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 with General Fund support are required to submit plans to reduce departmental 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.

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.** Both General Fund and non-General Fund departments **should also provide loadsheets in forms 2-4 to technically implement all changes required in budget system that reflect the department's proposal outlined in form 1A**. 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 changes summaries should take into account the following re-opening considerations:
-Identify core services (critical government functions)
-Incorporate public health guidance for re-opening operation planning
-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 mandated reduction plans are due to the Mayor's budget office by no later than **June 12, 2020**.

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

Summary of Changes

Changes from Base Budget	FY 20-21	FY 21-22
Total Expenditure Reduction (use negative values for all reductions)	(9,020,000)	(7,779,156)
Total Revenue Changes (use positive values for increased revenue)		
Total Change from base budget		
Total FTE Change from Base (formula from 1B)		

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?
Remove $3M in new Dignity Fund appropriation			(3,000,000)	(3,000,000)			City deficit forecast triggers freeze on new appropriation; Dept unable to augment existing services or implement new programming for older and disabled adults in FY20-21. Had be planned to use for CODB and for new programming.	
Dignity Fund revenue loss			3,000,000	3,000,000			Revenue loss of transfer in suspended in FY20-21	
Dignity Fund contracts reallocations			-	-			Impact still unknown but funding will shift from programs unable to continue normal operations due to changed conditions to programs - primarily nutrition and virtual connectivity - whose demand has increased	
OECE - CBO contract reductions			(2,330,052)	(2,330,052)			OECE is proposing to reduce some contracts that underspend or do not directly provide child care in order to focus its more limited resources on direct services.	
OECE - Removal of FY2021 CODB / Child Care Rate Increase			(2,449,104)	(2,449,104)			OECE has backed out its FY2021 CODB increases / child care rate increases per MBO guidance. Was to be paid for with PEEF growth	
OECE - Backfill additional PEEF shortfall with PEEF balance			(2,240,844)	-			OECE will backfill any additional PEEF shortfall beyond the CBO contract reductions and removal of CODB with PEEF balance	
PEEF revenue loss			7,020,000	4,740,000			Estimated loss of transfer into PEEF. Final amount to be determined by Controller's Office	
Various DAS Grant Adjustments in line with updated allocations							Numerous small adjustments to State and Federal Grants	
CalFresh/SNAP Grant Revenue Increase			(1,000,000)	-			$1 M one-time federal grant supporting CalFresh's transition to a virtual service delivery model. Enhancement will allow clients to log into virtual lobbies and receive multi-lingual services online.	
CalFresh/SNAP Grant Expenditure Increase			1,000,000	-			Expenditures for designing and implementing website chat functionality using Amazon Connect and expanding the use of MyBCW enrollment	

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?	In the Dignity Fund-eligible realm, funding will likely be shifted from congregate programs for older adults, which are unable to function as normal given the emergency/SIP orders, to nutrition programming whose demand has spiked. DAS will also program any one-time balance for this purpose. The needs for nutrition for older adults may exceed these resources and require additional support. OECE is focused on preserving system capacity by keeping providers operating and preserving quality classroom experiences for as many children as possible. Current public health guidance for child care providers, significantly reduces the capacity at child care centers. By serving fewer students, providers are facing less revenue and increased costs. To overcome these challenges, OECE will strategically use its PEEF balance. OECE will invest in keeping child enrollments at the current FY20 level providing stability to those licensed Centers and Family Child Care Homes (FCCs) meeting key environmental and educational quality thresholds, with the ability to earn up to their FY20 funding amounts. Ensuring licensed spaces in high-need communities is priority in the face of new classroom size limits. The City needs every available licensed space to accommodate children who will not have access to District, Head Start, or state-funded spaces normally made available to preschool-aged children. OECE's enrollment priorities focuses on: children entering Kindergarten in 2021; 3 and 4 year olds (with those aged 4 prioritized first) from low-income households; and at-risk populations such as homeless, FCS, and special needs children will supersede all others.
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?	In the Dignity Fund-eligible realm, funding will likely be shifted from congregate programs, which are unable to function as normal given the emergency/SIP orders, to nutrition programming whose demand has spiked. The needs for nutrition for older adults may exceed these resources and require additional support. OECE is proposing to suspend FY2021 CODB increases and rate increases and reduce some contracts that underspend or do not directly provide child care in order to focus its more limited resources on direct services. OECE will also backfill additional PEEF shortfall with PEEF balance and will program remaining balance to preserve capacity and service.
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?	DAS does not foresee any impact to services, staffing or City residents as a result of flat funding in the Dignity Fund. Changes and/or reductions in service level are principally related to the SIP orders, which are most imperative for older and frail residents, and necessitate either cessation or dramatic modification to some service models. The needs for nutrition for older adults may exceed these resources and require additional support. OECE will spend down a significant part of its PEEF balance over the next two fiscal years to overcome revenue shortfalls and expenditure increases, and will prioritize its budget on its core service -- childcare enrollment, as detailed above -- as well as ensuring system capacity is maintained. While OECE does expect to make changes to its programs in light of the public health guidance, it will continue to provide childcare to vulnerable and low-income residents.
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?	The Dignity Fund supports an IDS with MTA for transportation, primarily to bring seniors and disabled clients to community centers for group activities. Due to the SIP orders, demand for such transportation has fallen and DAS is exploring reducing the work order primarily in order to free up funding for increased demand in other programmatic areas.

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				
Department Proposed FTE				
Change	-	-	-	-

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

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

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

Work Order Changes - If any departmental IDS changes are proposed within the reductions described in Form 1A, please highlight below

Proposed IDS Changes (486XXX) ***If recovery changes will impact GF requesting department budgets, please specify that impact in columns B-C**	**FY 20-21 GF Savings (Please specify GF impact)**	**FY21-22 GF Savings (Please specify GF impact)**	**Partner Department Code**	**Confirm here that partner department is in agreement:**	**Please briefly describe justification & impact on department**	**Which loadsheet lines correspond to this change?**
Proposed IDS Changes (581XXX)	**FY 20-21 NGF Change Amount**	**FY21-22 GF Savings (Please specify GF impact)**	**Partner Department Code**	**Confirm here that partner department is in agreement:**	**Please briefly describe justification & impact on department**	**Which loadsheet lines correspond to this change?**
Lower Dignity Fund (NGF) support to MTA transportation IDS (581011)	(304,191)	-	175657	Yes	DAS is reducing its transportation IDS with SFMTA in 20-21 from $1.3M to $960k; demand for transportation to community centers has fallen substantially because of SIP orders; funding will likely be diverted to nutrition programming at least in the near-term	

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*	*- 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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19				
20				
…				

REVENUE CHANGES

Revenue Savings/(Cost)		
	BY	BY+1
GFS	-	-
Self Supporting	-	-

Note: This sheet assumes that all items in the system are currently on-going items, so an increase in BY will automatically roll through to BY+1 unless adjusted in the BY+1 "Should be" columns.

Total BY System Entry:	$ -
Total BY Revenue Variance from Base:	$ -

Total BY+1 System Entry:	$ -
Total BY+1 Revenue Variance from Base:	$ -

																																														formula driven -- please do not enter						formula driven -- please do not enter		formula driven -- please do not enter	formula driven -- please do not enter	FILL IN
Item #	GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Dept ID	Dept ID Description	Fund ID	Fund Title	Project ID	Project Title	Project Type Code	Project Type Name	Grant Related Flg	Activity ID	Activity Title	Activity Type Number	Activity Type Description	Authority Lvl 1 Code	Authority Lvl 1 Description	Authority ID	Authority Title	Account Lvl 2 Title	Account Lvl 5 Name	Account ID	Account Title	TRIO ID	TRIO Title	Agency Use ID	Agency Use Title	AAO Category	AAO Title	AAO Level Title	Change Type Code	Change Type Title	CY (FY 19-20) Orig Amt	BY (FY 20-21) Orig Amt	BY (FY 20-21) Base Amt	BY (FY 20-21) Dept Amt	BY (FY 20-21) Myr Amt	BY (FY 20-21) Tech Amt	BY (FY 20-21) Current Amount	BY (FY 20-21) Should Be Amount	BY (FY 20-21) Change Entry and Value	BY+1 (FY 21-22) Base Amt	BY+1 (FY 21-22) Dept Amt	BY+1 (FY 21-22) Myr Amt	BY+1 (FY 21-22) Tech Amt	BY+1 (FY 21-22) Current Amount	BY+1 (FY 21-22) After BY Entry	BY+1 (FY 21-22) Should Be Amount	BY+1 (FY 21-22) CHANGE VALUE	BY+1 (FY 21-22) Entry Needed	Justification/Explanation
1																																													-						-	-	-	-	
2																																													-						-		-	-	
3																																													-						-		-	-	

EXPENDITURE CHANGES

Non-Personnel Expenditure (Savings)/Cost		
	BY	BY+1
GFS	-	-
Self Supporting	-	-

Note: This sheet assumes that all items in the system are currently on-going items, so an increase in BY will automatically roll through to BY+1 unless adjusted in the BY+1 "Should be" columns.

Total BY System Entry:	$ -
Total BY Expenditure Variance from Base:	$ -

Total BY+1 System Entry:	$ -
Total BY+1 Expenditure Variance from Base:	$ -

																																													formula driven - please do not enter						formula driven - please do not enter		formula driven - please do not enter	formula driven - please do not enter	FILL IN
Item #	GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Dept ID	Dept ID Description	Fund ID	Fund Title	Project ID	Project Title	Project Type Code	Project Type Name	Grant Related Flg	Activity ID	Activity Title	Activity Type Number	Activity Type Description	Authority Lvl 1 Code	Authority Lvl 1 Description	Authority ID	Authority Title	Account Lvl 2 Title	Account Lvl 5 Name	Account ID	Account Title	TRIO ID	TRIO Title	Agency Use ID	Agency Use Title	AAO Category	AAO Title	AAO Level Title	Change Type Code	Change Type Title	CY (FY 19-20) Orig Amt	BY (FY 20-21) Orig Amt	BY (FY 20-21) Base Amt	BY (FY 20-21) Dept Amt	BY (FY 20-21) Myr Amt	BY (FY 20-21) Tech Amt	BY (FY 20-21) Current Amount	BY (FY 20-21) Should Be Amount	BY (FY 20-21) Change Entry and Value	BY+1 (FY 21-22) Base Amt	BY+1 (FY 21-22) Dept Amt	BY+1 (FY 21-22) Myr Amt	BY+1 (FY 21-22) Tech Amt	BY+1 (FY 21-22) Current Amount	BY+1 (FY 21-22) After BY Entry	BY+1 (FY 21-22) Should Be Amount	BY+1 (FY 21-22) CHANGE VALUE	BY+1 (FY 21-22) Entry Needed	Justification/Explanation
1																																													-						-		-	-	
2																																													-						-		-	-	

POSITION CHANGES

Position FTE and Amt (Savings)/Cost				
	BY FTE	BY AMT	BY+1 FTE	BY+1 AMT
GFS	-	-	-	-
Self Supporting	-	-	-	-

NOTES

(1) For all **regular position and attrition** entries, please include the value of the one-day adjustment: add .08% to salary costs in for current BY "should be" in **column AT** and subtract .04% for BY+1 in **column BB**

(a) for BY, add .08% to salary costs in for current BY "should be" in column AT because the are 2 extra days in FY 19/20

(b) for BY+1, there is one extra day, so if you are adding a brand new position line that starts in BY+1, add 0.04%; if you are adjusting a line that existed already in BY, then subtract 0.4%

(2) Please include fringe benefits total <u>**with**</u> the total salary $, plus the one day adjustment estimate in item (1) above.

(3) This sheet assumes that all items in the system are currently on-going items, so an increase in BY will automatically roll through to BY+1 unless adjusted in the BY+1 "Should be" columns.

	FTE	Amt
Total BY Position System Entry:	-	$ -
Total BY Position Variance from Base:	-	$ -

	FTE	Amt
Total BY+1 Position System Entry:	-	$ -
Total BY+1 Position Variance from Base:	-	$ -

Item #	GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Department ID	Department Description	Fund ID	Fund Title	Project ID	Project Title	Grant Related Flg	Grant Flag by Activity	Activity ID	Activity Title	Authority Lvl 1 Code	Authority Lvl 1 Title	Authority ID	Authority Title	Activity Type Number
1																					
2																					
3																					

Item #	Activity Type Description	Account Lvl 5 Name	Account ID	Agency Use ID	AAO Title	AAO Category	Change Type Title	Class	Job Class Title	Job Class Tier	Emp Org Code	Emp Org Title	Source Title	Ret	Status	Action	Ref No.	Effective Year	Effective PayPeriod	End Year	End PayPeriod
1																					
2																					
3																					

Item #	CY (FY 2019-20) Orig Approved FTE	CY (FY 2019-20) Orig Approved Amt	BY Orig (FY 2020-21) FTE	BY Orig (FY 2020-21) Amt	BY Base (FY 2020-21) FTE	BY Base (FY 2020-21) Amt	BY Dept (FY 2020-21) FTE	BY Dept (FY 2020-21) Amt	BY Myr (FY 2020-21) FTE	BY Myr (FY 2020-21) Amt	BY Tech (FY 2020-21) FTE	BY Tech (FY 2020-21) Amt	BY APPROVED/ CURRENT (FY 2020-21) FTE	BY APPROVED/ CURRENT (FY 2020-21) Amt	BY (FY 2020-21) FTE Should Be	BY (FY 2020-21) AMT Should Be	formula driven - please do not enter BY (FY 2020-21) FTE Change Entry and Value	formula driven - please do not enter BY (FY 2020-21) AMT Change Entry and Value
1																	-	$ -
2																	-	$ -
3																	-	$ -

Item #	BY+1 Base (FY 2021-22) FTE	BY+1 Base (FY 2021-22) Amt	BY+1 Dept (FY 2021-22) FTE	BY+1 Dept (FY 2021-22) Amt	BY+1 Myr (FY 2021-22) FTE	BY+1 Myr (FY 2021-22) Amt	BY+1 Tech (FY 2021-22) FTE	BY+1 Tech (FY 2021-22) Amt	CURRENT BY+1 (FY 2021-22) FTE	CURRENT BY+1 (FY 2021-22) Amt	formula driven - please do not enter BY+1 (FY 2021-22) FTE After BY Entry	formula driven - please do not enter BY+1 (FY 2021-22) AMT After BY Entry	BY+1 (FY 2021-22) FTE Should Be	BY+1 (FY 2021-22) AMT Should Be	formula driven - please do not enter BY+1 (FY2021-22) FTE CHANGE VALUE	formula driven - please do not enter BY+1 (FY 2021-22) AMT CHANGE VALUE	formula driven - please do not enter BY+1 (FY 2021-22) <u>FTE ENTRY</u>	formula driven - please do not enter BY+1 (FY 2021-22) AMT ENTRY	Justification/Explanation
1											-	$ -			-	$ -	-	$ -	
2											-	$ -			-	$ -	-	$ -	
3											-	$ -			-	$ -	-	$ -	

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

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?)

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

CHANGES RELATIVE TO FEBRUARY 20-21 SUBMISSION except yellow line

Summary of General Fund Changes	FY 20-21	FY 21-22
Base General Fund Support - please use "base amt" value in the eturn MBO analyst provides		
Mandatory Reduction Requirement - MBO analyst will provide value	6,286,341	9,429,511
Department Proposal: Changes from Base Budget		
Total GF Expenditure Reduction (use negative values for all reductions)		
Total GF Revenue Changes (use positive values for increased revenue)		
Total GF Change from Base (should match mandatory reduction requirement value in line 5)	-	-
Total FTE Change from Base (formula from 1B)	(14.14)	(13.71)

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?	HSA Analyst
Target Met in February	(2,200,219)	(4,400,438)					HSA met its target in February with increased revenues		Emily
Remove proposed substitutions	(428,140)	(440,984)	(158,353)	(163,104)			Remove 18 Substitutions proposed in the February budget that have not yet been implemented. NGF is associated SSRD.		Emily
Additional Lease Savings towards Target Reduction	(695,668)	(286,042)	(257,302)	(105,796)			Reduced costs at 3120 Mission and assume exit from 160 S. Van Ness and 1360 Mission more quickly. NGF is associated SSRD.		JJ
Medi-Cal Admin Revenue -- Projected Reduction in State Revenue	1,827,900	1,827,900					Per May revise, reduce estimate from February		Emily
IHSS Admin Revenue -- Projected Reduction in State Revenue	575,000	575,000					Per May revise, reduce estimate from February		Emily
Eliminate 2011 Realignment Growth - Reduced Revenue	4,240,000	5,240,000					Per May revise, reduce estimate from February		Emily
Additional Closeout and Adjustment Claim Revenues	(2,700,000)	(2,700,000)					These are revenues tied to our expenditures and claims to the State for the FY 18-19 fiscal year. They come in 18 months after the end of the year, once all counties across the State have had the opportunity to finalize their claims. If there is unspent State funding from some counties after claims are completed, counties that had additional eligible expenses receive a share of the unspent State funds. Since February, more information about FY18-19 spending has become available and there is another $2.7 million in anticipated, one-time revenues in FY 20-21 to budget.		Emily
Reduce requested appropriation to spend down GF project: IPO	(1,133,889)	(1,133,889)					IPO (Interrupt, Predict, Organize) Project, which provides subsidized employment to justice-system involved youth and young adults, will absorb $2.3 million in reductions to spend down funds resulting from under-enrollment in recent years. Program will be sustained at current funding levels.		Justin
Reduce requested appropriation due to balance in GF project: CalWIN	(1,000,000)	(1,000,000)					Reduced need for CalWIN project authority as agency transitions to CalSAWs		JJ
Reduce requested GF appropriation due to available balance in NGF project: Child Care Birth Certificates	(90,000)	(160,000)					FCS plans to utilize a one-time fund balance in the Children's Trust Fund to further generate savings in the fiscal year. FCS has identified $250K of approporiate expenditures to reduce on a one-time basis and use existing funds in the Children's Trust Fund.		Molly
Contract reductions in FCS	(1,200,000)	(1,500,000)					To generate savings, FCS has identified a list of programs and contracts to modify based on spending history, efficacy and utilization		Molly
Work Order reductions in FCS	(100,000)	-					Reducing a public health nurse work order to DPH in order to align with current service needs and to reflect staff redirected to emergency response work.		Molly
CalWORKs Admin / Employment Revenue Increase	(8,500,000)	(8,500,000)					Per May revise, increased estimate from February due to projected CalWORKs Caseload growth		Emily
CalWORKs Overtime Increase	112,620	-					ESSS eligibility workers will also face a backlog of renewal and recertification tasks that had been suspended during the COVID-19 emergency period. Estimated costs of completing the renewals using overtime.		Justin
CalWORKs PST Decrease	(1,173,359)	(1,173,359)					Reducing to align with historical underspending, and shift priority to wage subsidy programs		Justin
General Fund PST Increase	323,237	323,237					Increased capacity to maintain some PSTs a little longer as the job market improves.		Justin

CalWORKs Wage Subsidy Increase	1,773,825	1,773,825					Expanding wage subsidy in order to assist more individuals (estimated at 300+ clients), and support local businesses		Justin
General Fund Wage Subsidy Increase	3,833,225	3,833,225					Expanding wage subsidy in order to assist more individuals (estimated at 600+ clients), and support local businesses		Justin
JobsNow CBO Wage Programs Increase	240,500	240,500					Increased capacity to maintain some CBO wage program clients a little longer as the job market improves.		Justin
CalWORKs Stage One Revenue Increase	(3,796,062)	(3,796,062)					Per May revise, increased estimate from February due to projected CalWORKs Caseload growth		JJ
CalWORKs Stage One Expenditure Increase	3,796,062	3,796,062					CalWORKS Stage 1 is anticipating a 30% caseload increase while childcare providers are limited in the number of children they can serve due to social distancing capacity restrictions. OECE will use the additional appropriation to maintain the childcare provider system and preserve enrollments by offering childcare subsidies and incentive payments.		JJ
CalFresh Admin Revenue Increase	(2,219,895)	(2,219,895)					Per May revise, increased estimate from February due to projected CalFresh Caseload growth		Justin
CalFresh and Medi-Cal Overtime Increases	2,219,895	275,000					ESSS eligibility workers will also face a backlog of renewal and recertification tasks that had been pushed back 6 months during the COVID-19 emergency period from March to May. Estimated costs of SFBN completing the renewals using overtime. BY+1 overtime for caseload growth		Justin
Other Major Budget Changes - do not contribute to Target									
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?**	
Social Services Revenue Draw change since February -- reduction behind reduced salary and fringe costs in budget year; increase behind fringe increase in BY +1	1,410,962	(538,907)					Does not contribute to target. Reflects revised salary and fringe rates.		Emily
Aid Changes since February	8,201,106	17,903,844	12,640,555	15,243,612			Increased aid costs in CAAP and CalWORKs due to economic recession. Offset by minor adjustments in IHSS and child welfare programs.		Emily
DHSH Fund Changes since February	(937,607)	(1,224,599)					Reduce increase to DHSH Fund due to: 1) no CAAP grant COLA; 2) projected increases in the CAAP Homeless caseload; and 3) CAAP clients have been cashing out their grants as result of not being able to enter shelter.		Emily
Decline in 2011 Realignment from Base	9,062,859	9,062,859					Estimated decline in realignment revenues		Emily
1650 Mission Move Costs -- Remove February Estimates	(747,520)	(566,720)	(276,480)	(209,609)			Higher anticipated move costs due to tenant improvements and space maximization projects		JJ
1650 Mission Move Costs -- GF based on June est.	365,000	-	135,000	-			Lower move estimates due to fewer tenant improvements and building layout changes. NGF is associated SSRD.		JJ
1650 Rent Savings -- Reduce Rent for First 5 Space	(109,737)	-					First Five will occupy 5,956 sq.ft. of space (10.9%) at 1650 Mission, which represents a savings in FY2021 because HSA's property rent budget was already augmented with additional lease dollars in BY+1 during the FY1920 budget cycle		JJ
Annualize 1650 Mission	-	354,822					Additional funding required to occupy 1650 for 12 months in BY+1		JJ
Medi-Cal Navigators Revenue Decrease	263,601	150,963					Received notice of partial reduction in State funding for Medi-Cal Navigators program		Justin
Medi-Cal Navigators Expenditure Decrease	(263,601)	(150,963)					Correspondingly reducing expenditures tied to reduced MC Navigators revenue. Remove new position and work order and replace with contract for outreach in SIP hotels.		Justin
FCS Transitional Housing Revenue Decrease	350,000	350,000					State has rescinded funding for the Housing Navigator program for Foster Youth		Molly
FCS Transitional Housing Expenditure Decrease	(350,000)	(350,000)					State has rescinded funding for the Housing Navigator program for Foster Youth		Molly
Reduce Whole Person Care Appropriation	(412,706)	(412,706)					Reduce Whole Person Care annual appropriation. Project is ending and will spend down project balance.		Justin

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?**
CalWORKs Additional Allocation or Mid-Year Redistribution	1,000,000		It is possible that the original allocation or a mid-year redistribution in CalWORKs could be higher than projected here and generate additional savings	
Additional Closeout Revenues	2,200,000		It is possible that the closeout revenues could come in higher than budgeted	

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?	As a safety net agency, the need for all of our services only increases in a time of emergency and economic distress. Therefore, it is imperative that we work to re-balance our budget while preserving services to vulnerable and low-income clients and ensuring we have the support to meet the increased needs. We are working to leverage State funding to maintain services and staffing, knowing that are caseloads and workload will only increase. We will also spend project or fund balances to preserve services and will repriortize funds in some areas to respond to needs resulting from the pandemic and recession, including increasing investment in private sector wage subsidies, core child care programs and nutrition programs for older adults.
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?	Major changes include: in DHS, shifting funds and using State revenue to increase support for subsidized employment through private sector wage subsidies; budgeting for overtime in Economic Support and Self Sufficiency programs next fall and winter when public benefits renewals delayed during the spring as part of the emergency response will come due and result in an additional temporary workload; budgeting for growth in the CalWORKs caseload and in Stage 1 child care; and making some adjustments to FCS contracts and work orders in line with usage and efficacy. In DAS and OECE, we propose no significant General Fund changes, but rebalance Dignity Fund and PEEF in the non-General Fund report to address reduced transfers in and emergency needs in the older adults and child care communities. We are also shifting funds internally in response to the public health guidance -- allocating more for technology and PPE, less for travel and off-site training.
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?	HSA has worked to minimize proposed reductions and in fact proposes to leverage State revenues as well as available fund and project balances to increase investment in vulnerable populations while reducing its General Fund need. That said, there will be targeted reductions in its Family and Children's Services program, which is facing declining revenues and also has declining caseloads. These reductions will prioritize core services, and take into account underspending of contracts and the use of evidence-based models. The OECE division will also make targeted reductions, discussed in our NGF response, in order to address reductions in revenues from PEEF and its DCYF work order, while prioritizing support for direct service to children.
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?	We have agreed to a $0.6 M reduction in our work order from DCYF for OECE. We are proposing that the City Attorney attrite two positions serving the Family & Children's Services Program, to reflect declining caseloads. HSA does not have budget for these positions but is regularly billed for them, resulting in a mid-year shortfall. We also anticipate a need to rebalance a number of work orders that fund staff as a result of the adjustments to Citywide salaries. We are also proposing a reduction to the DPH work order from Family & Children's Services to reflect lower staffing need and availability; we have agreement there.

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	2,150	35	2,145	35
Department Proposed FTE	2,136	35	2,131	35
Change	(14.1)	-	(13.7)	-

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
Eliminating Vacant Positions					
Increasing Attrition					
Reducing Temporary Staffing					
CalWORKs PST Decrease	(1,173,359)	(1,173,359)	(10.12)	(10.12)	Reducing to align with historical underspending, and shift priority to wage subsidy programs
General Fund PST Increase	323,237	323,237	2.79	2.79	Increased capacity to maintain some PSTs a little longer as the job market improves.
Reduce requested appropriation to spend down GF project: IPO	(1,133,889)	(1,133,889)	(9.77)	(9.77)	IPO (Interrupt, Predict, Organize) Project, which provides subsidized employment to justice-system involved youth and young adults, will absorb $2.3 million in reductions to spend down funds resulting
Other Non-Layoff Personnel Changes					
Remove revenue-backed position	(104,561)	(71,443)	(0.77)	(0.50)	SFBN loses one new planned time-limited 2905 under the Medi-Cal Navigators grant
Remove proposed subs	(428,140)	(440,984)			Backout subs
Increased Overtime	2,332,515	275,000			Increased OT for ESSS programs
Total	**(184,197)**	**(2,221,438)**	**(17.9)**	**(17.6)**	

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

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

Work Order Changes - If any departmental IDS changes are proposed within the mandatory reductions described in Form 1A, please highlight below

Proposed IDS Changes (486XXX) ***If recovery changes will impact GF requesting department budgets, please specify that impact in columns B-C**	**FY 20-21 GF Savings (Please specify GF impact)**	**FY21-22 GF Savings (Please specify GF impact)**	**Partner Department Code**	**Confirm here that partner department is in agreement:**	**Please briefly describe justification & impact on department**	**Which loadsheet lines correspond to this change?**
OECE/DCYF work order reductions	(614,463)	(614,463)		Yes	DCYF-requesed reduction in Children's Fund investment (ELS gap subsidies & FCCQN).	
FCS / DCYF Work Order Reduction	(4,800)	(4,800)		Yes	DCYF-requesed reduction to their contribution to Safecare program.	
Proposed IDS Changes (581XXX)	**FY 20-21 GF Savings (Please specify GF impact)**	**FY21-22 GF Savings (Please specify GF impact)**	**Partner Department Code**	**Confirm here that partner department is in agreement:**	**Please briefly describe justification & impact on department**	**Which loadsheet lines correspond to this change?**
City Attorney	-	-			No proposed change to HSA budget. We are proposing that the City Attorney attrite two positions serving the Family & Children's Services Program, to reflect declining caseloads. HSA does not have budget for these positions but is regularly billed for them, resulting in a mid-year shortfall.	
FCS / DPH Work Orders	(100,000)	-		Yes, in principle	Adjusting public health nurse work order to DPH to reflect service demand and DPH staffing capacity. Still finalizing adjustment number	
Revised work order with AOSD	(32,708)	(68,018)		Yes	Rebalance work orders with salaries and fringe costs	
Revised work order with ADM	TBD	TBD		Yes	Rebalance work orders with lease costs for 1650 Mission move	
Revised work orders with DPH				Yes	Rebalance work orders with salaries and fringe costs	
Removed SFBN work order with DPH	(159,040)	(79,520)		Yes	With notice from DHCS of reduced Medi-Cal Navigators grant funding, HSA and DPH agreed to no longer implement this work order service for Peer Outreach Workers.	

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*	*- 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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REVENUE CHANGES

Revenue Savings/(Cost)		
	BY	BY+1
GFS	-	-
Self Supporting	-	-

Note: This sheet assumes that all items in the system are currently on-going items, so an increase in BY will automatically roll through to BY+1 unless adjusted in the BY+1 "Should be" columns.

Total BY System Entry:	$ -
Total BY Revenue Variance from Base:	$ -

Total BY+1 System Entry:	$ -
Total BY+1 Revenue Variance from Base:	$ -

Item #	GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Dept ID	Dept ID Description	Fund ID	Fund Title	Project ID	Project Title	Project Type Code	Project Type Name	Grant Related Flg	Activity ID	Activity Title	Activity Type Number	Activity Type Description	Authority Lvl 1 Code	Authority Lvl 1 Description	Authority ID	Authority Title	Account Lvl 2 Title	Account Lvl 5 Name	Account ID	Account Title	TRIO ID	TRIO Title	Agency Use ID	Agency Use Title	AAO Category	AAO Title	AAO Level Title	Change Type Code	Change Type Title
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2																																				

Item #	CY (FY 19-20) Orig Amt	BY (FY 20-21) Orig Amt	BY (FY 20-21) Base Amt	BY (FY 20-21) Dept Amt	BY (FY 20-21) Myr Amt	BY (FY 20-21) Tech Amt	BY (FY 20-21) Current Amount	BY (FY 20-21) Should Be Amount	BY (FY 20-21) Change Entry and Value	BY+1 (FY 21-22) Base Amt	BY+1 (FY 21-22) Dept Amt	BY+1 (FY 21-22) Myr Amt	BY+1 (FY 21-22) Tech Amt	BY+1 (FY 21-22) Current Amount	BY+1 (FY 21-22) After BY Entry	BY+1 (FY 21-22) Should Be Amount	BY+1 (FY 21-22) CHANGE VALUE	BY+1 (FY 21-22) Entry Needed	Justification/Explanation
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2									-						-		-	-	

EXPENDITURE CHANGES

Non-Personnel Expenditure (Savings)/Cost	BY	BY+1
GFS	-	-
Self Supporting	-	-

Note: This sheet assumes that all items in the system are currently on-going items, so an increase in BY will automatically roll through to BY+1 unless adjusted in the BY+1 "Should be" columns.

Total BY System Entry:	$ -
Total BY Expenditure Variance from Base:	$ -

Total BY+1 System Entry:	$ -
Total BY+1 Expenditure Variance from Base:	$ -

																																													formula driven -- please do not enter						formula driven -- please do not enter		formula driven -- please do not enter	formula driven -- please do not enter	FILL IN
Item #	GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Dept ID	Dept ID Description	Fund ID	Fund Title	Project ID	Project Title	Project Type Code	Project Type Name	Grant Related Flg	Activity ID	Activity Title	Activity Type Number	Activity Type Description	Authority Lvl 1 Code	Authority Lvl 1 Description	Authority ID	Authority Title	Account Lvl 2 Title	Account Lvl 5 Name	Account ID	Account Title	TRIO ID	TRIO Title	Agency Use ID	Agency Use Title	AAO Category	AAO Title	AAO Level Title	Change Type Code	Change Type Title	CY (FY 19-20) Orig Amt	BY (FY 20-21) Orig Amt	BY (FY 20-21) Base Amt	BY (FY 20-21) Dept Amt	BY (FY 20-21) Myr Amt	BY (FY 20-21) Tech Amt	BY (FY 20-21) Current Amount	BY (FY 20-21) Should Be Amount	BY (FY 20-21) Change Entry and Value	BY+1 (FY 21-22) Base Amt	BY+1 (FY 21-22) Dept Amt	BY+1 (FY 21-22) Myr Amt	BY+1 (FY 21-22) Tech Amt	BY+1 (FY 21-22) Current Amount	BY+1 (FY 21-22) After BY Entry	BY+1 (FY 21-22) Should Be Amount	BY+1 (FY 21-22) CHANGE VALUE	BY+1 (FY 21-22) Entry Needed	Justification/Explanation
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2																																													-						-		-	-	

POSITION CHANGES

Position FTE and Amt (Savings)/Cost	BY FTE	BY AMT	BY+1 FTE	BY+1 AMT
GFS	-	-	-	-
Self Supporting	-	-	-	-

NOTES

(1) For all **regular position and attrition** entries, please include the value of the one-day adjustment: add .08% to salary costs in for current BY "should be" in **column AT** and subtract .04% for BY+1 in **column BB**

(a) for BY, add .08% to salary costs in for current BY "should be" in column AT because the are 2 extra days in FY 19/20

(b) for BY+1, there is one extra day, so if you are adding a brand new position line that starts in BY+1, add 0.04%; if you are adjusting a line that existed already in BY, then subtract 0.4%

(2) Please include fringe benefits total **with** the total salary $, plus the one day adjustment estimate in item (1) above.

(3) This sheet assumes that all items in the system are currently on-going items, so an increase in BY will automatically roll through to BY+1 unless adjusted in the BY+1 "Should be" columns.

	FTE	Amt
Total BY Position System Entry:	-	$ -
Total BY Position Variance from Base:	-	$ -

	FTE	Amt
Total BY+1 Position System Entry:	-	-
Total BY+1 Position Variance from Base:	-	-

Item #	GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Department ID	Department Description	Fund ID	Fund Title	Project ID	Project Title	Grant Related Flg	Grant Flag by Activity	Activity ID	Activity Title	Authority Lvl 1 Code	Authority Lvl 1 Title	Authority ID	Authority Title	Activity Type Number	Activity Type Description	Account Lvl 5 Name	Account ID	Agency Use ID	AAO Title	AAO Category	Change Type Title	Class	Job Class Title	Job Class Tier	Emp Org Code	Emp Org Title	Source Title	Ret	Status	Action	Ref No.	Effective Year	Effective PayPeriod	End Year	End PayPeriod	CY (FY 2019-20) Orig Approved FTE	CY (FY 2019-20) Orig Approved Amt	BY Orig (FY 2020-21) FTE	BY Orig (FY 2020-21) Amt	BY Base (FY 2020-21) FTE	BY Base (FY 2020-21) Amt	BY Dept (FY 2020-21) FTE	BY Dept (FY 2020-21) Amt	BY Myr (FY 2020-21) FTE	BY Myr (FY 2020-21) Amt	BY Tech (FY 2020-21) FTE	BY Tech (FY 2020-21) Amt	BY APPROVED/ CURRENT (FY 2020-21)	BY APPROVED/ CURRENT (FY 2020-21)	BY (FY 2020-21) FTE Should Be	BY (FY 2020-21) AMT Should Be	formula driven - please do not enter BY (FY 2020-21) FTE Change Entry and	formula driven - please do not enter BY (FY 2020-21) AMT Change Entry and	BY+1 Base (FY 2021-22) FTE	BY+1 Base (FY 2021-22) Amt	BY+1 Dept (FY 2021-22) FTE	BY+1 Dept (FY 2021-22) Amt	BY+1 Myr (FY 2021-22) FTE	BY+1 Myr (FY 2021-22) Amt	BY+1 Tech (FY 2021-22) FTE	BY+1 Tech (FY 2021-22) Amt	CURRENT BY+1 (FY 2021-22) FTE	CURRENT BY+1 (FY 2021-22) Amt	formula driven - please do not enter BY+1 (FY 2021-22) FTE After BY Entry	formula driven - please do not enter BY+1 (FY 2021-22) AMT After BY Entry	BY+1 (FY 2021-22) FTE Should Be	BY+1 (FY 2021-22) AMT Should Be	formula driven please do not enter BY+1 (FY2021-22) FTE CHANGE VALUE	formula driven please do not enter BY+1 (FY 2021-22) AMT CHANGE VALUE	formula driven - please do not enter BY+1 (FY 2021-22) FTE ENTRY	formula driven - please do not enter BY+1 (FY 2021-22) AMT ENTRY	FILL IN Justification/Explanation
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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

CITY & COUNTY OF SAN FRANCISCO

HUMAN SERVICES AGENCY

DHS & DAS FY20-21 & FY21-22 Budget Resubmission

Human Services and Disability and Aging Services Commissions – June 2020

May Citywide Budget Shortfall Projections

- December Shortfall Projection: $419.5M
- March Projection: $1.1B - $1.7B
- **May Projection: $1.7B**

- Key assumptions:
  - Labor wage delay triggered; revised CPI assumptions
  - Assumes no additional COVID-related costs in 20-21 and 21-22
  - Assumes no additional support, or loss, of State and Federal revenues
  - ERAF not assumed in deficit projections

Mayor's Revised Budget Projections
FY19-20 through FY21-22

Citywide Projected Shortfall (in millions)	FY19-20	FY20-21	FY21-22
Total Revenue Decrease		**(650)**	**(188)**
Total Expenditures		**(104)**	**(547)**
Salary & Benefits:		(125)	(307)
Baselines & Reserves:		93	21
Departmental Costs:		(6)	(100)
Citywide Uses*:		(66)	(162)
Cumulative Shortfall	**(246)**	**(754)**	**(735)**

*Citywide Uses include: general operating increases (e.g. minimum wage, utility rates, and debt service), and capital/equipment/IT investments.

Risk and Uncertainty in Projections

- City will largely deplete CARES Act allocations by July
- Spending needs for the emergency response in FY20-21 largely unknown but assumed to be significant
- Costs shaped by community health risk of unknown duration
- Duration of FEMA reimbursement is a key financial risk
  - FEMA approvals for key programs have been for 30 days at a time
- Possibility of slower or later recovery than assumed
- Level of sustained City response in future years unknown
- State revenue risks; State’s budget shortfall = $54B

Mayor’s Budget Instructions

- Departments must reduce ongoing General Fund budgets by 10% in FY20-21, as well as an additional 5% in FY21-22
- For HSA this translates into total reductions of:
  - $6,286,341 in FY20-21
  - $9,429,512 in FY21-22
- HSA already made reductions in its February proposal:
  - $2,200,219 in FY20-21
  - $4,400,439 in FY21-22
- **Therefore, HSA must now make further reductions of:**
  - **$4,086,122 in FY20-21**
  - **$5,029,073 in FY21-22**
- Contingency proposal of additional 5% in FY20-21 required
- Hiring freeze except for response-related or essential staff
- Pause on all nonessential capital projects
- Refrain from issuing new RFPs until further notice
- Forgo launching new programs

State Budget Proposals

- Governor's May Revise proposes significant changes in our State revenues, including:
  - Steep projected declines in 1991 and 2011 Realignment, which are tied to State sales tax and vehicle license fees
  - Flat funding of administrative costs in IHSS and Medi-Cal, instead of incremental growth
  - Growth in CalFresh and CalWORKs caseloads with accompanying support for additional work
  - Cuts to child care rates and a number of senior programs
- The Legislature's proposal partially backfills the loss of Realignment revenues, restores the child care rates and senior programs, and preserves increases for benefits programs

Agency Budget Strategies

- Balance State revenue losses in IHSS Admin and Medi-Cal with proposed growth in CalWORKs and CalFresh allocations
  - Allow for some growth in CalWORKs and CalFresh in response to caseload growth and backlog of casework
- Remove all newly-proposed position substitutions and several State-funded expansions not in the May Revise
- Consolidate staff at new 1650 Mission space; give up leases at several smaller HSA sites
- Redeploy and partially spend down one-time balances in General Fund continuing projects and special funds

Divisional Budget Strategies

- ESSS
  - Growth in the CalWORKs and CAAP caseloads will require additional support, which was accounted for in the City’s deficit projection
  - Propose to add $2.2 M for overtime in SF BenefitsNet
  - Propose to add $5 M of new CalWORKs funding and rearrange existing Jobs Now budget to increase private sector wage subsidy programs
  - Spend down the IPO wage subsidy project

- FCS
  - Make additional targeted contract and work order reductions to address long-term revenue declines

- HSA Administration
  - Shift funds from travel, training, and office purchases to support telecommute and PPE
  - Spend down the CalWIN project as part of the transition to CalSAWs

Divisional Budget Strategies

- DAS
  - Pause / delay IHSS Admin wage increase; lowers MOE payment
  - Forego annual $3M growth in Dignity Fund due to revised deficit
  - Spend down the SF Connected Project and Dignity Fund to support critical response efforts
  - Reallocate contract dollars in OCP to adjust to changed environment

- OECE
  - Significant projected reduction in PEEF revenue as a result of declines in general fund tax revenues
  - $3.8 M in growth in CalWORKs Stage 1 as CalWORKs caseload grows
  - Refocus spending to preserve system capacity and to maintain service to as many clients as possible in the face of public health guidance that reduces site capacity

HSA FY20-21 & FY21-22 Revised Budget Timeline

• May 18	Mayor's Budget Instructions Released
• June	Interim budget introduced to Board of Supervisors (BoS)
• June 12	Department budget reduction plans due to Mayor
• August 1	Mayor proposes balanced budget to BoS
• August	BoS Budget and Finance Committee Hearings
• September	Budget considered at BoS
• October 1	Mayor signs budget

City and County of San Francisco

London Breed, Mayor

Human Services Agency

Department of Human Services
Department of Disability and Aging Services
Office of Early Care and Education

Trent Rhorer, Executive Director

MEMORANDUM

TO:	Human Services Commission Disability and Aging Services (DAS) Commission
THROUGH:	Trent Rhorer, Human Services Agency (HSA) Executive Director Shireen McSpadden, DAS Executive Director
FROM:	Daniel Kaplan, HSA Deputy Director of Finance and Administration
DATE:	June 8, 2020
SUBJECT:	New Proposed HSA Budget for FY 2020-21 & FY 2021-22

Due to the unprecedented impact of the COVID-19 public health emergency, the City's budget deficit for the current year, and upcoming two-year budget cycle, has grown to over $1.7 billion. Declining tax revenues have produced projected City budgetary shortfalls of $246 million in FY 2019-20, $754 million in FY 2020-21 and $735 million in FY 2021-22, even before addressing a sudden spike in response-related costs. In light of these quick and dramatic changes to the City's financial position, the Mayor's Office has asked for all departments to resubmit their budget proposals, reducing discretionary General Fund budgets by 10% in FY 2020-21 and 15% in FY 2021-22.

For the Human Services Agency (HSA), this results in an ongoing, budget reduction target in each fiscal year as follows:

	FY 2020-21 (10% GF)	**FY 2021-22 (15% GF)**
Ongoing Reduction	$6,286,341	$9,429,512

In February, HSA submitted a proposed budget for the next two fiscal years, which included General Fund reductions of $2.2 million (3.5%) in FY 2020-21 and $4.4 million (7.0%) in FY 2021-22. We met these General Fund reductions with increased revenues. The further, ongoing General Fund reductions the agency must now make to its proposal are: $4.1 million in FY 2020-21 and $5.0 million in FY 2021-22. Because of uncertainty regarding both the length of the public health emergency, as well as its financial severity, departments are additionally required to provide contingency proposals that reduce General Fund support by 5% in FY 2021-22.

In order to allow time for the rebalancing, the City will operate under an interim budget from July 1 to September 30, and then a new, rebalanced budget beginning October 1. Furthermore, the Mayor's Office has asked that departments refrain from hiring any new staff except for direct emergency-response and essential workforce, pause all nonessential capital projects, halt the issuance of new Requests for Proposals (RFPs), and forgo launching any new programs during this interim period.

State Budget Impacts

Governor Newsom's May revision to the State budget is also a much changed proposal from that introduced in January and similarly reflects the impacts of emergency response efforts and of a sudden, significant economic downturn. Sizable reductions in projected revenues for 1991 and 2011 Realignment, both of which are tied to state sales tax and vehicle-licensing fees, may have ramifications for HSA, as they constitute a significant proportion of the Agency's overall budget. The Agency proposes to work with the Mayor's Budget Office to offset these losses with additional General Fund dollars and to continue advocacy with the State to provide some financial relief to counties. The recent budget proposed by the Senate and Assembly would partially offset these losses.

The State is also projecting large caseload increases for CalWORKs and CalFresh, while caseloads in Foster Care, In-Home Supportive Services (IHSS) and for Supplemental Security Income (SSI) remain relatively flat. Medi-Cal is expected to see some more modest growth. In balancing the State budget, most inflationary increases and some new proposed programs across the social services spectrum have been eliminated.

Based on the Governor's proposed budget in early January, HSA had anticipated increases to its State allocations for Medi-Cal (+$1.8 million) and IHSS Administration (+$0.7 million). These increases in Medi-Cal and IHSS are no longer included in the proposed budget. The Governor did, however, include new funding for the significant growth for CalWORKs (+$7 million) and CalFresh (+$2.2 million) to support the projected caseload growth. Recent actions by the Senate and Assembly would further increase San Francisco's anticipated CalWORKs funding (+$5.3 million).

HSA Budget Balancing Approach

These significant shifts in the local and State budget context come at the same time as we face significant shifts in our work. As a safety net agency, the need for our services only increases in a time of emergency and economic distress. Therefore, it is imperative that we work to re-balance our budget while preserving services to clients and ensuring we have the support to meet the increased needs.

In order to meet the revised reduction targets as outlined by the Mayor, HSA intends to make the following adjustments:

- Remove new position substitutions and other enhancements, including State-funded expansions for Medi-Cal outreach and foster youth housing that have been withdrawn in the State budget.
- Consolidate staff into the new space at 1650 Mission and give up leases at several smaller HSA outposts, allowing for us to save funds on leases, and reflect savings from renegotiated leases.
- Redeploy and partially spend down one-time balances in continuing projects and funds. HSA has a number of special funds and multi-year projects. Many of these have accumulated some savings in recent years as a good economy had reduced needs in some areas or where expansions of new work have resulted in some underspending as programs were ramped up. We propose to use some of these savings to maintain service and funding levels while reducing the need for additional funds or to program them to meet new, short-term needs resulting from the pandemic.

- Balance the reduced State revenues in IHSS and Medi-Cal with some of the proposed growth in the CalWORKs and CalFresh administrative allocations. This will still allow for some proposed growth in those programs in line with anticipated need.
- Make additional targeted reductions in FCS. FCS was already facing significant projected shortfalls in the next few years. The drop in 2011 Realignment revenue will further exacerbate the problem, so FCS will begin to make additional reductions to bring their budget in line with the current and projected revenue declines.
- Budget some additional close-out revenues. These are revenues tied to our expenditures and claims to the State for the FY 18-19 fiscal year. They come in 18 months after the end of the year, once all counties across the State have had the opportunity to finalize their claims. If there is unspent State funding from some counties after claims are completed, counties that had additional eligible expenses receive a share of the unspent State funds. Since February, more information about FY18-19 spending has become available and there is another $2.7 million in anticipated, one-time revenues in FY 20-21 to budget.

	FY20-21 **+ = Cost / Losses** **- = Savings / Revenues**	**FY21-22** **+ = Cost / Losses** **- = Savings / Revenues**
MBO Target		
General Fund Reduction Target (amount above February submission)	4.09	5.03
Revenue Reductions since February		
Medi-Cal Administrative Revenues	1.83	1.83
IHSS Administrative Revenues	0.58	0.58
Projected Growth in 2011 Realignment	4.24	5.24
Expenditure Reductions		
Remove proposed substitutions	(0.37)	(0.38)
Lease Savings	(0.70)	(0.29)
Spend out in DAS Projects / Continuing Funds: SF Connected and Dignity Fund	(2.67)	-
Spend out in DHS Projects - IPO	(1.13)	(1.13)
Spend out in HSA Admin. – CalWIN Project	(1.00)	(1.00)
Spend out in DHS – Children’s Trust Fund	(0.25)	-
Targeted reductions in FCS	(1.35)	(2.00)
New Revenues		
CalWORKs Admin / Employment Services	(8.53)	(8.53)
CalWORKs Stage One	(3.80)	(3.80)
CalFresh Admin	(2.22)	(2.22)
Additional Closeout Revenues	(2.70)	(2.60)
New Costs for Expanded Services		
CalWORKs Admin / Employment Services	5.30	5.20
CalWORKs Stage One	3.80	3.80
CalFresh Admin	2.22	0.28
DAS Emergency Response Efforts	2.67	-
Total Deficit/(Surplus)	**0.00**	**0.00**

The Agency will redouble efforts to leverage Federal and State revenues, looking to maximize revenue opportunities wherever possible within existing programs. HSA will also seek to adapt service delivery models to current conditions while continuing to provide critical assistance to those in need.

Department of Human Services (DHS)

Economic Support and Self-Sufficiency

The severe economic downturn will cause more San Franciscans to apply for aid programs in the coming fiscal year, and the State predicts notably increased demand for CalWORKs and CalFresh. On top of processing new applications, ESSS eligibility workers will also face a backlog of renewal and recertification tasks that had been temporarily suspended during the COVID-19 emergency period. HSA intends to prepare for this by recalibrating its County Adult Assistance Program (CAAP) and CalWORKs aid budgets to the expected caseloads, and budgeting more overtime pay for its ESSS eligibility staff during the months in which they address the delayed renewals.

Towards further improving or restoring clients' self-sufficiency, HSA's Workforce Development Division (WDD) will expand and reconfigure its employment services budget to offer more subsidized employment opportunities to clients across all ESSS aid programs. WDD will prioritize pairing clients with Bay Area private employers and non-profits, who will receive up to 6 months' partial reimbursement from WDD of that employee's wage costs. By expanding its wage subsidy offerings, HSA expects to not only better serve a growing client population of job-ready individuals, but also revitalize the City's business sector that has been hit hard by the shelter-in-place.

The budget also assumes that IPO (Interrupt, Predict, Organize) Project, which provides subsidized employment to justice-system involved youth and young adults, will absorb $2.3 million in reductions to spend down funds resulting from under-enrollment in recent years.

The State has partially rescinded funding for the Medi-Cal Navigator program; the program is reexamining how to restructure these new outreach services, which were planned for a combination of new City and CBO staff, in light of the reduced funding.

Family and Children's Services (FCS)

In order to mitigate the loss of 2011 Realignment and continue to plan for the decline in Title IV-E revenues, FCS plans to take a close look at all contracts and implement reductions in line with current usage or based on assessment of efficacy. In addition, FCS also plans to utilize a one-time fund balance in the Children's Trust Fund to further generate savings in the fiscal year.

The State has rescinded funding for the Housing Navigator program which will result in a loss of an estimated $350,000 in funding. These funds had not yet been programmed so no service disruptions are anticipated.

Department of Disability and Aging Services (DAS)

Due to both the sudden economic downturn, as well as the delayed schedule in developing and approving the City's budget for the next two fiscal years, a $1 gross hourly wage increase scheduled to go into effect on July 1 for In-Home Supportive Services (IHSS) providers has been paused. It is unclear if the City will appropriate funds for this increase in October and allow it move forward later in the fiscal year, but the immediate effect is a reduction in HSA's IHSS Maintenance of Effort (MOE) cost in FY 2020-21.

Annual growth in the Dignity Fund of $3 million per year is contingent upon the City's deficit projection for the upcoming fiscal year not exceeding an annually-adjusted threshold. For FY 2020-21, that trigger amount was $261 million, which the City's updated projection exceeds almost threefold. Therefore, the Mayor's Budget projections assume that the $3 million in Dignity Fund growth for FY 2020-21 will not be appropriated. This will curtail the department's ability to expand or implement new programming next fiscal year.

Because of a dramatic increase in nutrition-related expenditures, the Office of Community Partnerships (OCP) in DAS will be spending down one-time fund balances and may be shifting funds within its portfolio of contracts to meet demand. To do this, OCP will move some budget from programs which, due to current conditions, are either unable to perform—or only able to do so at reduced levels—primarily into delivery of nutrition-related services. The OCP will also work with its many Community Based Organization partners to foster programmatic adaptations which employ creative solutions—technology-related and otherwise—to deliver services safely given the changed environment. For the SF Connected Program, there is $0.1 million available, while for Dignity Fund-eligible services there will be $2.5 million.

Office of Early Care and Education

OECE is focused on preserving system capacity by keeping providers operating and preserving quality classroom experiences for as many children as possible. Current public health guidance for child care providers – which is expected to remain in place for much or all of the next fiscal year – significantly reduces the capacity at child care centers in order to keep groups small and minimize the number of people children and teachers interact with. This guidance will increase the costs providers face and require a variety of creative solutions.

At the same time, OECE is facing a drop in the Public Education Enrichment Fund (PEEF), which is funded by a share of General Fund tax revenues, of $7.0 million revenue relative to the February submission. To offset this shortfall, OECE will also be proposing to reduce some contracts that underspend or do not directly provide child care in order to focus its more limited resources on direct services. Given that this crisis has strained the early care and education system, OECE will prioritize funding to maintain its infrastructure and prevent the permanent closure of child care centers and the loss of providers. System capacity—the number of child care slots available to low-income households—must be preserved. OECE will also to adjust its reimbursement model and spend down continuing fund balances in PEEF to meet these goals through the crisis.

In the State's FY2020-21 budget, the CalWORKs Stage 1 allocation increased by $3.7 M to support the child care needs of families it anticipates enrolling in the program. OECE will use this for anticipated Stage 1 caseload growth.

HSA Administration

The Administration division is also reexamining its expenditure budget in light of guidance from the Department of Public Health and the City Administrator’s Office that departments plan to continue to maximize telecommuting throughout the next fiscal year while still providing critical public services. To protect our workforce and prevent the spread of the novel coronavirus (COVID-19) in our communities, an estimated 80% of HSA’s staff will telecommute and work remotely through FY 2020-21. We will provide our remote employees with equipment for their homes and the tools they need to communicate, collaborate, and effectively serve the public. For those who cannot telecommute and must be in the field, we are providing personal protective equipment (PPE) so they and our clients can remain safe.

As a result we have reworked our materials and supplies budget, prioritizing PPE and need telecommute equipment. We have also increased our software licensing budget cover the new remote work needs. This increase has been offset by reductions in our employee travel and off-site training budgets, as employees will also not be asked to do optional travel or conferences during this time.

In addition, since our February budget submission, HSA and the Department of Real Estate have successfully renegotiated several leases resulting in significant cost savings as the market for office space changes. Additionally, the Agency plans to use the new space at 1650 Mission to consolidate staff and give up approximately 32,000 square feet of office space, since many staff will not be in the office. Thus, our revised two-year budget submission will realize a nearly $1 M General Fund support reduction for space costs.

		FY 2020-21		**FY 2021-22**	
Lease (Savings) / Increases	**Sq.Ft. Change**	**All Funds**	**General Fund**	**All Funds**	**General Fund**
160 South Van Ness	(16,958)	(129,867)	(94,803)	-	-
1360 Mission	(15,000)	(664,386)	(485,002)	(228,359)	(166,702)
3120 Mission	-	(246,515)	(179,956)	(253,910)	(185,355)
2 Gough	-	87,798	64,093	90,432	66,015
Total	**(31,958)**	**(952,970)**	**(695,668)**	**(391,838)**	**(286,042)**

Timeline and Next Steps

Departments must resubmit their revised budgets to the Mayor's Office by June 12. The Department will then continue to work with the Mayor's Office to develop a budget for ongoing emergency response efforts and to come into balance.

The Mayor's balanced budget proposal is then due to the Board of Supervisors (BOS) on August 1. The BOS Budget and Finance Committee will hold its hearings during August, with the Mayor signing a new budget into law on October 1.