

Bloat in Patronage Hiring

Mayor’s Hiring Spree Isn’t a Black Swan Event

by Patrick Monette-Shaw

What follows is data¹ and insights you’ll get only in the *Westside Observer*. You’re not going to get this level of detail from reporters Matier and Ross in the *San Francisco Chronicle*.

When Mayor Ed Lee was appointed to office to replace outgoing Mayor Gavin Newsom, nobody knew Lee would ratchet up the City’s budget so drastically, by how much, or how quickly.

When Lee was sworn in as mayor in January 2011, he inherited Newsom’s then \$6.6 billion FY 2011–2011 City budget midstream. Six months later Lee introduced his own first City budget of \$6.8 billion, a modest 4.1% increase, for FY 2011–2012.

Since then, he’s been hell bent on a hiring spree.

Nobody expected at the time that Lee’s successive annual City budgets would skyrocket from \$6.6 billion that he inherited from Newsom to a staggering \$10.1 billion budget for FY 2017–2018 starting on July 1, 2017 — a whopping \$3.5 billion increase — fully a 54% increase over the City budget Lee inherited. Lee has now introduced eight City budgets, including his first.

Table 1: Total City Budgets: FY 2010–2011 to FY 2016–2017

FY 10-11		FY 11-12		First-Year Change		FY 10-11		FY 16-17		Six-Year Change	
City Budget	City Budget	\$ Increase	% Change	City Budget	City Budget	\$ Increase	% Change	City Budget	City Budget	\$ Increase	% Change
\$ 6,562,658,343	\$ 6,828,705,831	\$ 266,047,488	4.1%	\$ 6,562,658,343	\$ 10,106,950,947	\$ 3,544,292,604	54.0%				

Source: Annual City Budget Data on City Controller’s web site. FY 10-11 data is City budget Mayor Lee inherited from former Mayor Gavin Newsom.

Between March 2016 and February 2017, the *Westside Observer* published two articles² on the mayor’s hiring binge. A third article written in September 2016 was published on this author’s web site in January 2017. This article is the fourth in the series, and will be updated annually.

Which brings us back to the question: How much has Mayor Lee’s patronage hiring saga worsened?

Lee’s Hiring Binge Is Not a “Black Swan” Event

Wikipedia defines “Black Swan” events as a metaphor for occurrences that deviate beyond what is normally expected of a situation, are extremely difficult to predict, and come as a surprise. Black Swan events are typically random and unexpected, and considered to be outliers. They have major effects and are often inappropriately rationalized after the fact through the benefit of hindsight, as if the events *could* have been expected.

But Mayor Lee’s hiring binge and the major effects it has had on the City’s overall budget was *not* surprising. Those effects were completely predictable, not merely random. So there’s no way to claim Lee’s hiring binge was a Black Swan

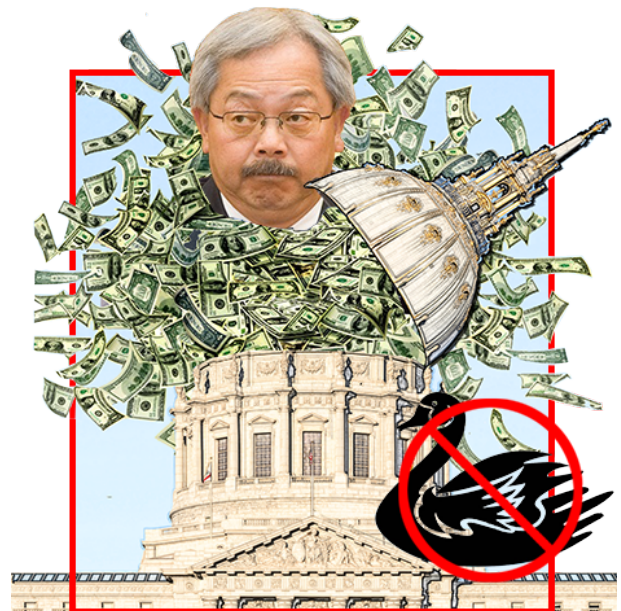


Illustration: Patrick Monette-Shaw

Hiring Frenzy Continues: Mayor Lee has been hell bent on his hiring frenzy since the day he took office in January 2011. He’s added 7,614 full- and part-time City employees, at an increased cost of \$896.9 million during his six-and-a-half year tenure as mayor.

“ Lee’s successive annual City budgets skyrocketed from \$6.6 billion he inherited from Newsom to a staggering \$10.1 billion for FY 2017–2018 starting July 1, 2017 — fully a 54% increase. ”

“ ‘Black Swan’ events are a metaphor for occurrences that deviate beyond what is normally expected of a situation, are extremely difficult to predict, and come as a surprise. There’s no way to claim Lee’s hiring binge was a Black Swan event. ”

Table 2: Mayor Lee’s Payroll and Number of City Employees: FY 2010–2011 to 2016–2017

	FY 10-11		FY 16-17		Raw Net Change # of Employees	Salary Change	% Increase # of Staff	% Increase in Payroll
	# of Staff	"Total Pay"	# of Staff	"Total Pay"				
Total	33,983	\$ 2,501,451,673	41,627	\$ 3,398,378,997	7,644	\$ 896,927,324	22.5%	35.9%

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

As Table 2 shows above, it’s no Black Swan *accident* the Mayor has added fully 7,644 full- and part-time employees since taking office, a 22.5% increase in staff and a 36% increase of \$896.9 million in the total City payroll.

4,830 FTE’s (or More) and Counting ...

A brief background about FTE’s is in order, since the increase of 4,830 FTE’s since Lee became Mayor is deceptive.

FTE’s — “full-time equivalent” employees — are calculated by combining multiple part-time employees into an equivalent 1.0 full-time employee. An FTE of 1.0 is equivalent to a full-time worker, while an FTE of 0.5 is a half-time worker. An alternate way of calculating the number of FTE’s is take the total number of hours worked in an organization annually divided by the typical 2,080 hours in a full-time schedule (40 hours per week times 52 weeks).

Each year, San Francisco’s city government sets its authorized FTE level of city employees by adopting both an AAO (Annual Appropriation Ordinance, also known as the City’s official budget), and an ASO (Annual Salary Ordinance), the latter of which typically sets the number of FTE’s much higher than the authorized and funded FTE’s in the City budget. The FTE’s set in the ASO are not funded positions, but they are available should the City adopt a budget supplemental to fund the additional positions.

All too often, the number of FTE’s reported in the City Controller’s payroll database exceed the FTE’s budgeted in the AAO. And Mayor Lee’s voracious appetite for hiring has lead to a massive bloat swelling the City’s budget.

A third method to calculate the number of FTE’s is to utilize the City Controller’s payroll database that lists all full- and part-time employees in each fiscal year.

In the first article, “*Mayor’s Hiring Binge vs. Retire Pensions*” published in March 2016, the *Observer* reported that between the budget he had inherited from Newsom in FY 2010–2011 and FY 2014–2015, the Mayor had added 5,139 additional full- and part-time employees, a 15.1% change increase. Two years later, the Controller’s payroll database shows Lee has added an additional 2,505 full- and part-time employees *in just the past two fiscal years*, bringing the total of new hires to 7,644, and pushing the total number of employees on the City payroll to 41,627. That now represents a 22.5% change increase since Lee was appointed as mayor when there were just 33,983 employees on the payroll.

The number of actual full- and part-time employees on the City’s payroll stands in sharp contrast to the headcounts in the AAO authorized for each fiscal year. There are fully 11,001 more full- and part-time employees (at 41,627) than the authorized FTE headcount of 30,626 in the AAO authorized for FY 2016–2017 that just ended on June 30, 2017, shown in Table 3 below.

“ It’s no Black Swan *accident* the Mayor has added fully 7,644 full- and part-time employees since taking office, a 22.5% increase in staff and a 36% increase of \$896.9 million in the total City payroll. ”

“ The Controller’s payroll database shows Lee has added an additional 2,505 full- and part-time employees in just the past two fiscal years, bringing the total of new hires to 7,644 pushing the total number of employees on the City payroll to 41,627. ”

“ There are fully 11,001 more full- and part-time employees (at 41,627) than the authorized FTE headcount of 30,626 in the AAO authorized for FY 2016–2017 that just ended on June 30, 2017. ”

Table 3: FTE Counts Across Fiscal Years

City Budget / AAO				End-of-Year City Controller Payroll Database (Actual)	
Mayor	FY	FTE Count ①	FTE Increase From Prior Fiscal Year	Full- and Part-Time Headcount ②	Full- and Part-Time Increase From Prior Fiscal Year ③
Willie L. Brown	1995-1996	23,428			
Gavin Newsom	2003-2004	27,375	3,947		
Gavin Newsom	2004-2005				
Gavin Newsom	2008-2009			36,154	
Gavin Newsom	2009-2010			35,116	(1,038)
Ed Lee	2010-2011	26,108	(1,267)	33,983	(1,133)
1 Ed Lee	2011-2012	26,182	74	34,882	899
2 Ed Lee	2012-2013	26,901	719	37,277	2,395
3 Ed Lee	2013-2014	27,669	768	37,997	720
4 Ed Lee	2014-2015	28,435	766	39,122	1,125
5 Ed Lee	2015-2016	29,553	1,118	40,397	1,275
6 Ed Lee	2016-2017	30,626	1,073	41,627	1,230
7 Ed Lee	2017-2018	30,835	209		
8 Ed Lee	2018-2019	30,938	103		
9 Ed Lee	2019-2020	?	?		
Net Increase FY 10-11 to FY 18-19				4,830	7,644
% Increase				18.5%	22.5%
Will Be Mayor Lee's Last Budget Submission					

- ① **Source:** Response from City Controller to public records request, 8/29/2016; based on *Annual Appropriations Ordinance (AAO)*.
- ② **Source:** City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.
- ③ Two yellow rows subject to change through June 30, 2018 and June 30, 2019 based on *Annual Salary Ordinance*, which contains substantial, although unfunded, additional FTE positions. Yellow rows are two-year budget cycles.

Note: Lee inherited Newsom's FY 10–11 budget mid-fiscal year in January 2011; Lee submitted his own first budget in FY 11–12.

It's notable that in the one-year period between FY 2015–2016 (that ended June 30, 2016) and FY 2016–2017 (that ended June 30, 2017), Mayor Lee added 1,230 full-and part-time employees to the payroll. The \$231.2 million increase in total pay during that one-year period shown in Table 4 below represents fully 25.8% of the total \$896.9 million payroll increase since he took office in January 2011 (shown in Table 2 above).

“ It’s notable that in the one-year period between June 30, 2016 and June 30, 2017 Mayor Lee added 1,230 full-and part-time employees to the payroll. ”

Table 4: One-Year Increase in FTE Counts: FY 2015–2016 to FY 2016–2017

FY 15-16		FY 16-17		One-Year Increase	
# of Staff	"Total Pay"	# of Staff	"Total Pay"	Raw Net Change # of Employees	"Total Pay"
40,397	\$ 3,167,178,902	41,627	\$ 3,398,378,997	1,230	\$ 231,200,095

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year.

Glaring Discrepancy in FTE Counts Between AAO and City Controller's Payroll Database

The adopted AAO for FY 2016–2017 showed a budgeted 30,626 FTE's for the fiscal year. The City Controller's payroll database shows the “computed” FTE's for the same fiscal year to be significantly higher.

Again, the very definition of a 1.0 FTE is someone presumed to work 40-hour weeks for 52 weeks each year, or a total of 2,080 hours.

Table 5 illustrates that although the AAO had capped the number of FTE's for FY 2016–2017 at 30,626, the total number of FTE's calculated from the City Controller's payroll database was significantly higher by 2,848 FTE's (a 9.3% increase), totaling 33,474 FTE's when overtime and additional “regular hours” are factored in.

“ Although the AAO capped the number of FTE's for FY 2016–2017 at 30,626, the total number of FTE's calculated from the City Controller's payroll database was significantly higher by 2,848 FTE's (a 9.3% increase), totaling 33,474 FTE's. ”

Table 5: Excess FTE’s Beyond AAO Authorization

	# of Full- and Part-Time Employees	Total Regular Hours Worked	Total Overtime Hours Worked	Total Hours Worked
	41,627	65,861,080	3,764,486	69,625,566
Calculated FTE Status		31,664	1,810	33,474
FTE's Authorized in AAO		30,626		30,626
FTE's in Excess of AAO		1,038		2,848
Percent Change Increase Above AAO		3.4%		9.3%

Note: Total Hours worked divided by 2,080 hours = Calculated FTE Status.

Source: City Controller Microsoft Excel Payroll Database FY 2016–2017.

What this means is that San Francisco taxpayers were told the City needs 30,626 FTE’s to conduct the City’s business, but it actually has 33,474 FTE’s.



Growth in the “\$100,000 Club” Is Also No “Black Swan” Event

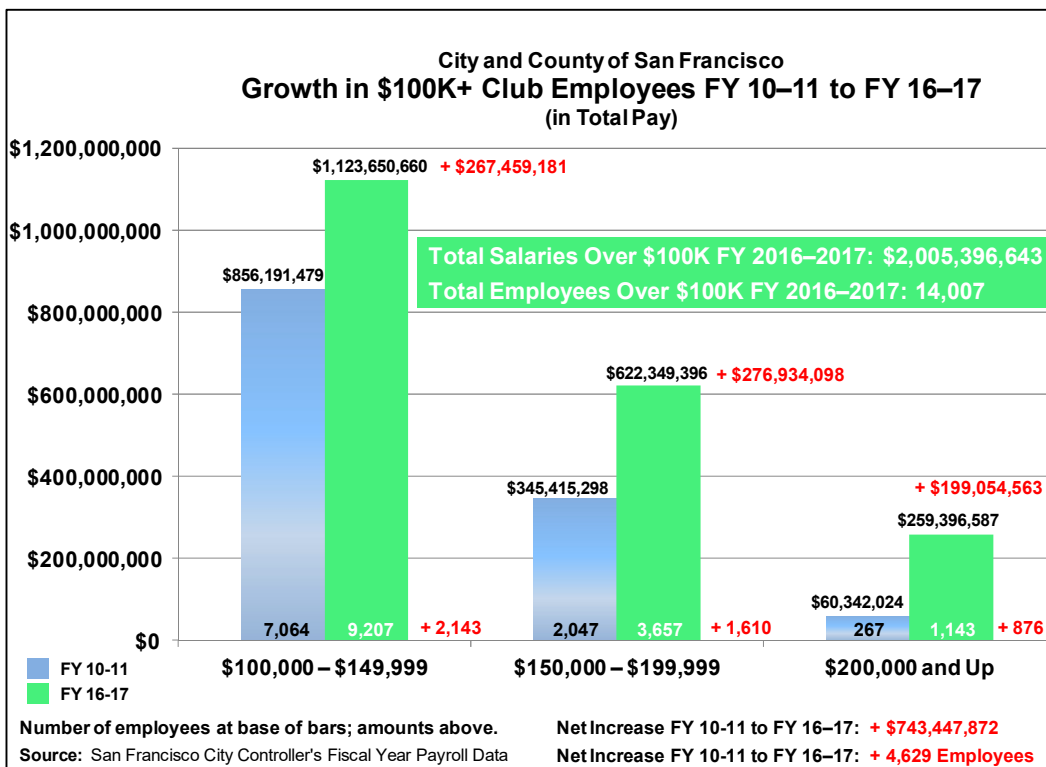
When it comes to the obscene increase in the number of City employees earning over \$100,000 annually under Mayor Lee, reasonable people may hope the famous line in Shakespeare’s play *Romeo and Juliet* “A rose by any other name would smell as sweet” might hold true for Lee’s hiring record.

Unfortunately the increase in the number of employees earning over \$100,000 annually under Mayor Lee doesn’t smell “sweet,” it stinks to high heaven, reminiscent of unharvested cabbage rotting in the fields in scorching heat at the end of summer in the countryside where I grew up.

Figure 1 illustrates that the number of employees earning over \$100,000 annually since Lee became mayor has skyrocketed to 14,007 at an annual cost of \$2 billion, a net increase of three-quarters of a billion dollars since he took office. The Controller’s payroll database for FY 2016-2017 totaled \$3.4 billion (more accurately \$3,398,378,997).

“The number of employees earning over \$100,000 annually since Lee became mayor has skyrocketed to 14,007, at an annual cost of \$2 billion.”

Figure 1: The Growth in the “Over-\$100K Club” Keeps Soaring — FY 2010–2011 to FY 2016–2017



[Editor's Note: Figure 1 is repeated at the end of this article showing graphically the difference between the data for the fiscal year that ended June 30, 2016 vs. June 30, 2017 as a visual aide.]

The Controller's payroll database shows that for the fiscal year ending June 30, 2017 the now 14,007 employees who earn over \$100,000 annually in total pay represent just one-third (33.6%) of the City's 41,627 full- and part-time employees, and hog 59% (fully \$2 billion) of the entire City payroll. That leaves the other 27,620 (66.4%, or two-thirds) City employees who earn less than \$100,000 annually to fight among themselves for the remaining \$1.4 billion of the payroll.

Figure 1 is presented in tabular format in Table 6 below to show the percent increases in staff and dollar amounts for two time periods: The full six-year tenure of Mayor Lee through FY 16–17, and the one-year change from June 30, 2016 to June 30, 2017.

Table 6: Percent Change Increases in the "\$100,000 Salary Club"

	Change in "\$100K Club"							
	Six-Year Change: FY 10–11 to FY 16–17				One-Year Change: FY 15–16 to FY 16–17			
	Staff Increase	Percent Increase	Dollar Increase	Percent Increase	Staff Increase	Percent Increase	Dollar Increase	Percent Increase
\$100,000 – \$149,999	2,143	30.3%	\$267,459,181	31.2%	859	10.3%	\$103,847,631	10.2%
\$150,000 – \$199,999	1,610	78.7%	\$276,934,098	80.2%	371	11.3%	\$62,103,656	11.1%
\$200,000 and Up	876	328.1%	\$199,054,563	329.9%	221	24.0%	\$51,291,518	24.6%
>\$100,000 Increase Total	4,629	49.4%	\$743,447,842	58.9%	1,451	11.6%	\$217,242,805	12.1%

Source: City Controller Microsoft Excel Payroll Databases.

Did the City really need to add 876 employees earning over \$200,000 since Lee took office, a 328.1% increase? For that matter, did San Francisco really need to add 221 employees earning over \$200,000 in the one-year period between FY 15–16 and FY 16–17? Or is this all about patronage jobs?

When Lee took office in 2011, there were just two City employees paid more than \$300,000 in base (regular) pay for a combined total of just \$642,358. As of the end of June 2017, we now have 14 employees paid over \$300,000 in base pay, which now costs us \$4.93 million annually.

Did the City really need to add 876 employees earning over \$200,000 since Lee took office, a 328.1% increase? Did San Francisco need to add 221 employees earning over \$200,000 in the one-year period between FY 15–16 and FY 16–17? Why do we now need 14 employees paid over \$300,000 in base pay?"

What Else Is Wrong With This Employment Picture?

Table 7 illustrates that of the 7,644 employee increase between FY 10–11 and FY 16–17, fully 60.6% (4,629) involve employees paid more than \$100,000 annually in total pay, who consumed 83% (\$743.4 million) of the \$896.9 million increase in the total salaries since FY 10–11. By contrast, employees paid less than \$100,000 annually represented 39.4% (3,015) of the additional hires, but received just 17% (\$153.5 million) of total payroll increase since FY 10–11.

Table 7: Percent Change Increases in the \$100,000 Salary Club

Salary Ranges	FY 2010 – 2011			FY 2016 – 2017			Net Change			
	# of Employees	% of Employees	Total Salaries (Total Pay)	# of Employees	% of Employees	Total Salaries (Total Pay)	# of Employees	% of New Hires	Total City Payroll	% of Payroll Increase
Average Annual Salary	33,983		\$73,609	41,627		\$81,639	7,644		\$8,030	
Combined Total Salaries < \$100,00	24,605	72.4%	\$1,239,502,873	27,620	66.4%	\$1,392,982,355	3,015	39.4%	\$153,479,482	17.1%
Combined Total Salaries > \$100,00	9,378	27.6%	\$1,261,948,801	14,007	33.6%	\$2,005,396,643	4,629	60.6%	\$743,447,842	82.9%
Subtotal	33,983	100.0%	\$2,501,451,674	41,627	100.0%	\$3,398,378,998	7,644		\$896,927,324	
Average Annual Salary < \$100,000	24,605	72.4%	\$50,376	27,620	66.4%	\$50,434	3,015		\$58	
Average Annual Salary > \$100,000	9,378	27.6%	\$134,565	14,007	33.6%	\$143,171	4,629		\$8,606	
Combined Total Salaries < \$50,000	10,352		\$204,560,020	11,841		\$202,730,305	1,489		(\$1,829,715)	
Average Annual Salary < \$50,000	10,352	30.5%	\$19,760	11,841	28.4%	\$17,121	1,489		(\$2,639)	

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year.

Table 7 also shows the vast disparity in average annual salaries. The 27,620 (66.4%) of City employees in FY 16–17 who earned less than \$100,000 annually averaged just \$50,434 in total salaries, while the 14,007 (33.6%) of City employees who earned more than \$100,000 had a staggering \$143,171 in average total salaries. The inequities in average annual salaries for the 33.6% of employees at the top of the City’s food chain is nothing short of remarkable.

“ The 27,620 (66.4%) City employees in FY 16–17 who earned less than \$100,000 annually averaged just \$50,434 in total salaries, while the 14,007 (33.6%) of City employees who earned more than \$100,000 earned a staggering \$143,171 in average total salaries. ”

There are additional inequities between the full- and part-time statuses for employees earning less than, or more than, \$100,000 annually, as shown in Table 8.

Between FY 10–11 and FY 16–17 for those who earn less than \$100,000 annually, there has been:

- An increase of 2,872 employees who work less than half-time.
- An increase of 2,065 employees who work full-time or greater.

In stark contrast, during the same period, for those who earn more than \$100,000, there has been:

- An increase of just 68 employees who work less than half-time.
- An increase of 6,147 employees who work full-time or greater.

Table 8: Contrasting Employment Status by Annual Salaries

Fiscal Year:	Annual Salaries Less Than \$100,000					Annual Salaries Greater Than \$100,000					Total Headcount	
	2010–2011		2016–2017		Net Change # of Employees	2010–2011		2016–2017		Net Change # of Employees	2016–2017	
	# of Employees	% Mix	# of Employees	% Mix		# of Employees	% Mix	# of Employees	% Mix			
Less Than Half-Time	7,501	30.5%	10,373	37.6%	2,872	5	0.1%	73	0.5%	68	10,446	
Between Half-Time and Full Time	10,442	42.4%	8,520	30.8%	(1,922)	5,493	58.6%	3,907	27.9%	(1,586)	12,427	
Full-Time or Greater	6,662	27.1%	8,727	31.6%	2,065	3,880	41.4%	10,027	71.6%	6,147	18,754	
Total	24,605	100.0%	27,620	100.0%	3,015	9,378	100.0%	14,007	100.0%	4,629	41,627	
One-Year Change Since FY 2015–2016:					(221)						1,451	1,230

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

What this suggests is that the City is disproportionately hiring more full-time employees who earn over \$100,000 annually than it is hiring full-time employees earning less than \$100,000. And it suggests that during just the one-year period between FY 15–16 and FY 16–17, Lee increased the City’s payroll headcount by 1,230, drastically increasing full-time jobs for those earning over \$100,000 annually and only marginally increasing full-time jobs for those earning less than \$100,000.

This can’t possibly be that those earning less than \$100,000 magically received pay raises pushing them over the \$100,000 threshold; it more likely suggests Lee is simply hiring higher-paid employees at the expense of hiring lower-paid employees.

Growth in City Managers

Not all of the managerial jobs in the City are captured in the data below, since many job classification codes do not reveal that the positions are actually senior managers. But for a snapshot, there’s a range of job classification codes that are easily obtainable.

“ During the one-year period between FY 15–16 and FY 16–17, Lee increased the City’s payroll headcount by 1,230, drastically increasing full-time jobs for those earning over \$100,000 annually and only marginally increasing full-time jobs for those earning less than \$100,000. ”

Table 9 shows the growth in senior managers for a good portion of the City’s managers. One reasonable question is whether the City actually needed an increase of 371 senior managers at a combined payroll increase of \$68.8 million since Lee took office.

While it is true these additional 371 employees represent just 4.9% of the total 7,644 full- and part-time employees Lee has added during his tenure, the \$68.6 million increase in senior manager salaries represents 7.7% of the \$896.9 million increase to the total payroll since FY 2011–2012.

“ Did the City actually need an increase of 371 senior managers at a payroll increase of \$68.8 million since Lee took office? ”

Table 9: Growth in Senior Managers: FY 2010–2011 to FY 2016–2017

Job Classification Title	FY 2010 – 2011		FY 2016 – 2017		Net Change	
	# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)
Citywide Senior Managers	696	\$95,037,904	907	\$142,268,066	211	\$47,230,162
MUNI Senior Managers	125	\$16,681,787	285	\$38,303,132	160	\$21,621,345
All Senior Managers Over \$90,000	821	\$111,719,691	1,192	\$180,571,198	371	\$68,851,507

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

Of the 371 senior manager’s increase since FY 10–11 shown in Table 9, 129 of them have been added at a combined cost of \$22.1 million (of the \$68.8 million increase) during just a one-year period between FY 15–16 and FY 16–17, shown in Table 10. In other words, during just a one-year period, the increase of 129 senior managers represents 34.8% of the senior manager increase since FY 10-11, and 32.2% of the increased total salaries since FY 10-11.

“ During just a one-year period, the 129 senior manager increase represents 34.8% of the senior manager increase since FY 10-11. ”

Table 10: One-Year Increase in Senior Managers: FY 2015–2016 to FY 2016–2017

Job Classification Title	FY 2015 – 2016		FY 2016 – 2017		Net Change	
	# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)
Citywide Senior Managers	842	\$127,857,811	907	\$142,268,066	65	\$14,410,255
MUNI Senior Managers	221	\$30,565,769	285	\$38,303,132	64	\$7,737,363
All Senior Managers Over \$90,000	1,063	\$158,423,580	1,192	\$180,571,198	129	\$22,147,618

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

Details of the senior manager bloat since FY 11–12 are provided in the following two tables.

Table 11.1: Growth in Senior Managers — MUNI Only

Job Class #	Job Classification Title	FY 2010 – 2011		FY 2016 – 2017		Net Change	
		# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)
1	9139 Transit Supervisor	22	\$3,031,885	182	\$21,880,379	160	\$18,848,494
2	9140 Transit Manager I	8	\$864,551	2	\$236,337	(6)	(\$628,214)
3	9141 Transit Manager II	13	\$1,555,123	4	\$516,270	(9)	(\$1,038,854)
5	9172 Manager II, MTA	8	\$906,638			(8)	(\$906,638)
6	9174 Manager IV, MTA	18	\$2,199,562	28	\$3,979,134	10	\$1,779,572
7	9175 Manager I, MTA	4	\$404,268			(4)	(\$404,268)
8	9177 Manager III, MTA	9	\$1,003,939	10	\$1,292,739	1	\$288,800
9	9179 Manager V, MTA	13	\$1,774,040	15	\$2,326,200	2	\$552,160
10	9180 Manager VI, MTA	11	\$1,599,462	17	\$2,687,294	6	\$1,087,832
11	9181 Manager VII, MTA	5	\$811,646	4	\$746,851	(1)	(\$64,795)
12	9182 Manager VIII, MTA	8	\$1,324,032	15	\$2,871,470	7	\$1,547,438
13	9183 Deputy Director I	5	\$896,615	7	\$1,443,988	2	\$547,373
14	9186 General Manager	1	\$310,026	1	\$322,472	0	\$12,446
	MUNI Senior Managers	125	\$16,681,787	285	\$38,303,132	160	\$21,621,345

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

Table 11.2: Growth in Citywide Senior Managers (Excluding MUNI)

Job Class #	Job Classification Title	FY 2010 – 2011		FY 2016 – 2017		Net Change	
		# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)	# of Employees	Total Salaries (Base Pay > \$90k)
1 0922	Manager I	100	\$10,714,114	137	\$16,641,140	37	\$5,927,026
2 0923	Manager II	93	\$10,691,252	157	\$20,525,318	64	\$9,834,067
3 0931	Manager III	126	\$15,533,242	152	\$21,589,203	26	\$6,055,961
4 0932	Manager IV	93	\$12,442,850	102	\$15,795,365	9	\$3,352,515
5 0933	Manager V	63	\$9,263,508	84	\$14,656,512	21	\$5,393,004
6 0941	Manager VI	61	\$9,519,912	69	\$12,617,302	8	\$3,097,390
7 0942	Manager VII	24	\$3,981,615	19	\$3,825,109	(5)	(\$156,506)
8 0943	Manager VIII	17	\$3,220,065	23	\$5,414,399	6	\$2,194,334
9 0951	Deputy Director I	4	\$434,396	7	\$885,134	3	\$450,738
10 0952	Deputy Director II	20	\$2,538,643	22	\$3,268,866	2	\$730,223
11 0953	Deputy Director III	24	\$3,800,620	53	\$9,402,904	29	\$5,602,283
12 0954	Deputy Director IV	19	\$3,394,373	28	\$5,813,352	9	\$2,418,980
13 0955	Deputy Director V	14	\$2,685,347	13	\$3,100,286	(1)	\$414,939
14 0961	Department Head I	11	\$1,496,898	12	\$1,973,025	1	\$476,127
15 0962	Department Head II	7	\$1,127,790	7	\$1,381,933	0	\$254,143
16 0963	Department Head III	8	\$1,480,644	9	\$1,875,850	1	\$395,206
17 0964	Department Head IV	5	\$1,041,745	7	\$1,624,310	2	\$582,565
18 0965	Department Head V	7	\$1,670,892	6	\$1,878,058	(1)	\$207,166
Citywide Senior Managers		696	\$ 95,037,904	907	\$ 142,268,066	211	\$47,230,162

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

Growth in City Department Staffing

As Table 12 below illustrates, of the 7,644 additional full- and part-time employees Mayor Lee has added to the City payroll since he was appointed as mayor in January 2011, fully 92.4% (7,063 of the new hires) have occurred in just 11 of the City's approximate 53 City departments.

Nearly one-third of the growth in total employees in the City Controller's payroll database occurred in the Department of Public Health. Observers have long worried that the growth at the Health Department is all but unsustainable, and they are right to worry so.

The claim that Police Department and Fire Department have been shortchanged, is simply unsupported, given both departments have added over 400 employees each.

Table 12: Growth by Top 11 City Department's

Dept Title	FY 10-11		FY 16-17		Raw Net Change	Salary Change	% of All New Hires	% Increase in Dept	
	# of Staff	"Total Pay"	# of Staff	"Total Pay"				# Staff	% Change Salary
1 PUBLIC HEALTH	7,038	\$ 523,166,163	9,355	\$ 743,080,546	2,317	\$219,914,383	30.3%	32.9%	42.0%
2 MUNICIPAL TRANSPORTATION AGENCY	5,160	\$ 373,083,187	6,402	\$ 505,954,364	1,242	\$132,871,178	16.2%	24.1%	35.6%
3 HUMAN SERVICES AGENCY	2,502	\$ 118,550,852	3,316	\$ 179,919,180	814	\$61,368,328	10.6%	32.5%	51.8%
4 RECREATION & PARK	1,848	\$ 53,028,883	2,484	\$ 72,151,731	636	\$19,122,848	8.3%	34.4%	36.1%
5 POLICE	2,798	\$ 323,471,426	3,274	\$ 394,369,242	476	\$70,897,816	6.2%	17.0%	21.9%
6 FIRE DEPARTMENT	1,539	\$ 213,044,500	1,939	\$ 263,484,290	400	\$50,439,790	5.2%	26.0%	23.7%
7 DEPARTMENT OF PUBLIC WORKS	1,247	\$ 81,537,621	1,630	\$ 121,556,591	383	\$40,018,970	5.0%	30.7%	49.1%
8 SF INTERNATIONAL AIRPORT	1,611	\$ 106,079,989	1,933	\$ 151,652,724	322	\$45,572,735	4.2%	20.0%	43.0%
9 GENERAL SERVICES AGENCY - CITY ADMIN	820	\$ 46,626,120	1,054	\$ 74,667,243	234	\$28,041,123	3.1%	28.5%	60.1%
10 PLANNING DEPARTMENT	159	\$ 12,030,873	291	\$ 21,988,142	132	\$9,957,269	1.7%	83.0%	82.8%
11 HOMELESS SERVICES			107	\$ 8,074,939	107	\$8,074,939	1.4%		
Sub-Total — Top 11 City Departments:	24,722	\$ 1,850,619,615	31,785	\$ 2,536,898,993	7,063	\$686,279,378	92.4%		
Total:	33,983	\$ 2,501,451,673	41,627	\$ 3,398,378,997	7,644	\$896,927,324		22.5%	35.9%

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

Table 12 is an extract; the full list of the growth by City Departments is shown in Addendum 1 at the end of this article.

As Table 11.2 shows, did the City really need to hire 45 more Deputy Directors and Department Heads, increasing costs by \$11.5 million once Lee became mayor?"

Fully 92.4% (7,063 of the 7,644 new hires) have occurred in just 11 of the City's approximate 53 City departments."

Highest Paid City Employees and Other Concerns

For the second year in a row, “Bill” Coaker, the Chief Investment Officer at the San Francisco Employees’ Retirement System (SFERS) was the highest-paid City employee, earning a nearly \$20,000 pay raise across a single year, pushing his total salary to \$532,413 annually. What he accomplished in the way of goals, or increasing the overall valuation of the \$21 billion pension system, is not known.

As Table 13 below shows, three of the City’s 14 highest-paid employees are employees of SFERS.

Of interest, Art Wang — now the City’s third-highest-paid employee — was promoted to being a managing director at SFERS at some point during FY 2015–2016, but his pay raise of \$160,413 to \$418,777 didn’t catch up to him until the following fiscal year, for some unknown reason. For his part, SFERS’ David Franci — hired during FY 2015–2016 to oversee SFERS’ hedge funds investments— is now the eighth-highest-paid City employee.

Four of the 14 highest-paid employees are employees in the Department of Public Health.



Why Is This Man Scowling? William “Bill” Coaker” received a nearly \$20,000 raise in the fiscal year ending June 30, 2017. Why the perpetual scowl? He’s the City’s highest-paid employee!

“ For the second year in a row, ‘Bill’ Coaker, the Chief Investment Officer at the San Francisco Employees’ Retirement System (SFERS) was the highest-paid City employee, earning a nearly \$20,000 pay raise across a single year, pushing his total salary to \$532,413 annually. ”

Table 13: San Francisco’s Top 14 Salary Earners, FY 2016–2017

City Department	Last Name	First Name	Job Class #	Job Title	Base Pay	Overtime Pay	Other Pay	Total Pay
1 Retirement Services	Coaker Jr.	William	1119	Chief Investment Officer	\$ 532,413	0.00		\$ 532,413
2 Public Health	Ehrlich	Susan	1167	Physician Administrator, DPH	\$ 425,456	0.00		\$ 425,456
3 Retirement Services	Wang	Arthur	1116	Managing Director	\$ 418,777	0.00		\$ 418,777
4 Administrative Services	Hunter	Michael	0965	Dept Head V	\$ 345,279	0.00		\$ 345,279
5 Public Utilities Commission	Kelly-Jr	Harlan	9989	Executive Contract Employee	\$ 338,685	0.00		\$ 338,685
6 Public Health	Garcia	Barbara	0965	Dept Head V	\$ 327,741	0.00		\$ 327,741
7 Municipal Transportation Agcy	Reiskin	Edward	9186	Gen Mgr, Public Trnsp Dept	\$ 322,472	0.00		\$ 322,472
8 Retirement Services	Franci	David	1116	Managing Director	\$ 319,344	0.00		\$ 319,344
9 Airport Commission	Satero	Ivar	0965	Dept Head V	\$ 316,738	0.00		\$ 316,738
10 Public Health	Pickens	Roland	1166	Administrator, DPH	\$ 315,135	0.00		\$ 315,135
11 Fire Department	Hayes-White	Joanne	0140	Chief, Fire Department	\$ 310,983	0.00	\$ 31,098	\$ 342,081
12 Police	Chaplin	Toney	0395	Assistant Chief of Police	\$ 308,493	0.00	\$ 6,990	\$ 315,483
13 Public Health	Yu	Albert	0943	Manager VIII	\$ 307,804	0.00		\$ 307,804
14 Mayor	Lee	Edwin	1190	Mayor	\$ 302,075	0.00		\$ 302,075
Total					\$ 4,891,396		\$ 38,088	\$ 4,929,484

Source: City Controller’s Payroll Database, FY 2016–2017.

There were 14 City employees who worked more than 3,120 hours in “regular time” alone during FY 2016–2017, indicating they racked up 60 hours (or more) per week as “regular time.” All 14 were officers in the Police Department.

The number of City employees working 60 hours or more each week worsens when regular hours and overtime hours are combined into “total hours” worked, which reaches 509 such employees shown in Table 14 below.

“ Three of the City’s 14 highest-paid City employees are employees of SFERS. Four of the 14 highest-paid employees are employees in the Department of Public Health. ”

Those 509 employees translate into 823 full-time equivalents (FTE’s), at \$100.1 million of the City’s payroll. There were 18 employees who racked up over 4,000 “total hours” each, indicating they worked close to two full-time jobs apiece.

Table 14: Employees Working Over Time-and-a-Half (3,120 Hours or More)

City Department	# Employees	Total Pay	Regular Hours	Overtime Hours	Total Hours
1 Fire Department	303	\$60,385,196	765,760	243,517	1,009,277
2 Municipal Transportation Agcy	91	\$14,286,968	199,238	99,325	298,564
3 Sheriff	65	\$15,642,076	134,432	96,211	230,642
4 Police	40	\$8,829,535	111,228	28,105	139,332
5 Emergency Communications Dept	4	\$863,736	8,219	5,302	13,521
6 Public Health	4	\$642,007	8,314	4,651	12,965
7 Juvenile Court	1	\$158,840	2,076	1,196	3,272
8 Recreation And Park Commission	1	\$189,123	2,080	1,762	3,842
Total	509	\$100,997,481	1,231,347	480,068	1,711,415
FTE's Based on 2,080 Hours Annually			592	231	823

Source: City Controller's Payroll Database, FY 2016–2017.

The 303 Fire Department firefighters who worked 60 or more hours per week (greater than 3,120 hours annually as a 1.5 FTE) represent just 16.4% of the Fire Department’s 1,845 firefighters, paramedics, and paramedics/firefighters. It’s a pretty exclusive club of those who rack up 60 hours per week.

Among those in the 60-hours-per-week club in FY 2016–2017 was SFERS’ Board of Trustees, Joe Driscoll, a Fire Department Captain of Fire Suppression who is also an active-duty firefighter elected to SFERS’ Board.

“ The number of City employees working 60 hours or more each week worsens when regular hours and overtime hours are combined into ‘total hours’ worked, which reaches 509 such employees. Those 509 employees translate into 823 full-time equivalents (FTE’s). ”

Over the past six fiscal years, Driscoll has averaged \$265,894 in annual total pay (including regular pay, overtime pay, and so-called “other pay”), has averaged 3,455 total hours each year (including regular hours and overtime hours), and has averaged being a 1.7 FTE across those six years — averaging 66.5 hours each week in each of the six years.

Table 15: Joe Driscoll’s FTE Status, FY 2011–2012 Through FY 2016–2017

FY	Last Name	First Name	Job Code	Job Title	Regular Pay	Regular Hours	Overtime Pay	Overtime Hours	Other Pay	Total Pay	Total Paid Hours	FTE ¹ Status	Hours Per Week
1 11-12	Driscoll	Joseph	H030	Captain, Fire Suppression	\$ 143,766	2,532	\$ 87,511	1,080	\$ 38,054	\$ 269,331	3,612	1.7	69.5
2 12-13	Driscoll	Joseph	H030	Captain, Fire Suppression	\$ 148,281	2,511	\$ 116,809	1,320	\$ 29,377	\$ 294,466	3,831	1.8	73.7
3 13-14	Driscoll	Joseph	H030	Captain, Fire Suppression	\$ 149,532	2,544	\$ 71,601	808	\$ 22,625	\$ 243,758	3,352	1.6	64.5
4 14-15	Driscoll	Joseph	H030	Captain, Fire Suppression	\$ 155,963	2,504	\$ 53,952	576	\$ 28,459	\$ 238,375	3,080	1.5	59.2
5 15-16	Driscoll	Joseph	H030	Captain, Fire Suppression	\$ 149,554	2,520	\$ 104,286	1,108	\$ 34,630	\$ 288,470	3,628	1.7	69.8
6 16-17	Driscoll	Joseph	H030	Captain, Fire Suppression	\$ 153,936	2,544	\$ 69,005	685	\$ 38,025	\$ 260,966	3,229	1.6	62.1
Six-Year Total:					\$ 901,032		\$ 503,165		\$ 191,170	\$ 1,595,367	20,732		398.7
Six-Year Average:					\$ 265,894					\$ 265,894	3,455	1.7	66.5

¹ 2,080 Hours = 1.0 "Full-Time Equivalent" (FTE)

Source: City Controller's Payroll Database each Fiscal Year.

How Driscoll managed to work as an average 1.7 FTE across the past six fiscal years, and simultaneously serve as a Trustee on the Retirement System’s Board of Directors and attend multiple SFERS full-Board and other subcommittee meetings each month, hasn’t been explained.

As for the 1,845 firefighters, 1,542 (83.6%) worked less than 60 hours weekly, 882 (47.8%) worked less than 50 hours weekly, 575 (31.2%) worked less than 45 hours weekly, and 333 (18%) worked 40 hours or less weekly. It’s clear that the 303 firefighters (16.4%) who worked more than 60 hours weekly represent a minority of Fire Department staff.

“ Among those in the 60-hours-per-week club in FY 2016–2017 was SFERS’ Board of Trustees Joe Driscoll, a Captain of Fire Suppression elected to SFERS’ Board. ”

Over the past six fiscal years, Driscoll has averaged \$265,894 in annual total pay and averaged 3,455 hours each year. ”

Where's the Beef (err, the Auditors)?



As the *Westside Observer* reported in “*Who’s Auditing Mayor’s Hiring Binge*” in February 2017, it doesn’t appear that either the Board of Supervisors, or the City Services Auditor unit within the City Controller’s Office, is auditing — or is even interested in auditing — this bloat of growing the number of City employees during Ed Lee’s watch as mayor. Taxpayers deserve an explanation why Lee’s hiring binge hasn’t been audited, or when the hiring might stop.

If it walks like a duck, quacks like a duck, and smells like a duck, then it’s probably Mayor Lee on a hiring binge. But it’s most certainly *not* a Black Swan.

San Francisco’s next election for mayor will be held in November 2019. Lee will have served for eight-and-a-half years at that point. You can expect that during the next two years, Lee will continue his hiring binge as a lame duck, perhaps while singing his swan song.

Monette-Shaw is a columnist for San Francisco’s Westside Observer newspaper, and a member of the California First Amendment Coalition (FAC) and the ACLU. He operates stopLHHdownsize.com. Contact him at monette-shaw@westsideobserver.com.

¹ Data presented in this article is based on the City Controller’s annual payroll databases in Microsoft Excel spreadsheets for each year between FY 10–11 and FY 16–17 (that ended on June 30, 2017). This author imports the Excel files into a Microsoft Access database to facilitate data analysis. It is thought Matier and Ross only perform a cursory examination of the data in the Excel files each year, and reporting by other *Chronicle* reporters rarely analyze the data in any depth.

² The two articles previously published in the *Westside Observer* are: “*Mayor’s Hiring Binge vs. Retiree Pensions*,” ([March 2016](#)); and “*Who’s Auditing Mayor’s Hiring Binge?*,” ([February 2017](#)). A third article, “*Mayor’s Five-and-a-Half Year Hiring Binge*,” (September 2016) was published on this author’s web site in [January 2017](#).

“ How Driscoll managed to work as an average 1.7 FTE across the past six fiscal years, and simultaneously serve on the Retirement System’s Board of Trustees, hasn’t been explained. ”

“ It doesn’t appear that either the Board of Supervisors, or the City Services Auditor unit within the City Controller’s Office, is auditing the bloat in City employees during Mayor Lee’s watch — which is no Black Swan event. ”

Addendum 1

This is the full list of increases in the City payroll by City Department that was excerpted as Table 12 of this article.

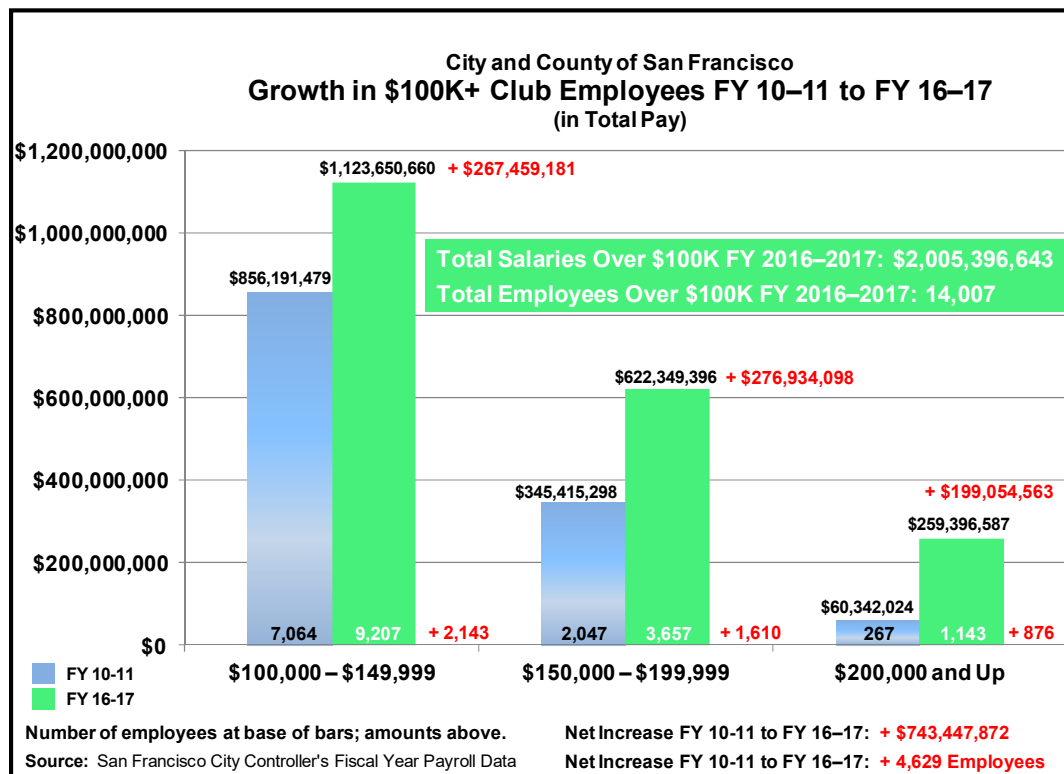
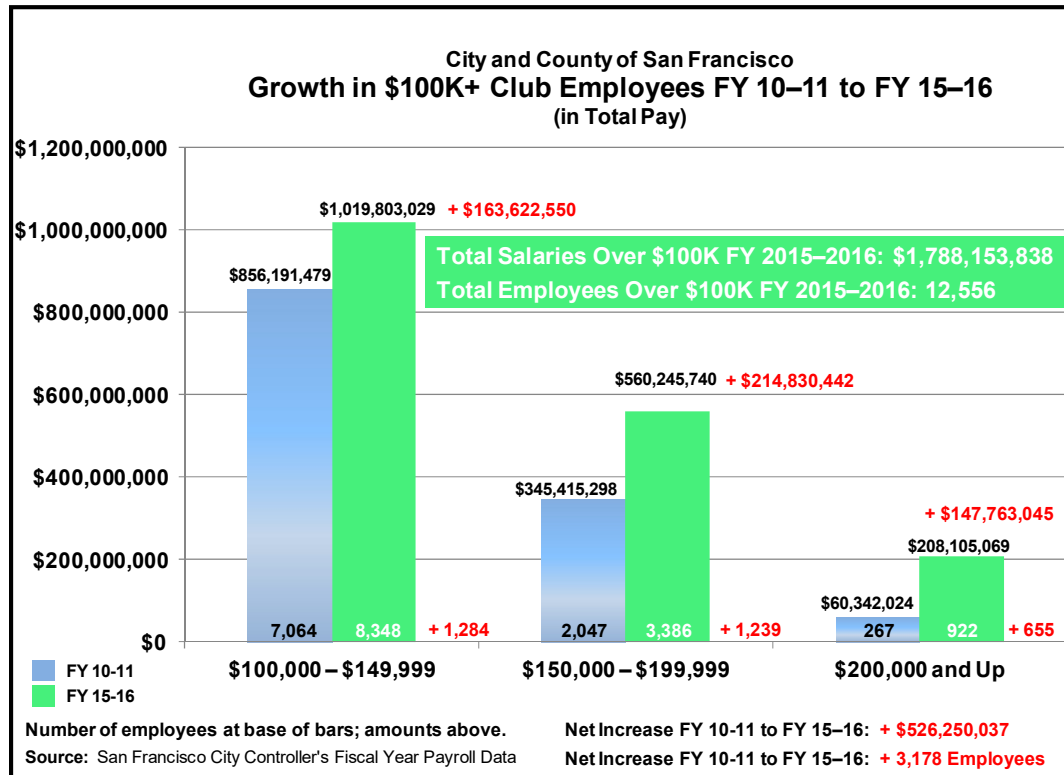
It's worth repeating: As Table 12 illustrates, of the 7,644 additional full- and part-time employees Mayor Lee has added to the City payroll since he was appointed as mayor in January 2011, fully 92.4% (7,063 of the new hires) have occurred in just 11 of the City's approximate 53 City departments.

Dept Title	FY 10-11		FY 16-17		Raw Net Change	Salary Change	% of All New Hires	% Increase in Dept	
	# of Staff	"Total Pay"	# of Staff	"Total Pay"				% Change # Staff	% Change Salary
1 PUBLIC HEALTH	7,038	\$ 523,166,163	9,355	\$ 743,080,546	2,317	\$219,914,383	30.3%	32.9%	42.0%
2 MUNICIPAL TRANSPORTATION AGENCY	5,160	\$ 373,083,187	6,402	\$ 505,954,364	1,242	\$132,871,178	16.2%	24.1%	35.6%
3 HUMAN SERVICES AGENCY	2,502	\$ 118,550,852	3,316	\$ 179,919,180	814	\$ 61,368,328	10.6%	32.5%	51.8%
4 RECREATION & PARK	1,848	\$ 53,028,883	2,484	\$ 72,151,731	636	\$ 19,122,848	8.3%	34.4%	36.1%
5 POLICE	2,798	\$ 323,471,426	3,274	\$ 394,369,242	476	\$ 70,897,816	6.2%	17.0%	21.9%
6 FIRE DEPARTMENT	1,539	\$ 213,044,500	1,939	\$ 263,484,290	400	\$ 50,439,790	5.2%	26.0%	23.7%
7 DEPARTMENT OF PUBLIC WORKS	1,247	\$ 81,537,621	1,630	\$ 121,556,591	383	\$ 40,018,970	5.0%	30.7%	49.1%
8 SF INTERNATIONAL AIRPORT	1,611	\$ 106,079,989	1,933	\$ 151,652,724	322	\$ 45,572,735	4.2%	20.0%	43.0%
9 GENERAL SERVICES AGENCY - CITY ADMIN	820	\$ 46,626,120	1,054	\$ 74,667,243	234	\$ 28,041,123	3.1%	28.5%	60.1%
10 PLANNING DEPARTMENT	159	\$ 12,030,873	291	\$ 21,988,142	132	\$ 9,957,269	1.7%	83.0%	82.8%
11 HOMELESS SERVICES			107	\$ 8,074,939	107	\$ 8,074,939	1.4%		
12 CONTROLLER	218	\$ 17,677,173	314	\$ 30,337,934	96	\$ 12,660,761	1.3%	44.0%	71.6%
13 HUMAN RESOURCES	218	\$ 11,035,083	308	\$ 18,546,928	90	\$ 7,511,845	1.2%	41.3%	68.1%
14 ELECTIONS	231	\$ 3,709,204	318	\$ 4,837,847	87	\$ 1,128,643	1.1%	37.7%	30.4%
15 DEPARTMENT OF BUILDING INSPECTION	223	\$ 19,597,467	303	\$ 29,597,100	80	\$ 9,999,633	1.0%	35.9%	51.0%
16 GENERAL SVCS AGENCY - TECHNOLOGY	262	\$ 21,251,944	324	\$ 31,710,662	62	\$ 10,458,718	0.8%	23.7%	49.2%
17 DISTRICT ATTORNEY'S OFFICE	268	\$ 27,998,659	329	\$ 37,060,774	61	\$ 9,062,114	0.8%	22.8%	32.4%
18 PUBLIC LIBRARY	907	\$ 38,429,590	959	\$ 51,604,484	52	\$ 13,174,894	0.7%	5.7%	34.3%
19 MAYOR	100	\$ 7,608,509	147	\$ 13,623,023	47	\$ 6,014,514	0.6%	47.0%	79.0%
20 ADULT PROBATION	125	\$ 7,824,503	169	\$ 14,193,211	44	\$ 6,368,708	0.6%	35.2%	81.4%
21 ECONOMIC & WORKFORCE DEVELOPMENT	75	\$ 5,929,466	117	\$ 11,231,369	42	\$ 5,301,904	0.5%	56.0%	89.4%
22 PORT AUTHORITY	260	\$ 20,081,543	298	\$ 26,564,022	38	\$ 6,482,479	0.5%	14.6%	32.3%
23 DEPARTMENT OF EMERGENCY MANAGEMENT	271	\$ 22,593,860	302	\$ 31,975,503	31	\$ 9,381,642	0.4%	11.4%	41.5%
24 ASSESSOR / RECORDER	158	\$ 9,649,031	188	\$ 14,180,221	30	\$ 4,531,190	0.4%	19.0%	47.0%
25 HEALTH SERVICE SYSTEM	42	\$ 2,785,475	63	\$ 5,066,339	21	\$ 2,280,864	0.3%	50.0%	81.9%
26 CITY ATTORNEY'S OFFICE	308	\$ 38,681,450	327	\$ 44,574,710	19	\$ 5,893,259	0.2%	6.2%	15.2%
27 SHERIFF'S DEPARTMENT	1,089	\$ 99,270,925	1,108	\$ 134,688,318	19	\$ 35,417,393	0.2%	1.7%	35.7%
28 BOARD OF SUPERVISORS	103	\$ 5,433,189	120	\$ 7,422,338	17	\$ 1,989,149	0.2%	16.5%	36.6%
29 RETIREMENT SYSTEM	96	\$ 7,732,936	113	\$ 11,583,876	17	\$ 3,850,940	0.2%	17.7%	49.8%
30 PUBLIC DEFENDER	182	\$ 17,707,857	194	\$ 22,434,721	12	\$ 4,726,864	0.2%	6.6%	26.7%
31 CLEAN POWER SF			8	\$ 650,540	8	\$ 650,540	0.1%		
32 ARTS COMMISSION	38	\$ 2,360,675	45	\$ 3,344,708	7	\$ 984,034	0.1%	18.4%	41.7%
33 CHILDREN, YOUTH & THEIR FAMILIES	56	\$ 2,315,007	62	\$ 4,309,578	6	\$ 1,994,571	0.1%	10.7%	86.2%
34 RENT ARBITRATION BOARD	39	\$ 2,835,390	45	\$ 3,951,695	6	\$ 1,116,306	0.1%	15.4%	39.4%
35 ASIAN ART MUSEUM	72	\$ 3,235,842	77	\$ 4,611,322	5	\$ 1,375,480	0.1%	6.9%	42.5%
36 WAR MEMORIAL	95	\$ 4,570,416	100	\$ 5,781,480	5	\$ 1,211,064	0.1%	5.3%	26.5%
37 ETHICS COMMISSION	17	\$ 1,231,429	21	\$ 1,291,283	4	\$ 59,854	0.1%	23.5%	4.9%
38 HETCH HETCHY	362	\$ 25,487,869	366	\$ 33,366,656	4	\$ 7,878,787	0.1%	1.1%	30.9%
39 TREASURER/TAX COLLECTOR	219	\$ 13,918,614	222	\$ 16,998,365	3	\$ 3,079,751	0.0%	1.4%	22.1%
40 DEPT ON THE STATUS OF WOMEN	12	\$ 377,405	15	\$ 602,835	3	\$ 225,430	0.0%	25.0%	59.7%
41 ACADEMY OF SCIENCES	12	\$ 1,023,947	13	\$ 1,378,890	1	\$ 354,944	0.0%	8.3%	34.7%
42 WATER DEPARTMENT	789	\$ 58,468,269	790	\$ 72,061,902	1	\$ 13,593,633	0.0%	0.1%	23.2%
43 CIVIL SERVICE COMMISSION	11	\$ 523,759	11	\$ 628,166	0	\$ 104,407	0.0%	0.0%	19.9%
44 LAW LIBRARY	2	\$ 244,922	2	\$ 306,319	0	\$ 61,397	0.0%	0.0%	25.1%
45 BOARD OF APPEALS	10	\$ 362,128	10	\$ 399,174	0	\$ 37,046	0.0%	0.0%	10.2%
46 CHILDREN & FAMILIES COMMISSION	18	\$ 1,086,577	17	\$ 1,300,280	-1	\$ 213,703	0.0%	-5.6%	19.7%
47 WASTEWATER ENTERPRISE	532	\$ 40,869,912	524	\$ 48,757,602	-8	\$ 7,887,689	-0.1%	-1.5%	19.3%
48 DEPARTMENT OF ENVIRONMENT	133	\$ 5,990,117	116	\$ 7,696,978	-17	\$ 1,706,861	-0.2%	-12.8%	28.5%
49 CHILD SUPPORT SERVICES	112	\$ 7,317,817	86	\$ 6,719,526	-26	\$ (598,291)	-0.3%	-23.2%	-8.2%
50 HUMAN RIGHTS COMMISSION	54	\$ 2,739,358	25	\$ 1,093,125	-29	\$ (1,646,232)	-0.4%	-53.7%	-60.1%
51 PUBLIC UTILITIES COMMISSION	840	\$ 63,081,991	803	\$ 76,156,190	-37	\$ 13,074,199	-0.5%	-4.4%	20.7%
52 GEN SVCS AGENCY - ANIMAL CARE & CONTROL	43	\$ 2,618,420			-43	\$ (2,618,420)	-0.6%	-100.0%	-100.0%
53 JUVENILE PROBATION	362	\$ 17,400,045	293	\$ 19,908,740	-69	\$ 2,508,695	-0.9%	-19.1%	14.4%
54 FINE ARTS MUSEUM	297	\$ 7,774,286	190	\$ 8,931,271	-107	\$ 1,156,985	-1.4%	-36.0%	14.9%
Total	33,983	\$ 2,501,451,673	41,627	\$ 3,398,378,997	7,644	\$896,927,324		22.5%	35.9%

Source: City Controller Microsoft Excel Payroll Database for each Fiscal Year, FY 2010–2011 to FY 2016–2017.

Addendum 2

As a point of reference, Figure 1 on page 4 of this article is repeated here, showing the same data points for the period ending June 30, 2016 contrasted to the period ending June 30, 2017. The shift in the bars in the chart are alarming.



Bear in mind that Mayor Lee's hiring binge won't be over until he is termed out of office in January 2020, and there will be three more City budgets — and concomittant increases to FTE's and total full- and part-time employees — before he is terminated as mayor.