

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?)

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

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	185,275,917	186,255,304
Mandatory Reduction Requirement - MBO analyst will provide value	17,314,084	25,571,126
Department Proposal: Changes from Base Budget		
Total GF Expenditure Reduction (use negative values for all reductions)	17,862,209	25,761,403
Total GF Revenue Changes (use positive values for increased revenue)		
Total GF Change from Base (should match mandatory reduction requirement value in line 5)	(17,862,209)	(25,761,403)
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?
Three-month delay in 833 Bryant PSH project start date	400,000	-					One time saving in FY 20-21. Fund FY 21-22 with restricted sources	Non-Personnel Exp - Line 12
Defund Inclement Weather Shelter Expansion for two years	900,000	-					One time saving for wet weather shelter expansion.	Non-Personnel Exp - Line 13
Reducing operating budget at new navigation center for temporary lower bed count and later than anticipated opening date	3,000,000	1,500,000					One time savings from delayed opening of Navigation Center and lower bed count due to social distancing requirement	Non-Personnel Exp - Line 16
Reduce operating budget for TAY Navigation Center for temporary lower bed count	500,000	500,000					One time saving from lower bed count due to social distancing	Non-Personnel Exp - Line 16
Curtail Family Rapid Rehousing subsidy expansion	1,050,000	-					Only 1/2 of FY20 funded in contract and current year funds not fully expended. Defer investment until Prop C resolution	Non-Personnel Exp - Line 14
Curtail expansion of shelter transportation pilot			500,000	-			Repurpose to other shelter expansion one-time costs as transportation needs has shifted due to COVID-19	Not on load sheet - Keep funding for Nav Centers
Defund 33 Gough Navigation Center; Frees up \$11.7 in one-time capital money in FY19-20 for purchase of TAY Navigation Center (Line 23)	8,749,000	8,967,725					Both operating and lease savings. Site was intended to be a 2-year temporary site and need will be met through SIP sites	Non-Personnel Exp - Line 15 and Line 16
Close Civic Center Navigation Center 6 months early	-	1,828,931					Close Nav Center 6 months early in advance of PSH site and relocate clients. Results in a loss of 77-person capacity at social distancing levels for 6 months in adult system	Non-Personnel Exp - Line 17
Forgo 2 new vehicle purchases for Healthy Streets Operation Center staff	105,709	52,509					HSOC Vehicle savings. One time purchase + ongoing maintenance and fuel	Non-Personnel Exp - Line 19 and Line 20
End Safe Parking Program Pilot (reflects portion of cost budgeted as ongoing)	257,500	257,500					End program after October 2020. Continuation of annual operations not budgeted in HSH's base budget	Non-Personnel Exp - Line 22
Purchase TAY Navigation Center with nonGFS funds	800,000	1,600,000					Ongoing lease saving if the City purchases TAY Navigation Center	Non-Personnel Exp - Line 16
Realize savings from closed shelter	800,000	800,000					Site closed by provider. Realize savings in HSH's budget. Loss of 15 slots for homeless families.	Non-Personnel Exp - Line 17
End family shelter pilot project	800,000	-					One-time savings. Pilot project funded through FY20-21. Ongoing cost not part of HSH's budget. Defer until Prop P tax revenue decision.	Non-Personnel Exp - Line 11
Whole Person Care funding programs for outreach, housing stabilization and access points		3,000,000						
Stop Expansion of Need-based Subsidies for Families		538,153						
Eliminate Downtown Streets Services around Navigation Centers		176,585						
End legal advocacy grants		380,000						
End General Fund support of Project Homeless Connect		1,200,000						
Reduce contracted services for program consulting		150,000						
Reduce CBOs contracts with historic unsending		4,000,000						
Mental Health Services expansion		475,000						
Mental Health Services expansion		335,000						

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?
Curtail expansion of need-based subsidies for Families	538,153		Cut expansion of program (approximately 15 slots) until Prop C tax revenue resolved. Base funding level maintained for	Non-Personnel Exp - Line 17

Eliminate street cleaning services around Navigation Centers	176,585		Ends workforce and cleaning program around Navigation	Non-Personnel Exp - Line 18
End legal advocacy grants	380,000		End funding for legal advocacy grants for people exiting homelessness.	Non-Personnel Exp - Line 17
	1,200,000			
End General Fund support of Project Homeless Connect			Ends City support for staffing and operations for volunteer events and day connect center	Non-Personnel Exp - Line 21
	150,000		Cut consulting services for the department for strategic framework and systems change implementation. Will result in less alignment with best practice, program implementation support, including annual HSH provider conference	
Reduce contracted services for program consulting				Non-Personnel Exp - Line 21
	3,000,000		Reduce grants with at least 2 years of underspending that are not able to ramp up to full budgeted levels	
Reduce CBOs contracts with historic underspending				Non-Personnel Exp - Line 17
Mental Health Services expansion	475,000		Delay Family Mental Health Services until Prop C resolved	Non-Personnel Exp - Line 17
	335,000		Delay Family Mental Health Services expansion until Prop C resolved	Non-Personnel Exp - Line 17
Mental Health Services expansion				Non-Personnel Exp - Line 17
Whole Person Care funding programs for outreach, housing stabilization and access points	1,700,000		Ramp down portions of WPC expansion	Non-Personnel Exp - Line 23
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?	Governed by the Strategic Framework, HSH's core service are categorized under the following six areas: Housing, Temporary Shelter, Street Outreach, Problem Solving, Coordinated Entry and Housing Ladder. HSH plans to continue all the existing service areas to continue to address homelessness in San Francisco and respond to the needs of this vulnerable population who are at increased risk during the COVID pandemic.			
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?	HSH proposes to suspend and stop some of the new projects and programs that have yet started, so the impact on our existing clients will be minimized. HSH also proposes to cancel some programs that do not directly fund housing exits, temporary shelter or prevention.			
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?	Since majority of the services HSH provides are targeted at the vulnerable population and provided through nonprofit organizations, the budget reduction will have an impact on expanding services as more people fall into homelessness due to the economic crisis or need support during COVID-19. However, as explained above, HSH's approach to achieve the budget reduction goal is to protect funding for the existing services as much as possible to minimize the impact on the clients. HSH has proposed cutting a consulting contract which is being used to support HSH's strategic framework implementation. With a 20 percent vacancy rate, HSH cannot function and respond to COVID-19 with its current vacancy rate or absorb additional staffing or administrative cuts. Due to the City's hiring freeze, HSH does not have the facilities, programs, analytical and IT staff to meet its core functions and take on its expanded COVID-19 response responsibilities.			
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?	No work order reductions in base budget work orders are proposed. As HSH has proposed eliminating GF support for its remaining number of workforce and legal advocacy programs that serve formerly homeless clients, it is committed to work with other City departments that have non-GFS social services funding to draw upon such as state, federal and restricted funds to maintain current capacity.			

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