

## Overview

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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 with General Fund support 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. Non-General Fund departments and funds must be balanced within their own revenue projections. **Accordingly, Non-General Fund departments are not required to submit a General Fund reduction plan, but should complete forms 1A, 1B, and 1C in this workbook to summarize planned adjustments to balance for their respective departmental FY 2020-21 and FY 2021-22 budgets.**

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.)

In addition to balancing expenditures around new revenue projections, department budget change summaries should take into account 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?)

These plans are due to the Mayor's budget office by no later than **June 12, 2020**.

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

Summary of Changes							
Budget Changes	FY 20-21	FY 21-22					
Total Expenditure Changes <i>(use negative values for all reductions)</i>	(230,241,460)	(13,059,688)					
Total Revenue Changes <i>(use positive values for all increased revenue)</i>	(204,415,445)	(15,114,000)					
Total Change from updated Base budget	(434,656,905)	(28,173,688)	*change from Dept budget submission in Feb 2020, not Base budget				
<b>Total FTE Change from Base</b>							
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
5910_OTO - Annual Service Payment to CCSF			(14,482,850)	(4,037,350)			ASP reduction based on projected decrease in concession/non-airline revenue.
5700DebSvc - Debt Service			(59,564,370)				Debt Service reduction based on anticipated debt restructuring/refunding. Contingent on market access.
5950_ITO - Transfers out to OPEB (18020)			(106,000,000)	6,226,000			Reduce OPEB Transfer (\$106M) - future liability for pension true-up will be delayed.
5950_ITO - Transfers out to FM (17980)			(2,500,000)	2,000,000			Reduce Facilities Maintenance funding - emergency/unplanned maintenance will need to be prioritized or delayed if appropriate.
5210NPSvcs - Contractual Services			(25,784,173)				Reduce various professional services contracts that were passenger driven and delay projects that are not essential.
5210NPSvcs - Other			(2,011,125)				Reduce South San Francisco Tax due (\$1.5M) to closure of the Long Term Parking garage and reduce other non-essential expenditures such as travel and employee field expenses.
5400Mat&Su - Materials & Supplies			(2,732,300)				Reduce materials & supplies due (\$1.2M) to decrease in passenger volume and delay the Customs and Border Protection reimbursement for hardware and software refresh (\$1.5M) required for federal inspection services .
5600CapOut - Equipment/Vehicle Purchase			(1,290,740)				Delay in replacing data processing equipment, electric vehicle chargers, clean air vehicles, and other cleaning equipment. The Airport may not be able to meet the Citywide Zero Emissions Vehicle (ZEV) requirement for light duty passenger vehicles by December 31, 2022. Delayed equipment and vehicle purchases may result in increased maintenance and repair cost to fix older assets.
Salary/Fringe - New Positions			(6,197,607)	(9,804,992)	(42.34)	(62.70)	Remove/delay new positions that were requested in Feb 2020.
Salary/Fringe - Sub Positions			(310,031)	(347,652)	-	-	Remove non-required substitutions submitted in Feb 2020. Added substitutions for Facilities Division from existing vacant positions instead of requesting new positions.
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?	Airport continues to provide necessary operating resources for essential operations and maintenance functions. We are working towards enhancing safety and improving passenger confidence at SFO. The Airport has developed a Safety by Design program to address physical distancing, health screening, and touchless experiences throughout the Airport.						

<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>	<p>Airport is reducing various contractual services that are passenger driven (New South Parking, Smarte Carte, staffing at the TNC lots, reduce shuttle driver hours, security agent staffing, guest services program, planning consulting services and scavenger services fees), delay implementation of new Congestion Management System, and reduce communications and marketing services. Airport also cancelled the pilot employee shuttle service program. These changes are reflected in a reduction to the non-personnel services - contractual services line.</p> <p>Revisited the Capital Improvement Plan and will only move forward with essential projects to preserve cash and remain financially flexibility.</p>
<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>	<p>During Summer 2020, in the wake of COVID-19, SFO's Summer High School Interns will be reduced and limited to 20 positions. The Mayor's Opportunities for All initiative - OFA program is scheduled from 7/13/20 to 8/7/20 using a virtual cohort model. The program will continue to provide low-income youth with work experience, income, and mentorship opportunities. College internships may be delayed until the Fall 2020.</p>
<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?</p>	<p>Reduction of historically underspent discretionary work orders would achieve savings; however, the Airport has not included any work order changes without coming to agreement with the Performing Department.</p>





581051 - GF-PUC-Light Heat & Power	(8,205,433)	(6,759,827)	<b>298650</b>	Pending	Rates based on reduced electricity load due various facilities/equipment closure from the impacts of COVID-19

## 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"> <li>- Significant reduction in in-person training costs (trainers salaries, supplies, food, space requirements)</li> <li>- Moderate increase in costs for e-training/webinar tools</li> <li>- Overall cost reduction of 30%</li> </ul>
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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