

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	Note					
Base General Fund Support - please use "base amt" value in the return. MBO analyst provides								
Mandatory Reduction Requirement - MBO analyst will provide value	646,523	969,802						
Department Proposal: Changes from Base Budget								
Total GF Expenditure Reduction (use negative values for all reductions)	174,282	612,246	The Department proposed budget increased compared to base budget, but its budget reduced from February submission by \$913K in BY and \$430K in BY+1. CSA budget and COIT projects budget are not included here.					
Total GF Revenue Changes (use positive values for increased revenue)	820,821	1,582,051	The GF revenue increase is comprised of three components, 1) work order revenue increase from the base, increased by \$392K in BY and \$1.9M in BY+1, 2) operating revenue increased by \$35K in both years, 3) Department work order annual allocation rate recalculation. The work order allocation is recalculated every year according to prior year citywide actual expenditures. General fund work order recoveries reduced by \$39.3K in BY and increased by \$38.1K in BY+1, which is considered as savings of \$39.3K in BY and costs of \$38.1K in BY+1. Considering downstream general fund impact, the Department revenue increase from the base budget totaled \$820K in BY and \$1.58M in BY+1. CSA and COIT projects work order recoveries are not included here.					
Total GF Change from Base (should match mandatory reduction requirement value in line 5)	646,523	969,802	The Department met its reduction targets, with consideration of downstream general fund savings.					
Total FTE Change from Base (Formula from 18)	2.04	1.00	All proposed positions are Off Budget and salaries/fringe will be absorbed into the Department's reduced budget.					
Mandatory Reduction Requirement & Proposed Operational Changes								
Project, program, or expenditure description - add additional rows if needed	FY 20-21 GF (Savings)/Cost	FY 21-22 GF (Savings)/Cost	FY 20-21 NGF (Savings)/Cost	FY 21-22 NGF (Savings)/Cost	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?
Salary & Fringe	80,661	189,833	(32,518)	(33,579)			Salary and Fringe budget changes are due to: substitutions, attrition savings and special classes adjustments. Increase is absorbed within Department's reduced proposed budget. 1) Substitutions: Admin: 1657 for 1654, 1652 for 1823 AOSO: 1064 for 1657, 1452 for 1822 Payroll: 1223 for 1220 Systems: 1063 for 1093, 1820 for 1052, 1053 for 1052 2) Increase Attrition Savings are offset by special classes' budget change, such as step increase, MSCP, overtime, and position not detailed (reimbursement from CSA position not detailed). Other proposed positions are off-budget, with no funding impact: 1) Two off budget 1654s for AOSO 2) Conversion: Convert Systems 1406 from time-limited Off Budget position to on-going Off Budget position	Partially loaded in February; New position changes is included in 4. Loadsheet- Personnel.
CON Admin Overhead	(84,132)	(219,137)	117,626	165,579			Administration reduced its budget in materials & supplies and services from other departments. This reduced the overhead budget, resulting in a net budget reduction of \$220K.	3. Loadsheet-Non Personnel Exp
Non-Personnel Services	(228,741)	231,630	(219,121)	179,898			Overall savings in professional services. Hardware, software and IT related professional services are centralized in Administration. DT work order increase will be absorbed in reduced Systems budget. Systems projects that are not funded by COIT are funded within division's reduced budget: - SF Financials & Procurement Business Unit Updates & Reporting Enhancements - Citywide Financial Records - Retention Schedule Required Data, Migration off of the Legacy Mainframe - Citywide HSS New Hire & Life Events Online Benefits Enrollment in SF People & Pay, the SF Employee Portal - Chatbot Implementation Project - Service Work Orders Enhancement - SF Financial Expansion and Implementation of the Facilities & Equipment Maintenance Management Module - SF Financial's Expansion and Implementation of the Treasury Deal Management Module - Klarna PeopleSoft Data Analytics	Partially loaded in February; New budget changes are included in 3. Loadsheet-Non Personnel Exp.
Materials & Supplies	4,213	(13,887)	6,064	0			Budget increase in \$400 to meet staff ergo needs to support employee telework.	Partially loaded in February; New budget changes are included in 3. Loadsheet-Non Personnel Exp.
Services From Other Departments	248,302	45,623	281,929	66,286			Mainly due to DT work order MOU increase.	Partially loaded in February; New budget changes are included in 3. Loadsheet-Non Personnel Exp.
AOSO work order recoveries	(179,149)	(261,856)	145,888	350,585				
Systems Division work order recoveries	(645,753)	174,470	607,685	1,158,346			The work order allocation annual calculation saved GF work orders and general fund support in both years.	2. Loadsheet- Revenue
Mandatory FY 20-21 5% Contingency								
Project, program, or expenditure description - add additional rows if needed	FY 20-21 GF (Savings)/Cost	FY 20-21 # FTE impacted, if applicable	Please briefly describe justification & impact on department		Which loadsheet lines correspond to this change?			
Real Estate 1155 Market/City Hall TI work order liquidation	(323,367)	N/A	No impact with the liquidation of this amount. Department is working on its Site Safety Protocol which may require some TI work to meet safety protocols and requirements.		On GEN/GSA's loadsheets			
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?	The Department will continue to provide its core services in all its divisions while teleworking through FY21. ~25 staff will work onsite at various locations: City Emergency Operations Center (EOC), Department Operations Center (DOC) working at the EOC; 1155 Market (Payroll and supporting systems staff); City Hall (Accounting Distribution Unit, Executive Office (mail), Fox Plaza (Accounting Claims). The Department will implement its Health Screening and Office Safety Protocol to support its staff working onsite.							
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?	Systems will reduce the budget and delay the timeline for the Business Unit/Charfields Project. The budget has been significantly cut for the Budget System Project by reducing optional services, moving ongoing software maintenance and support into their own operational budget. These savings reflect a budget reduction from 6.8M to 4.8M, with an execution timeline extended from two to three years (FY20 - FY22).							

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?	Only significant impact to the Department is the inability to hire to support our core services and projects. We do not support vulnerable populations directly.
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 (DW) - have you communicated and reached agreement with the other department?	DT and OCA are currently working on an enterprise agreement with Mythics for Oracle licensing and support that may result in a reduction to Systems' licensing and support costs. No information is available at this time about the potential reduction, if any. Systems does not have any reductions to DW, but would be open to revisiting the DT MOU in FY22.

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	Note
Base FTE	189.40	124.11	187.54	123.26	FTE counts include CSA FTEs, but do not include Attrition savings and COIT Budget Replacement Project FTEs. Systems Division anticipates to reduce Project's FTEs from 7.77 to 3.77 in BY, and from 8 to 4 in BY+1. COIT review in progress. AOSD FTEs are considered as GF FTEs. AOSD proposed to add two new 1654s (FTE 1.54 in BY, 2 in BY+1) CSA FTEs are considered as NGF FTEs.
Department Proposed FTE	191.19	124.36	190.06	123.74	Systems Division FTEs are split between GF and NGF based on its work order allocations: GF:NGF=51.73%:48.27%. Systems proposed to convert an expiring 1406 from time-limited position (FTE 0.5) to one on-going off-budget position. The net FTE increased by 0.5 in BY and 1 FTE in BY+1. OPF is self-funded division and its FTEs are considered as NGF FTEs.
Change	1.79	0.25	2.52	0.48	Total FTE changes (off-budget positions): BY: 1.54 FTEs from AOSD and 0.50 FTE from Systems Division. BY+1: 2 FTEs from AOSD and 1 FTE from Systems Division.

General Fund Personnel Changes	FY 20-21 GF (Savings)/Cost	FY 21-22 GF (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	(214,283)	(222,170)	(1.23)	(1.21)	Attrition savings increased. Attrition FTE count is estimated FTE. Projected savings attributed to delays in exams and selection processes. Systems Division attrition savings and FTEs are split between GF and NGF based on its work order allocations: GF:NGF=51.73%:48.27%."☒
Reducing Temporary Staffing					

Other Non-Layoff Personnel Changes	294,944	412,002	1.8	2.52	<p>Cost increased due to two substitutions & special classes adjustments. Substitutions: Admin: 1657 for 1654 Admin: 1652 for 1823 AOSD: 1064 for 1657, 1452 for 1822 Payroll: 1222 for 1220 Systems Division position substitution: 1063 for 1093, 1820 for 1052, 1053 for 1052</p> <p>FTE increase also due to one (0.5 FTE) time-limited off-budget position (1406) in Systems Division converted to an on-going off-budget position (1 FTE), which resulted in 0.5 FTE increase in BY and 1 FTE increase in BY+1. Systems Division budget and FTEs are split between GF and NGF based on its work order allocations: GF:NGF=51.73%:48.27%.</p>
Total	80,661	189,832	0.57	1.31	

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	(12,068)	(12,068)	(0.06)	(0.05)	Attrition savings increased. Attrition FTE count is estimated FTE. Projected savings attributed to delays in exams and selection processes. Systems Division attrition savings and FTEs are split between GF and NGF based on its work order allocations: GF:NGF=51.73%:48.27%.
Reducing Temporary Staffing					
Other Non-Layoff Personnel Changes	(1,614)	(1,673)	0.24	0.48	FTE increased due to Systems Division proposed to convert one time-limited off-budget position to on-going off-budget position mentioned above. Systems Division position substitution: 1063 for 1093, 1820 for 1052, 1053 for 1052 Systems Division budget and FTEs are split between GF and NGF based on its work order allocations: GF:NGF=51.73%:48.27%. Cost savings: Systems Division down-graded 1053 for 1052, the savings are partially offset by CSA upward position substitution: 1830 for 0931. CSA FTE counts are included here.
Total	(13,682)	(13,741)	0.18	0.43	

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

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