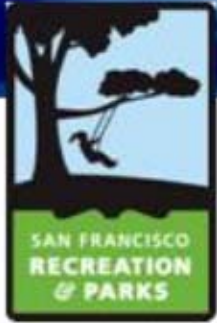




# Balancing the Budget Revenue

## *Likely to Include*

- Special event revenue \$500,000
- Enhanced and new amenities in parks \$650,000
- Standardize non-resident fee structure \$400,000
- Downtown Park Fund supports Union Sq. \$800,000
- Permit revenue better than budget \$150,000
- Increased day camps and aftercare \$350,000
- Increased pool revenue \$125,000

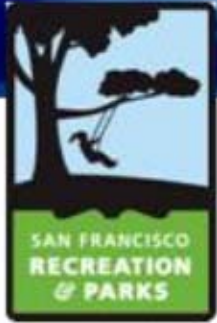


# Balancing the Budget Revenue

## *Likely to Include*

- Revenue from staff generated ideas \$250,000
- Development/Fundraising \$250,000
- Adopt-a-park/gardener/program \$150,000
- Clubhouse partnerships \$100,000
- Payment from Zoo \$100,000

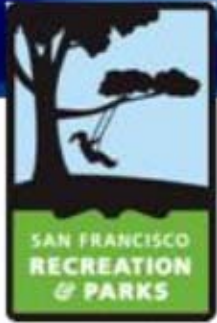




# Balancing the Budget Revenue

## *Still Exploring*

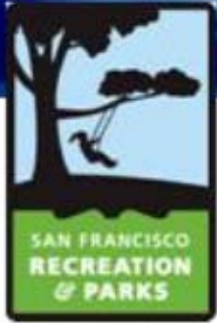
- Additional permit revenue
- Renegotiated leases
- Parking
- Develop a business model for sale of greenwaste
- Naming rights for stadium
- Offset operating costs through enhanced partnerships with other city departments



# Balancing the Budget Expenditures

## *Likely to Include*

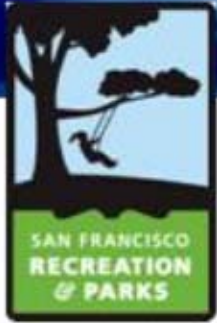
- Reduce department admin/management costs \$250,000
- Delay uniform contract \$100,000
- Reduce interdepartmental work orders \$200,000
- Reduce M&S and equipment costs by 3% \$100,000
- Implement staff generated efficiency proposals \$250,000
- Implement a gardener apprentice program in partnership with L. 261 \$200,000
- Park maintenance savings \$500,000



# Balancing the Budget Expenditures

## *Likely to Include*

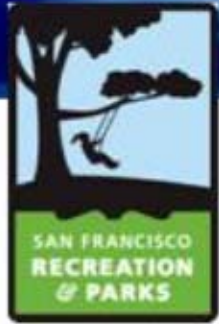
- Reduce operating costs through cost-recovering clubhouses \$700,000
- Recreation restructuring \$1,300,000
- New aquatics model \$500,000
- Reduce GF subsidy to golf \$150,000
- Reduce overtime expenditures by 10% \$150,000
- Structural maintenance savings \$120,000



# Balancing the Budget Expenditures

**Proposal: Create gardener apprentice program in partnership with L. 261  $\approx$  \$200,000**

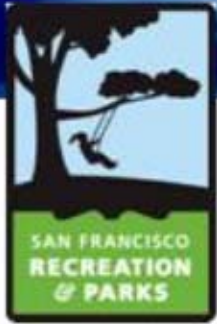
- **What:**
  - Convert open gardener positions into gardener apprentice positions.
- **Why:**
  - Creates an apprentice program for RPD and develops a pool of highly trained and capable individuals to become gardeners.
- **Service Impacts:**
  - Minimal. Apprentices will learn gardening skills on the job as they maintain parks.



# Balancing the Budget Expenditures

**Proposal: Pilot new model(s) for maintenance of miniparks and plazas  
≈ \$315,000**

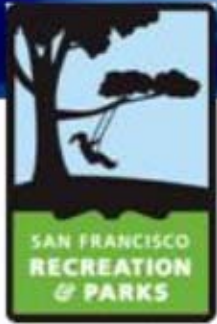
- **What:**
  - Provide opportunities for apprentices/job training as well as more volunteers and community support in maintaining small neighborhood open spaces.
  - Increase salary savings.
- **Why:**
  - Leverages neighborhood stewardship of small parks.
  - Creates job training opportunities.
  - Allows department to focus more park maintenance resources on heavily used facilities.
- **Service Impacts:**
  - Minimal



# Balancing the Budget Expenditures

## Proposal: Reposition recreation services $\approx$ \$2,000,000

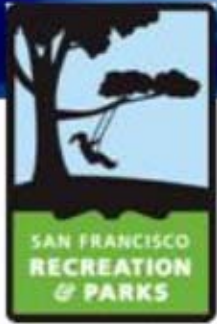
- What:
  - Implement a new service delivery model for recreation programming. Reposition RPD to offer a wider range of market-based recreation opportunities.
- Why:
  - Programming becomes more responsive and community-driven. Improved service delivery with broader and more relevant program choices.
  - Market-based programming helps to subsidize low-cost and no-cost recreation for youth and seniors.
- Service Impacts:
  - Improved services.



# Balancing the Budget Expenditures

## Proposal: More strategic use and staffing of aquatics facilities $\approx$ \$500,000

- What:
  - Modify the days and times that pools are open, based on usage data, while ensuring availability of aquatics across the city.
- Why:
  - More dynamic hours allow department to meet demand more effectively. Reduces need for as-needed pool staffing and allows for increased use of pools for leagues, lessons and events.
- Service Impacts:
  - Reduced operating schedules at some pools.



# '10 - '11 Budget Timeline

January 19

Staff Budget Meeting

January 21

Initial budget presentation to  
Commission

January 25, 26

Community Budget Meeting

February 1, 3

Community Budget Meeting

February 2

PROSAC presentation

February 4

Second budget presentation to  
Commission

February 18

Commission approves budget

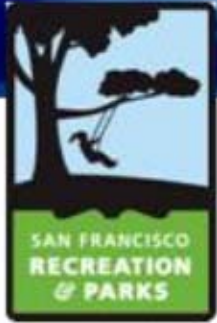
February 19

Budget due to Mayor's Office

June 1

Mayor submits budget to Board of  
Supervisors





# Budget Information on Website

[www.sfgov.org/site/recpark\\_index.asp](http://www.sfgov.org/site/recpark_index.asp)

- About Us
  - Budget, Financial Information and Presentations
    - Budget Process Fiscal Year 2010-2011





Thank you!