

Overview

As noted in the May 2020 update to the Five-year Financial Plan, the City is facing a General Fund deficit of \$1.5 billion over the next two years. To balance the FY 2020-21 and FY 2021-22 budget, all departments are required to submit plans to reduce General Fund support, compared to the FY 2020-21 base budget, by an equivalent of 10% of adjusted General Fund support in FY 2020-21, growing to 15% in FY 2021-22. An additional 5% in FY 2020-21 is required to serve as a contingency, should fiscal conditions worsen.

Please fill out the following summary forms 1A, 1B, and 1C to lay out your proposal to meet your department's mandatory reduction and provide a clear, written description of resulting service and staffing impacts. Please also provide loadsheets in forms 2-4 to technically implement all changes required in the budget system that reflect the department's proposal. Form 1D is optional, but can be used by departments as a framework to discuss necessary core services and operations changes in response to the ongoing health crisis. (All budget impacts of these proposals should also be included in the summary form 1A.)

These General Fund mandated reduction plans are due to the Mayor's budget office by no later than **June 12, 2020 at 5pm**.

Guidelines for proposals:

1. Mandatory Reduction Requirements

When developing reduction plans, please prioritize solutions that maintain core functions - even if at reduced service levels. Consider:

- Contract savings: reduce or cancel underperforming contracts, services that do not conform to physical distancing, or those supporting non-essential activities
- For necessary contracts, consider re-bidding at reduced rates
- Reduction of personnel costs, including elimination of vacant positions, attrition savings, or project suspensions
- Streamlining operations and consolidation
- New revenue options (being mindful of CY GF impact)

*Note: Do not submit changes to your department's Pay-Go capital or COIT allocations in the FY20-21 or FY21-22 budget. Nishad Joshi from ADM's Capital Planning team and Matthias Jaime from COIT will reach out to departments to discuss their original capital submissions in light of CY rebalancing needs and newly constrained resources.

2. Future Planning & Re-opening Considerations

Within the mandatory reduction requirements, departments should consider budget changes that are based on the following re-opening considerations:

- Identify core services - critical government functions
 - Incorporate public health guidance in plans for re-opening operations
 - Equity principles and considerations need to guide any service changes to ensure people can still access needed services in a safe manner
 - Workforce: work from home & in-person services (how will physical space and supply needs change for work that must continue in person and work that can happen remotely?)
 - Required public services: in-person & online considerations (what services can be moved online and/or should be delivered differently?)
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Revised FY 20-21 and FY 21-22 Budget Submission Summary of Major Changes

Summary of General Fund Changes		
	FY 20-21	FY 21-22
Base General Fund Support - please use "base amt" value in the return MBO analyst provides	\$ 10,387,119	\$ 10,387,119
Mandatory Reduction Requirement - MBO analyst will provide value	\$ (1,038,712)	\$ (1,558,068)
Department Proposal: Changes from Base Budget		
Total GF Expenditure Reduction (use negative values for all reductions)	\$ 1,038,712	\$ 1,558,068
Total GF Revenue Changes (use positive values for increased revenue)		
Total GF Change from Base (should match mandatory reduction requirement value in line 5)	\$ (1,038,712)	\$ (1,558,068)
Total FTE Change from Base (formula from 18)	(6.54)	(6.97)

Mandatory Reduction Requirement & Proposed Operational Changes								
Project, program, or expenditure description - add additional rows if needed	FY 20-21 GF Savings	FY 21-22 GF Savings	FY 20-21 NGF Savings	FY 21-22 NGF Savings	FY 20-21 # FTE impacted, if applicable	FY 21-22 # FTE impacted, if applicable	Please briefly describe justification & impact on department	Which loadsheet lines correspond to this change?
lay off 2 security since 1/1/2021; Change Exe Secretary to 50% part-time since 7/1/2021.	\$ (113,051)	\$ (312,307)			(1.00)	(2.50)	The security department is a 24 hour department and monitors life safety as well as intrusion alarm and camera systems. The security department patrols the facility monitoring risks to the collection and building from water leaks, fire risks, intrusions and pest issues.	tab 4, item# 1 & 3
Increasing Attrition (freeze 3 vacant security and Librarian in FY21; freeze 3 vacant security in FY22)	\$ (499,641)	\$ (356,897)			(4.00)	(3.00)	There is an impact to our ability to provide the same level of protection 24 hours a day through the reduction in security staffing. Furthermore, opening hours to the public will need to be reduced from 6 days to 5 days.	tab 4, item# 1 & 2
Reducing Temporary Staffing	\$ (179,500)	\$ (179,500)			(1.54)	(1.47)	The Exe Secretary's duties would be limited to the essentials, and back-up would be provided by other staff.	tab 4, item# 4
Other Non-Layoff Personnel Changes (reducing overtime)	\$ (22,000)	\$ (22,000)			-	-	Freezing the position of librarian in FY21 will result in a reduction in public access and public service, since this is a singular position within the museum. The library serves as a resource for texts and periodical specifically focused on the arts from Asia, and is a repository for specialized subject matter Asian language publications for the greater Bay Area. A library assistant will be able to maintain the facility and collection until we are able to reopen to the public following the rest of the freeze and identification of the next librarian.	tab 4, item# 5
Non-Personnel Expenditure (Savings)	\$ (224,520)	\$ (687,364)			-	-	This will result in our reducing our educational outreach and on-site programming. In gallery interpretation of the arts and cultures tied to the works in the collection will also be reduced. Furthermore, our fundraising events and efforts will need to be reduced or modified, potentially impacting our contributed income revenue source.	tab 3, item# 1

Mandatory FY 20-21 5% Contingency				
Project, program, or expenditure description - add additional rows if needed	FY 20-21 GF Savings	FY 20-21 # FTE impacted, if applicable	Please briefly describe justification & impact on department	Which loadsheet lines correspond to this change?
Change Exe Secretary to 50% part-time since 1/1/2021, instead of 7/1/2021	\$ (35,342)	(0.25)	The Exe Secretary's duties would be limited to the essentials, and back-up would be provided by other staff.	tab 4, item# 3
Freeze Conservator position for 10-month (current conservator will retire from 10/1/2020)	\$ (122,481)	(0.83)	It's a unique position within the museum's conservation department charged with technical analysis, maintenance, and restoration of works of art in the City's permanent collection of Asian art. Freezing this position will result in increased risk to the collections. Research and examination of the objects will be stopped until the position can be unfrozen. Also, new objects proposed for addition to the city's collection of Asian art will need to be assessed and stabilized by outside.	tab 4
Non-Personnel Expenditure (Savings)	\$ (361,533)	-	This will result in our reducing our educational outreach and on-site programming. In gallery interpretation of the arts and cultures tied to the works in the collection will also be reduced. Furthermore, our fundraising events and efforts will need to be reduced or modified, potentially impacting our contributed income revenue source.	tab 3, item# 1

Narrative - Programs and Services Impacted in FY 20-21 & FY 21-22	
What are the core operations the department is planning to continue in FY 20-21? How will those operations be adjusted given both public health guidelines and budgetary reduction requirements?	<p>The first of our core operations is protecting and preserving the city's collection of Asian art. This will remain our primary operation and will be impacted with a reduction of our security staffing. While reducing our hours of operation to 5 days per week will help mitigate this impact, security staffing available to protect our collection both during open hours and while closed to the public will be limited. The security department is a 24 hour department and monitors life safety as well as intrusion alarm and camera systems. The security department patrols the facility monitoring risks to the collection and building from water leaks, fire risks, intrusions and pest issues. In addition, the freezing of the Conservator position as proposed under the 5% contingency scenario will impact the collections care. This work will be addressed after the freeze is lifted and the position can be refilled.</p> <p>Our second core operation is interpretation and education related to Asian art and culture for the public. This operation will be curtailed in accordance with DPIH guidelines to ensure public health and safety. In addition this operation which relies on our being open to the public will be reduced from 6 days a week to 5 days a week as a result of security staff and funding reductions.</p> <p>Our third core operation is as an information resource for the region with respect to Asian art and culture. This operation will be greatly reduced with the temporary closure of our specialty library and greatly reduced access to our art collections for research. These reductions are attributable to health and safety guidelines, a pending vacancy resulting from the retirement of our only librarian and funding reductions.</p>
What programs, projects, and services are you proposing to change, reduce, suspend, or cancel for FY 20-21 and FY 21-22? How are these changes reflected in this proposal?	<p>For the first 6 months of FY 20-21 we have moved all of our public and educational programs from in-person, on-site to virtual engagements. This will continue for the second 6 months of the fiscal year if the health and safety guidelines direct us to avoid gatherings. These changes move our public service out of the museum building and reduce the number of personnel need for direct public service. We will suspend our library function for the public for the FY 20-21 period owing to the retirement of our librarian. The close quarters of the library also make safe public access difficult as long as the current guidelines are in place. We will reevaluate the library function for the FY 21-22 year. We will reduce our research and active preservation of objects stored in the art collection following the retirement of our objects conservator. Only critical preservation functions will be pursued on a contract basis for FY 20-21.</p> <p>With an anticipated reduction to both regular visitors and school groups in FY 20-21, the security department can reduce staffing. This is not sustainable when the concern related to COVID-19 alleviates. While we can reduce security staffing for FY 20-21, we will have increased safety and security concerns when we see increased attendance. We anticipate increased visitor attendance due to our new construction and changes in programming. Furthermore, the museum normally gets between 30-35K school visitors per year. Increased attendance from both school groups and regular visitors increases the risk of medical emergencies, missing visitors and children and risk to the collection through intentional and unintentional actions. As we see an increase in attendance from both school groups and regular visitors we will see a need for increasing security staffing either through regular benefitted staff or as needed hours.</p>
What are the impacts for the department, staffing levels, public services, and residents of these reductions? Do any of the proposed budget reductions directly support vulnerable populations?	<p>The department will experience a reduction in its capacity to preserve and protect the city's Asian art assets. Staffing levels will be reduced as a result of imposing a hiring freeze on four vacant positions (3 security guards and 1 librarian) and layoff of 2 security guard positions. The public will see a reduction of at least 1 day per week of access to the museum, its collections, and programs. And the information sharing and research functions of the museum will be largely paused as a result of the budget reductions.</p> <p>The reduction in security staffing limits the number of security staff on duty at any one time. This has the potential to reduce response time for medical emergencies both in the museum and along the exterior perimeter. The security department patrols the exterior of the museum responding to medical emergencies and providing a uniformed presence improving safety for visitors and staff at the museum. These patrols also provides assistance to the unhousehold community in the area through medical assistance, and increases safety for residents and people working or transiting the area. With the reduction in staffing we will need to prioritize our remaining staff. This may reduce the exterior patrols which could reduce medical response and have a negative impact on the safety of residents and visitors to the area.</p>
What ideas do you have about achieving citywide savings that might be applicable to other departments or require coordination? Are you proposing any reductions to discretionary work orders (IDS) - have you communicated and reached agreement with the other department?	none.

Revised FY 20-21 and FY 21-22 Budget Submission Summary of FTE Changes

FTE Summary	FY 20-21 # of GF FTE	FY 20-21 # of NGF FTE	FY 21-22 # of GF FTE	FY 21-22 # of NGF FTE
Base FTE	57.45		57.28	
Department Proposed FTE	50.91		50.31	
Change	(6.54)		(6.97)	

General Fund Personnel Changes	FY 20-21 GF Savings	FY 21-22 GF Savings	FY 20-21 # of FTE impacted, if applicable	FY 21-22 # of FTE impacted, if applicable	Program or Service Area Impacted
lay off 2 security since 1/1/2021; Change Exe Secretary to 50% part-time since 7/1/2021.	\$ (113,051)	\$ (312,307)	(1.00)	(2.50)	The security department is a 24 hour department and monitors life safety as well as intrusion alarm and camera systems. The security department patrols the facility monitoring risks to the collection and building from water leaks, fire risks, intrusions and pest issues. There is an impact to our ability to provide the same level of protection 24 hours a day through the reduction in security staffing. Furthermore, opening hours to the public will need to be reduced from 6 days to 5 days.
Increasing Attrition (freeze 3 vacant security and Librarian in FY21; freeze 3 vacant security in FY22)	\$ (499,641)	\$ (356,897)	(4.00)	(3.00)	
Reducing Temporary Staffing	\$ (179,500)	\$ (179,500)	(1.54)	(1.47)	The Exe Secretary's duties would be limited to the essentials, and back-up would be provided by other staff.
Other Non-Layoff Personnel Changes (reducing overtime)	\$ (22,000)	\$ (22,000)	-	-	Freezing the position of librarian in FY21 will result in a reduction in public access and public service, since this is a singular position within the museum. The library serves as a resource for texts and periodical specifically focused on the arts from Asia, and is a repository for specialized subject matter Asian language publications for the greater Bay Area. A library assistant will be able to maintain the facility and collection until we are able to reopen to the public following the end of the freeze and identification of the next librarian.
Total	\$ (814,192)	\$ (870,704)	(6.54)	(6.97)	

Non-General Fund / Self Supporting Personnel Changes	FY 20-21 Savings/(Cost)	FY 21-22 Savings/(Cost)	FY 20-21 # of FTE impacted, if applicable	FY 21-22 # of FTE impacted, if applicable	Program or Service Area Impacted
Eliminating Vacant Positions					
Increasing Attrition					
Reducing Temporary Staffing					
Other Non-Layoff Personnel Changes					
Total	-	-	-	-	

If a proposal will result in a potential layoff, please outline details below

GFS Type GF/SS	Class Title	Class	FY 20-21 Full Year Cost of Position & Fringe	FY 20-21 # of FTE	FY 21-22 Full Year Cost of Position & Fringe	FY 21-22 # of FTE
GF	Museum Guard (lay off since 1/1/2021)	8226_C	\$ 56,526	0.50	\$ -	-
GF	Museum Guard (lay off since 1/1/2021)	8226_C	\$ 56,526	0.50	\$ -	-
GF	Executive Secretary II (change to 50% part time since 7/1/2021)	1452_C	\$ 141,368	1.00	\$ 70,684	0.50

Core Service and Operations Changes

Optional form - departments may choose to use to use this sheet to brainstorm and summarize proposed changes if helpful

#	Core Service/Operation Before COVID	Changes to Service/Op Because of COVID	What the Service/Op Will Look Like in BY and BY+1	Rough Cost Implications
e.g.	Trainings	No more in-person trainings; transitioning to online	Reduced trainings available in total; offering some (1-3) critical trainings via webinar	<ul style="list-style-type: none"> - Significant reduction in in-person training costs (trainers salaries, supplies, food, space requirements) - Moderate increase in costs for e-training/webinar tools - Overall cost reduction of 30%
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Dept. #	Code	Department Name	Mayor's Office	Controller's Budget & Analysis
62	AAM	Asian Art Museum	Sally Ma	Mark Chen
70	ADM	General Services Agency - Administrative Services	Lillian Patil	Risa Sandler
13	ADP	Adult Probation	Andrea Lynn	Nick Leo
27	AIR	Airport	Andrea Lynn	Nick Leo
28	ART	Arts Commission	Adrian Liu	Mendy Ma
2	ASR	Assessor/Recorder	Morgan Owens	David Ly
1	BOS	Board of Supervisors	Anna Duning	Michael Mitton
3	CAT	City Attorney	Matthew Bangcaya	Ysabel Catapang
64	CFC	Children & Families Commission	Anna Duning	Mendy Ma
23	CHF	Children, Youth & Their Families	Camilla Taufic	Mendy Ma
9	CON	Controller	Morgan Owens	Ysabel Catapang
29	CPC	City Planning	Morgan Owens	David Ly
10	CRT	Superior Court	Andrea Lynn	David Ly
30	CSC	Civil Service Commission	Camilla Taufic	Michael Mitton
17	CSS	Child Support Services	Andrea Lynn	Nick Leo
4	DAT	District Attorney	Andrea Lynn	Ysabel Catapang
19	DBI	Department of Building Inspection	Morgan Owens	David Ly
88	DPA	Department of Police Accountability	Camilla Taufic	Edward de Asis
81	DPH	Department of Public Health	Anna Duning	Risa Sandler
90	DPW	General Services Agency - Public Works	Adrian Liu	Edward de Asis
45	HSA	Human Services Agency	Anna Duning	Mendy Ma
77	DEM	Emergency Communications	Matthew Bangcaya	Nick Leo
21	ECN	Economic & Workforce Development	Matthew Bangcaya	Mendy Ma
22	ENV	Environment	Sally Ma	Nick Leo
18	ETH	Ethics Commission	Sally Ma	Michael Mitton
61	FAM	Fine Arts Museum	Sally Ma	Michael Mitton
31	FIR	Fire Department	Matthew Bangcaya	Mark Chen
97	GEN	General City Responsibility		Michelle Allersma/ Risa Sandler
4	HRC	Human Rights Commission	Camilla Taufic	Ysabel Catapang
33	HRD	Human Resources	Camilla Taufic	Michael Mitton
84	HOM	Dept. of Homelessness and Supportive Housing	Lillian Patil	Edward de Asis
55	HSS	Health Service System	Camilla Taufic	Mark Chen
12	JUV	Juvenile Probation	Camilla Taufic	Edward de Asis
41	LIB	Public Library	Matthew Bangcaya	Michael Mitton
63	LLB	Law Library	Adrian Liu	David Ly
35	MTA	Municipal Transportation Agency (MTA)	Camilla Taufic	Edward de Asis
25	MYR	Mayor	Morgan Owens	Mendy Ma
37	BOA	Board of Appeals	Sally Ma	Nick Leo
5	PDR	Public Defender	Andrea Lynn	Nick Leo
38	POL	Police Department	Andrea Lynn	Nick Leo
39	PRT	Port	Adrian Liu	David Ly
40	PUC	Public Utilities Commission	Morgan Owens	Edward de Asis
42	REC	Recreation & Park	Matthew Bangcaya	Mark Chen
80	REG	Elections	Adrian Liu	Ysabel Catapang
44	RET	Retirement System	Camilla Taufic	Michael Mitton
65	RNT	Rent Arbitration Board	Morgan Owens	Mendy Ma
60	SCI	Academy of Sciences	Sally Ma	Ysabel Catapang
6	SHF	Sheriff's Department	Anna Duning	Edward de Asis
75	TIS	General Services Agency - Technology	Adrian Liu	Nick Leo
8	TTX	Treasurer / Tax Collector	Morgan Owens	Michael Mitton
99	UNA	General Fund Unallocated		Michelle Allersma/ Risa Sandler
7	USD	County Office of Education		David Ly
46	WAR	War Memorial	Adrian Liu	Ysabel Catapang
48	WOM	Department on the Status of Women	Andrea Lynn	Ysabel Catapang
	OCII	Office of Community Investment and Infrastructure	Morgan Owens	Risa Sandler