City & County of San Francisco

Mayor's Policy Instructions
&
Controller's
Technical Instructions

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Budget Schedule

| Date | ltem |
|--|---|
| Monday, December 13, 2021 to Friday December 17, 2021 | New budget system virtual training sessions on Microsoft Teams. Available in the Employee Portal eLearning after this! |
| January 2022 | Optional 1:1 training sessions with BAD analysts and their own departments. |
| Friday, January 14, 2022 | Technology Project Proposals due to COIT through SharePoint for all IT projects greater than \$100,000. GFS capital and NGFS Capital projects that go through CPC to submitted in the new budget system. |
| | Charter-mandated due date for all departments to submit their budgets. All forms should be submitted to the Mayor's Budget Office (MBO) and to the Controller's office electronically, as both PDFs and in Excel. |
| Tuesday, February 22, 2022 | Links to department budget submissions will be posted online on the City's budget website, https://sf.gov/topics/budget per ordinance 191072. |
| 5 PM | Fleet requests are due to MBO and City Administrator's Office through budget forms Non-fleet equipment requests are due through budget forms to MBO |
| | All non-General Fund Support capital projects funded should be loaded by departments into the budget. |
| Friday, April 1, 2022 | All budget-related legislation due to the Mayor's Office, aka "trailer" legislation such as fee legislation. |
| Monday, May 2, 2022 | Mayor's Proposed May 1 st Budget for Select Departments introduced to the Board of Supervisors (Airport, Board of Appeals, Building Inspection, Child Support Services, Environment, Law Library, Library, SFMTA, Port, SFPUC, Rent Board, Employee Retirement System) |
| , <u>1, 101</u> | Capital Budget submitted by City Administrator's Office to the Capital Planning Committee for final review and adoption. |
| Wednesday, June 1, 2022 | Mayor's Proposed Citywide Budget is introduced to the Board of Supervisors. |
| Friday, July 29, 2022 | Last day for Board of Supervisors to adopt the two-year budget. |
| Friday, August 26, 2022 | Department Budget Certification Letters are due to the Controller and Mayor. |

Fiscal Year 2022-23 and 2023-24 Key Dates for Budget System:

| Sat | Mon | 4 Key Dates for I | Wed | Thurs | Fri | Sun |
|---------------------------------------|---|--|---|---|---|---------------------------------------|
| 2 | 3 | 4 -Subsetting request due by noon | 5 | 6 -Subsetting request due by noon | 7 | 8 |
| 9 | 10 | 11 -Subsetting request due by noon | 12 | 13 -Subsetting request due by noon | 14 -COIT requests due -CPC Capital project requests due | 15 |
| 16 | 17 HOLIDAY | 18 -Subsetting request due by noon | 19 | 20 -Subsetting request due by noon | 21 | 22 |
| 23 | 24 | 25 -Subsetting request due by noon | 26 | 27 -Subsetting request due by noon | 28 | 29 |
| 30 | 31 | 1 FEBRUARY 2022 -Subsetting request due by noon | 2 | 3 -Subsetting request due by noon | 4 | 5 |
| 6 | 7 | 8 -Subsetting request due by noon | 9 | 10 -Subsetting request due by noon | 11 | 12 -CON-BAD available via email |
| 13 -CON-BAD available via email | 14 -Subsetting request due by noon | 15 -Subsetting request due by noon LAST DAY TO REQUEST NEW PSOFT CODES | 16 -Subsetting request due by noon | 17 -Subsetting request due by noon | 18 LAST SUBSETTING Request due by noon | 19 -CON-BAD available via email |
| 20 -CON-BAD available via email | 21 HOLIDAY | -Budget submissions due by 5 pm -Last day to run audit trails and reports -5 PM: Budget system access closes | | | | |

Department Budget Submission Checklist

To be completed by: All departments.

<u>Instructions</u>: Submit this completed cover sheet with your budget submission and ensure all applicable forms below are included with your submission.

| Depart | ment Name: |
|---------|--|
| | Summary of Major Changes: Completed "Form 1A: Summary of Major Changes" explaining major changes submitted in department's budget proposal. |
| | Proposed GF cost neutral proposal Department Budget Summary: Submission includes copy of report # 15.50.012. |
| | ☐ Budget Equity: Completed "Form 1C: Budget Equity" |
| | Revenue Report: Completed "Form 2A: Revenue Report." (15.30.005 Snapshot Comparison) |
| | Fees & Fines: Completed "Form 2B: Fees & Fines." |
| | Cost Recovery: Completed "Form 2C: Cost Recovery." |
| | Expenditure Changes: Completed "Form 3A: Expenditure Changes." (15.30.005 Snapshot Comparison) Deappropriations from prior years' budget – indicate if these are included in your submitted budget, and please explain in the expenditure changes form 3A Position Changes: Completed "Form 3D: Position Changes" (15.30.004 Position Speechet Comparison) |
| | Position Changes: Completed "Form 3B: Position Changes." (15.30.004 Position Snapshot Comparison) |
| | Equipment & Fleet: New General Fund Equipment (Form 4A) and Fleet Requests (Form 4B) to be made in BFM. |
| | Minimum Compensation Ordinance: By checking this box, the department confirms that the effects of the MCO in contracting have been considered as part of the budget submission. (See p. 9) |
| | Proposition J Description, Summary, City Cost, Contract Cost : Required for all existing or new Prop Js. |
| | Interdepartmental Services Balancing: Included Excel download of Department - IDS Form Balancing Report from BFM Reporting. |
| | Organizational Charts: Submission contains updated position-level organizational charts for your department, with indication if the position is filled (F) or vacant (V). Organizational charts also reflect any proposed position changes. |
| | New Legislation: ☐ Included draft legislation that department would like to submit with the budget; or, ☐ Draft legislation in progress at this time. A description of the proposed changes is included in the "Summary of Major Changes" table. A draft will be provided to the Mayor's Office by 03/01/22. |
| | Other Requests: Submitted requests for the following items (through separate forms), if applicable: □ COIT □ Capital – CPC funded capital requests are made through the new budget system, BFM by 1/14/22. |
| I have | ief Financial Officer/Budget Manager: reviewed the attached budget submission and affirm that all applicable forms checked off above are included in my ment's budget submission. |
| Full Na | me: |
| Signatu | ure: |

Introduction – User Guide

This document contains the Mayor's Office policy instructions, technical instructions, and submission forms for preparation of the Fiscal Year 2022-23 (BY) and Fiscal Year 2023-24 (BY+1) budgets.

The document is divided into five major parts:

Section I – New Instructions: Outlines key changes to look for in this year's instructions.

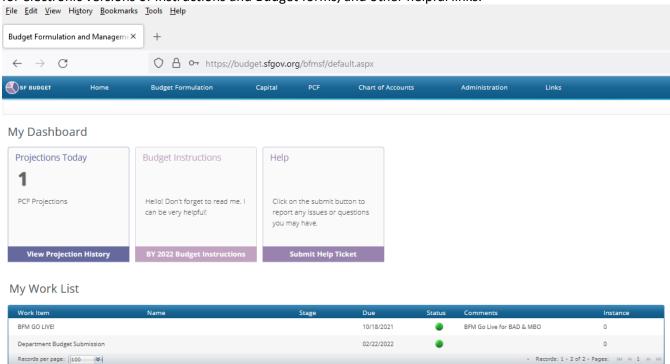
Section II - Mayor's Office Policy Instructions: Outlines the Mayor's Office policy instructions for the development of the budget.

Section III - Budget Submission Forms and Instructions: Provides the required budget forms.

Section IV - Technical Instructions: Outlines the organization of the budget process and highlights changes from last year's budget instructions.

Section V - Appendices: Provide additional policies, processes, and forms to help departments complete budget instructions.

Looking for more information? Go to the Budget System home page, Budget Formulation & Management (BFM), for electronic versions of Instructions and Budget forms, and other helpful links:



For questions concerning the Mayor's Office Policy Instructions, contact your department's analyst in the Mayor's Budget Office. For questions concerning technical guidance and/or using the budget system, contact your department's analyst in the Controller's Budget Office. Your department's designated analysts in the Mayor's Budget Office, Controller's Budget Office, and Controller's Accounting Operations fund accountants are listed in Appendix I at the end of this document.

Section |

New Instructions & Key Reminders

Changes to Instructions

Form 1A updates: Form 1A has been updated to include a question regarding departments' proposals for improving core service delivery. Given this budget cycle's focus on improving service delivery without adding net new General Fund costs, this question seeks to understand how departments are reprioritizing existing budgets to better deliver existing services.

In addition, Form 1A includes a new question related to departments' efforts to advance racial equity through services to the community. As in previous budget cycles, budget equity remains a policy priority, and this question seeks to solicit summary-level information on departmental efforts.

Form 1C addition: This year's instructions include a new form – Form 1C that is focused on tracking progress departments have made in advancing racial equity.

Departments with Fixed Two-Year Budgets: Charter Section 9.101 authorizes the Mayor and Board to determine departments with two-year fixed budgets. For this coming cycle, the Airport, Port, Public Utilities Commission have been proposed to have fixed budgets as in the prior cycle. The Municipal Transportation Agency has a fixed two-year budget per Charter Section 8A.106(a), and Changes in Fiscal Year 20232-243 revenues and expenditures greater than 5% in non-general support funds will bring their changes to Board of Supervisors with the Mayor's Proposed June 1st budget for next year's cycle via a supplemental appropriation ordinance.

Budget Year (BY) and Budget Year Plus 1 (BY+1): Included in the Budget Instructions is reference to Fiscal Year 2022-23 and Fiscal Year 2023-24 as BY and BY+1 respectively.

Prior Year (PY) and Current Year (CY): Included in the Budget Instructions is reference to Fiscal Year 2020-21 and Fiscal Year 2021-22 as PY and CY respectively.

BFM access for new department users: The following is the process for requesting BFM access for new department users:

- 1) The department Supervisor instructs an employee who requires access to BFM self-enroll into the BFM training courses available in SF Learning.
- 2) Once the employee informs the Supervisor that the courses have been completed, the Supervisor submits SF Budget System Access Request form in SF User Support. In this form, the Supervisor must select the role for the employee. Roles and require trainings are shown in the security matrix below. Submission of this request indicates supervisor approval of the employee's request to have access to BFM.
- 3) Employee access to BFM will be granted after CON-Systems has verified that the employee has completed the required courses for the requested role and Controller's Budget Office has reviewed the request.

Security Matrix

| Role | Role Description | # Courses required | Kickoff & | Expenditure & Revenue Entries | Position Entries | IDS entries & process | Reporting | Position Entries Deep Dive 1 | Position Entries Deep Dive 2 | Equipment | Capital Planning Committee (CPC) process, GFS & NGFS | Non CPC Capital process | Rev Tra |
|--|---|-----------------------|-----------|----------------------------------|---------------------|-----------------------|-----------|--|--|-----------|--|----------------------------|------------|
| Department User | Most common role, includes access to: - Submit departmental budget AND Capital entries - Run department Budget AND Capital reports | 9 | Required | Required | Required | Required | Required | Recommended for Position Entry staff | Recommended for Position Entry staff | Required | Required | Required | Red |
| Capital Module User | For department staff who will ONLY be making capital entries, includes access to: - Submit Capital budget entries - Run reports of departmental capital budget requests to the Capital Planning Committee | 5 | Required | Required | Optional | Optional | Required | Optional | Optional | Optional | Required | Required | Op |
| | For staff who will not be making entries, but will need to run/view budget reports (including Capital reports) | 2 | Required | Optional | Optional | Optional | Required | Optional | Optional | Optional | Optional | Optional | Op |
| Mayor's Budget Office | Mayor's Budget Office only – Citywide Access to Budget Entry and Budget Reports (including Capital) | 9 | Required | Required | Required | Required | Required | Optional | Optional | Required | Required | Required | Re |
| Capital Planning Committee (CPC) User | Capital Planning Committee only Capital Budget Entry - Access to capital module for entries only Capital Budget reports - Department Report ONLY User | 4 | Required | Optional | Optional | Optional | Required | Optional | Optional | Optional | Required | Required | Op |
| Committee On Information Technology (COIT) User | COIT only Budget Reports – Access to run budget reports only, COIT Folder (including Capital) | 2 | Required | Optional | Optional | Optional | Required | Optional | Optional | Optional | Optional | Optional | OI |

Deappropriations in the budget - Departments that submit deappropriations from prior year budgeted items in the upcoming AAO must identify these when submitting their budgets, including justification. Prior Year deappropriations require Controller's Office review and may not be approved.

Key Reminders

Revised Budget Forms and Checklist: Several adjustments were made to the prior year's budget submission forms to better help explain the major changes submitted in each department's budget proposal.

Form 1A (Summary of Major Changes) asks specific questions about changes in the departmental budget submission, prompting departments to provide a high-level budget narrative with a focus on improved service delivery without increasing General Fund support.

Employee Recognition costs – Employee recognition costs should be budgeted in account 523050-Employee Recognition

Forms 2A (Revenue Report), **3A** (Expenditure Changes), and **3B** (Position Changes) are completed by running an audit trail report after completing budget entries in the BFM system, filtering on the appropriate Account Level 5 for revenue, and providing a brief explanation for each change.

Form 2B (Fees and Fines) for all existing fees, fines, and service charges, and Form 2C (Fee Cost Recovery) for any new or modified fees, fines, or service charges (see Mayor's Policy Instructions for more information on appropriate fees and fines).

Prop J Forms for BY are required for recurring or new requests to contract out work previously done by City workers or that could be done by City Workers. The Airport, SFMTA, SF Public Utilities Commission and Port should submit Prop J analyses **for both BY and BY+1**.

Supporting documentation, including Department Total Budget Historical Comparison (including budget summary report #15.50.012), Department - IDS Form Balancing Report, organizational charts, new proposed legislation

(draft language or summary of intended legislation is acceptable).

Finally, Chief Financial Officers or Budget Managers must complete and submit the "Department Budget Submission Checklist" as a cover sheet to their department's submission. This checklist should be included in the department's electronic and physical submissions and is available within the "Budget Submission Forms and Instructions" section.

Department Budgets Posted Online: In addition to electronic copies of budget submissions, departments must now also post their budget submission online. The Controller's Office will post departments' budget submissions on the SF Budget Website, https://sf.gov/topics/budget. Departments will also be required to post their FY 2022-23 and FY 2023-24 budget priorities, public meetings dates and materials, and department phase budget submissions on their own department websites.

Department Hearings: In accordance with the adopted Budget Approval Process legislation (Administrative Code Section 3.3) most departments need to hold one public meeting for public input on its departmental budget priorities after the Mayor issues budget instructions in December, and one hearing at least 15 days later and no later than February 14th to solicit public input on their budget submissions. Links to dates of these hearings and department budget submissions shall be posted on the Controller website https://sf.gov/topics/budget. Meetings may be virtual or in a hybrid format.

Interdepartmental Services (IDS) Balancing report: Enterprise Planning BFM Reporting contains a report containing <u>both</u> the performing and requesting department's budgeted interdepartmental services. The report is under the Balancing tab, titled "Department – IDS Form Balancing Report."

Minimum Compensation Ordinance: When preparing proposed budgets and requests for supplemental appropriations for contract services, City departments that regularly enter into agreements for the provision of services by nonprofit organizations shall transmit with their proposal a written confirmation that the department has considered in its calculations the costs that the Nonprofit Corporations calculate that they will incur in complying with the Minimum Compensation Ordinance. Please indicate that your department has considered this by checking the MCO box in the Department Budget Submission Checklist to be returned with your budget submission.

Equipment Titles: All budgeted pieces of equipment must have unique, descriptive, and specific titles. Equipment titles cannot be generic or encompass a broad variety of uses. Any title that is found to be generic will be required to be changed.

New User Forms: The online SF Budget System Access Request form to request access to the budget system is available in SF User Support. Supervisors must complete, select the appropriate role for the user, ensure that the new user has completed the required trainings for the requested role, and submit this ticket to indicate approval of the request. New budget system users will gain access after completion of the required training has been verified by CON-Systems and the SF Budget System Access Request has been reviewed by Controller's Budget Office. Please note that the Safari browser on Mac is <u>not</u> supported by BFM. Users must use Chrome, Firefox, or Microsoft Edge to access BFM.

Equipment and Fleet Requests: Budget requests will be submitted as a Budget Form in the budget system with Department budget submissions. New GFS requests and changes to existing GFS approved equipment budget in FY2022-23 will not be part of the total \$ amount in department budget submissions.

Performance Measures: The Mayor's Office and the Controller's Office will continue to work with departments to better align budget with publicly reported performance measures and updated strategic goals, with a focus on

updating performance targets to accurately reflect performance trends and expectations. Departments must submit FY 2020-21 results, FY 2021-22 projected results as well as FY 2022-23 and FY 2023-24 targets for all performance measures and propose any updates to existing measures to the Controller's Office by mid-March.

Capital Request Coding Information: PeopleSoft chart fields are required with your non-Capital Projects Committee (CPC) and Non General Fund Capital Budget request submissions. Placeholder codes *are available* for new CPC project requests. Chartfields for existing projects will be prepopulated in BFM's capital request forms but new project requests will require new codes. Please be sure to review this change in the Capital Budget requests instructions below.

Organizational Charts: Departments are reminded that organizational charts are due to the Mayor's Budget Office with their budget submission. This should include a high-level chart that shows only major departmental structures, as well as charts for all major divisions down to the classifications, with indication of if the position is filled or not. Any proposed position changes within the budget submission should be reflected in these organizational charts. Departments must clearly indicate which positions reflect proposed changes on their organizational charts.

Policy for Restoring Items Rejected by the Mayor or the Board of Supervisors Pursuant to San Francisco Charter Code Section 9.113(c) and Administrative Code section 3.18, "in the event the Mayor or a member of the Board of Supervisors recommends a supplemental appropriation ordinance after the adoption of the budget for any fiscal years and prior to the close of the fiscal year containing any item which had been rejected by the Mayor in his/her review of departmental budget estimates for the fiscal year or which had been rejected by the Board of Supervisors in its consideration of the Mayor's proposed budget for the fiscal year, it shall require a vote of two-thirds of all members of the Board of Supervisors to approve such supplemental appropriation ordinance."

This provision applies to an entire supplemental appropriation ordinance when the Mayor or the Board of Supervisors reduces expenditures in a department's budget after the department phase of the budget.

Departments should be aware of this provision before increasing budget appropriations that could be subsequently reduced in Mayor or Board phase. Should a department adjust appropriations and have these funds reduced in a subsequent phase, adjustments to restore the appropriation during the budget year will require approval of two-thirds of the Members of the Board of Supervisors. For example, if materials and supplies expenditures are decreased during the Board phase of the BY budget in a department, and then during BY that department wishes to restore some of that decrease, 2/3 of the members of the Board of Supervisors will need to approve the supplemental appropriation containing that materials and supplies budget restoration. Departments are always welcome to discuss potential increases with their Mayor's Budget Office Analyst ahead of loading in the Budget System.

Please note that reductions proposed by *departments*, by inclusion in the department budget submission, and accepted by the Mayor and Board of Supervisors, would not require a two-thirds vote if subject to a supplemental appropriation ordinance to restore that reduction after the budget is approved and enacted.

Children's Baseline: Children's baseline spending is tracked by using the Activity Type embedded in the Activity Chartfield. Children's baseline, formerly known as FAL in FAMIS, is coded as Activity Type 00008, and Transitional-aged youth baseline, formerly FAY, is coded as Activity Type 00009.

November 2018 Proposition C Our City Our Home (OCOH) Baseline: The OCOH baseline spending is tracked by using the following Activity Types embedded in the Activity chart field. Please do not reallocate existing baseline budget in these Activity Types to other Chartfields.

| ACTIVITY_TYPE | DESCR | Full Activity Type Description |
|---------------|--------------------------------|--|
| 00010 | Permanent Housing – General | Permanent Housing – General |
| 00011 | Perm Hsg ShortTerm RentSubsidy | Permanent Housing – Short Term Rental Subsidies |
| 00012 | Perm Hsg Homeless Youth 18-29 | Permanent Housing – Homeless Youth 18 - 29 |
| 00013 | Perm Hsg Homeless Families | Permanent Housing – Homeless Families Children < 18 |
| 00014 | Homeless Shelter | Homeless Shelter |
| 00015 | Homelessness Prevention | Homelessness Prevention |
| 00016 | Mental Health | Mental Health |
| 00017 | Perm Hsg – General & Children | Permanent Housing – General & Children's Baseline |
| 00018 | Perm Hsg STRentSubsdy&Children | Permanent Housing – Short Term Rental Subsidies & Children's Baseline |
| 00019 | Perm Hsg HomelessYouth&Childrn | Permanent Housing – Homeless Youth 18 - 29 & Children's Baseline |
| 00020 | Perm Hsg HomelessFams&Children | Permanent Housing – Homeless Families Children < 18 & Children's Baseline |
| 00021 | Homeless Shelter & Children | Homeless Shelter & Children's Baseline |
| 00022 | Homelessness Prev & Children | Homelessness Prevention & Children's Baseline |
| 00023 | Mental Health & Children | Mental Health & Children's Baseline |
| 00024 | Permanent Housng General & TAY | Permanent Housing – General & Transitional Aged Yth Baseline |
| 00025 | Perm Hsg ST Rent Subsidy & TAY | Permanent Housing – Short Term Rental Subsidies & Transitional Aged Yth Baseline |
| 00026 | Perm Hsg Homeless Youth & TAY | Permanent Housing – Homeless Youth 18 - 29 & Transitional Aged Yth Baseline |
| 00027 | Perm Hsg Homeless Family & TAY | Permanent Housing – Homeless Families Children < 18 & Transitional Aged Yth Baseli |
| 00028 | Homeless Shelter & TAY Baselin | Homeless Shelter & Transitional Aged Yth Baseline |
| 00029 | Homelessness Prevention & TAY | Homelessness Prevention & Transitional Aged Yth Baseline |
| 00030 | Mental Health & TAY Baseline | Mental Health & Transitional Aged Yth Baseline |

BFM Budget Submission Button: Please do not click the "Submit" button in the BFM forms, as no action in the system is tied to that button.

Budget Submission: Please submit an electronic copy of your budget submission to the Mayor's Budget Office and Controller's Office Budget and Analysis Division. You must submit **all forms as both PDF and excel.** These will be posted on the City's budget website https://sf.gov/topics/budget.

Interdepartmental Services Balancing and Entries

The Controller's Office and the Mayor's Office require departments to balance all discretionary (non-centrally loaded) interdepartmental services (IDS) and agree on IDS *prior* to their budget submissions on February 22, 2022. BFM Reporting contains a report with both the performing and requesting departments' budgeted work order items. Department staff on each side of the work order, that is both the requesting and the performing sides, can see what the other side has entered in the budget in real time.

Interdepartmental Services: Departments shall contact and reach agreement with all departments with whom the department has a discretionary IDS relationship that is not centrally loaded by the Mayor's and Controllers' Budget offices. Departments must ensure that budget submissions for sending, receiving, and expenditure authority are agreed to and balanced across both departments.

Centrally Loaded Citywide Interdepartmental Services (IDS): Departments cannot adjust citywide IDS that are loaded centrally by the Mayor's and Controller's Offices in Mayor phase. The following list of IDS accounts and other citywide budget entries cannot be adjusted by departments in the Budget System. These budget items are centrally loaded through separate BFM forms that are inaccessible to departments. The Mayor's Budget Office will review the budget values in the Base Budget and update if needed during the Mayor phase.

If a department would like to request an increase in the amount of service provided through one of the centrally loaded IDS below, adjustments must be discussed with the performing department well before budget submission at the end of February <u>but cannot be entered in BFM during the Department Phase</u>. The requesting department must be able to afford this increase without increasing their General Fund support.

If any questions remain on these IDS changes, please contact your Mayor's Budget Office analyst.

Centrally Loaded Interdepartmental Services

| Type of Interdepartmental Services | Account Code and Title |
|------------------------------------|---|
| ADM - Fleet | 581710 Is-Purch-Centrl Shop-AutoMaint |
| ADM TREE | 581740 Is-Purch-Centrl Shop-FuelStock |
| | 581065 ADM-Real Estate Special Svcs |
| | 581083 ADM-Real Estate 49 SVN Rent |
| | 581084 ADM Permit Center |
| ADM - Real Estate | 581410 GF-GSA-Facilities Mgmt Svcs |
| | 581650 Leases Paid to Real Estate |
| | 581860 GF-Real Estate Service |
| | 581890 GF-Rent Paid to Real Estate |
| ADM - Contract Monitoring | 581500 GF-Human Rights Commission |
| ADM - Risk Management | 581170 GF-Risk Management Svcs (AAO) |
| ADIVI - NISK IVIdilagement | 581920 GF-HRc Surety Bond |
| ADM - Reprographics | 581820 Is-Purch-Reproduction |
| PUC - Public Utilities | 581051 GF-PUC-Light Heat & Power |
| Commission Rates | 581063 PUC Sewer Service Charges |
| Commission Nates | 581064 Ef-PUC-Water Charges |
| | 581430 GF-HR-Equal Emplymnt Opportunities |
| DHR - Human Resources | 581460 GF-HR-Workers' Comp Claims |
| | 581480 GF-HR-Employee Relations |

| | 581015 Human Resources Modernization (new) |
|---------------------------|--|
| | 581016 Diversity Equity Inclusion (new) |
| | 581210 DT Technology Infrastructure |
| DTIS - Department of | 581360 DT Telecommunications Services |
| Technology | Please note 581280 DT SFGovTV Services and 581325 DT Enterprise Tech |
| | Contracts should be loaded by departments. |
| | 581130 GF-CON-Internal Audits |
| CON - Controller's Office | 581245 GF-CON-Information System Ops |
| | 581620 GF HR Mgmnt Benefits Admin Sys |

Other Centrally Loaded Citywide Budget Entries: As shown in the table below, departments cannot load budget entries for General Fund items such as debt service on General Fund Certificates of Participation; equipment lease finance program costs; General Fund capital; General Fund equipment expenses; COIT General Fund projects; Full Cost Plan (similar to COWCAP) expenses; and the expenses as noted below. These are loaded centrally by the Mayor's or the Controller's Offices in the Mayor phase of the budget process through separate BFM forms that are inaccessible to departments.

However, departments must enter general fund capital requests in BFM forms Capital Project-Activity and Capital - Department Request - CPC GFS (7900), which are located under the Capital menu in BFM. In addition, departments must also enter non-general fund capital requests that require CPC review into BFM form Capital - Department Request - CPC NGFS + (7200), which is also located under the Capital menu in BFM. These two capital requests route to CPC for review in BFM and are <u>not</u> part of the department's budget submission.

| Type of Centrally Loaded Citywide Entry | Account Code and Title | | | | |
|--|--|--|--|--|--|
| Debt | Account roll-up 5700 (Note that some debt so 530410 Base Rent-Debt | Debt Service ervice is also budgeted in 530110 Property Rent and | | | |
| Capital | Account roll-up 5060 Programmatic Projects Account roll-up 5600 Capital Outlay (Includes Equipment) Account roll-up 5610 Facilities Maintenance Account roll-up 5690 Carryforward budgets Only | | | | |
| COIT | Please refer to "Techno | logy Project Proposals" instructions below | | | |
| Full Cost Plan | 460198 520010 | Recovery General Govt Cost Indirect Cost reimbursement | | | |
| Health Service System | 515510 | Health Service-City Match | | | |
| Retiree Health Costs | 515020 515030 515610 | Prop B City Match, future retirees Prop C City Match, future retirees Retiree Health Care Trust Fund Subsidy | | | |

Budget entries for **Non**-General Fund capital that does not require review and approval by CPC; **Non**-General Fund debt, and **Non**-General Fund equipment *should* be loaded in Department phase in their respective BFM forms that are accessible to departments:

- Capital Dept Request Non-CPC (7300) for Non-General Fund capital that does not require review and approval by CPC;
- Debt Service Dept (3300) for Non-General Fund debt; and
- Equipment GFS (7000) for Non-General Fund equipment.

Departments with Fixed Two-Year Budgets

The Airport, Port, PUC and SFMTA have fixed two-year budgets during the FY 2022-23 through FY 2023-24 budget cycle.

Note about the SFMTA: Please note that per Charter sections 8A.106.(a) and (d), the Municipal Transportation Agency is required to submit its proposed budget with annual appropriation detail for the next two fiscal years to the Board of Supervisors.

First Year of the Two-year Fixed Budget Submission

Departments should submit balanced budgets for the next two years. The budget should be developed with the understanding that the BY+1 budget will not be changed beyond existing administrative rules for surplus transfers and position substitutions ("TX-ing"), unless other conditions are met during the second year. The conditions for making changes in the second year are outlined below.

Second Year Changes

In the second year of the fixed two-year budget process, changes that exceed existing surplus transfer and TX rules will require Board of Supervisors approval through the submission of a supplemental ordinance. Additionally, if fixed two-year budget departments' non-General Fund funds are projected to have a significant increase or decrease in revenues of greater than 5%, a supplemental appropriation ordinance will be submitted to the Board of Supervisors to address these changes. Expenditure changes prompted by increases or decreases in revenue exceeding 2.5% in the General Fund will also need to go to the Board of Supervisors for approval. The Mayor's Office and Controller's Office will work with departments to determine necessary budget adjustments.

In the second year of the two-year fixed budget, departments may use the budget system to reflect budget changes consistent with surplus transfer guidelines and position substitutions. For example, if the total level of expenditure appropriations is not changing and instead appropriations are adjusting within the same total budget (aka line items), expenditure appropriations may increase by up to 10% at the level of appropriation control. This is the same process departments currently use during the course of the fiscal year after budget adoption, only now the budget system will be used to implement the change and interface to the financial system rather than surplus transfer forms and subsequent PeopleSoft entries.

Consistent with current policy, any increases to expenditures that were reduced by the Mayor or the Board and then later are requested to increase through inclusion in a supplemental appropriation, will require a 2/3 vote of the full Board of Supervisors. For example, if during the FY 2022-23 and 2023-24 budget process, the Board reduced a FY 2023-24 General Fund (PeopleSoft fund 10000) expenditure for Department ABC in account 5400, Department ABC could not increase these expenditures through the budget system. Instead, an increase to fund 10000, expenditures in account 5400 would need to be included on a supplemental ordinance to the Board of Supervisors, and the entire supplemental appropriation ordinance would require a 2/3 vote of the full Board of Supervisors. During the second year of the two-year budget process, the Mayor's Budget Office and the Controller's Office will review all proposed changes to the budget to verify that proposed budget adjustments are within the applicable guidelines.

The table below highlights key elements for departments' budgeting in the second year of the two-year fixed budget:

| Item | Description | Action |
|---|--|--|
| Total budget increase | Increase expenditure authority by any \$ | Supplemental appropriation ordinance |
| | amount | to amend the AAO to be approved by the Board of Supervisors for the increase |
| Changes of +/- 5% in revenues or expenditures (even with no bottom-line increase) in Non-General Funds | Submit changes via supplemental appropriation ordinance | Changes made via the budget system and will be included in a supplemental ordinance appropriation to be approved by the Board of Supervisors |
| Changes of +/- 2.5% in revenues or expenditures (even with no bottom-line increase) in the General Fund | Submit changes via supplemental appropriation ordinance | Changes made via the budget system and will be included in a supplemental ordinance appropriation to be approved by the Board of Supervisors |
| Rebalancing the budget to accommodate base budget changes | Rebalancing is required. Departments may increase existing expenditure lines within existing administrative guidelines. This applies to the entire budget. | Balancing changes made via the budget system |
| Projected revenues greater than | Surplus revenues may be budgeted in | Supplemental appropriation ordinance |
| the approved budget, but no request to increase expenditures | reserves with no increase to expenditures | to amend the AAO is not required. |
| | | Budget surplus revenues in a 598xxx designated reserve account. |
| Increasing FY 2023-24 | Entire supplemental will require a 2/3 | Must be included in supplemental |
| expenditures in items that may | vote of the Board of Supervisors | appropriation ordinances to the Board |
| be reduced by the Mayor or | | of Supervisors. Controller's office will |
| Board of Supervisors during the FY 2022-2023 budget process | | review changes to confirm whether a 2/3 vote is required |
| New BY+1 (FY 2023-2024) | "Shadow budget" for display purposes | Departments must balance this new |
| New B1+1 (11 2023-2024) | only. | BY+1 budget. |
| Prop J Analyses | The SF Public Utilities Commission, | The SF Public Utilities Commission, |
| 7.22 | Airport, Port, and MTA must resubmit | Airport, Port, and MTA will need to |
| | Prop J Analyses for the upcoming two | submit updated Prop J analyses for FY |
| | budget years. | 2022-23 and FY 2023-24. |
| Fees | Must be reported annually to the Controller's Office | |

New Codes Instructions (Subsetting)

The Budget System only includes coding that is in use or has been in recent budget use. There are many more codes in PeopleSoft than exist in the budget system. The City employs an "add it when you need it" approach to making PeopleSoft codes accessible in the budget system. The budget system does not automatically pick up codes that are added to PeopleSoft, nor does it automatically pick up title changes to codes. The manual process of making a PeopleSoft code available in the budget system or updating a code title in the budget system is called "subsetting." Changes to existing titles will only be approved if (1) the code has no prior activity charged against it or (2) if the request is to align the title in the budget system with PeopleSoft.

The City refers to the process of making codes available in the budget system as subsetting because a subset of codes is taken from PeopleSoft and made available in the budget system. However, "Subsetting" is also often referred to as the process where a code may be *both* newly added to PeopleSoft and is *also* subsequently added into the budget system.

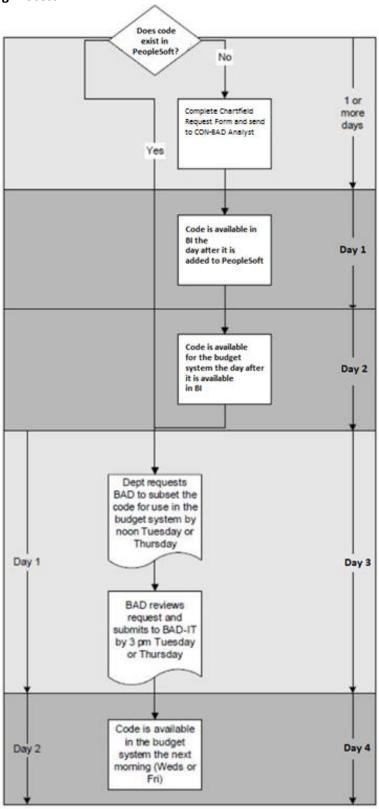
As departments build BY and BY+1 budget requests, new codes may be needed. The Controller's Budget Office is the conduit for making these new codes available in the budget system. In order to include a code in the budget system to make related budget entries, it must first exist in PeopleSoft. Departments should confirm that a code exists, or request it to be created in PeopleSoft, before requesting Controller's Budget Office to subset it. It may require 2-3 business days before the code is available in the budget system, depending on whether the code exists in PeopleSoft.

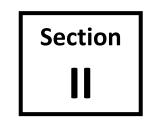
Process:

- 1. The creation of new codes not yet existing in PeopleSoft nor in the budget system requires that departments first have the codes set up in PeopleSoft prior to being subset in the budget system. To begin a request, please submit the ChartField Request Forms and Subset Request Forms included in the Budget Forms to your Budget Analyst in the Controller's Office with subject line: "**Budget Related** Codes to be created in PS for BFM subset". Only new codes for budgeting purposes for years FY 2022-23 and FY 2023-24 should be submitted to BAD. All other requests should be submitted to the ChartField Administrator.
 - a. For new department codes, please indicate in the email whether the new department code will require a new Form ID in the forms: **Expenditure By Division (3000)** and **Revenue (5000)**.
 - b. For new 581XXX requesting interdepartmental services work order accounts for discretionary, departmental interdepartmental services, please provide a description of the new work order services so that a work reference number can be created and please also indicate if a new form for a new department pair needs to be created in forms: IDS Requestor (8000) and IDS Provider (8100). Note that new work order account requests require several levels of review and should be submitted early in the department phase of the process.
- 2. For existing codes to be subset into the BFM budget system, please submit subset requests using the Chartfield change request summary form and associated Chartfields that are desired for entry, to your Budget Analyst in the Controller's Office via email with subject line "Subsetting Request" so the item is addressed as soon as possible

The Controller's Budget Office subsets on Tuesdays and Thursdays, meaning that codes new to the budget system are available on Wednesdays and Fridays. Please see the calendar in the beginning of this document for scheduled subsetting dates. The diagram on the following page illustrates the process to make a new code available in the budget system.

Budget System Subsetting Process





Mayor's Office Policy Instructions

The City's Joint Report Update to the Five-Year Financial Plan projects a \$26.2 million General Fund surplus for FY 2022-23 and a \$81.9 million surplus for FY 2023-24, a combined two-year surplus of \$108.1 million. This surplus is the result of overall revenue growth, record returns in the City's pension system, as well as constraining major new costs over the last two budgets, as illustrated by the following table:

| | FY 2022-23 | FY 2023-24 |
|--|------------|------------|
| SOURCES Increase / (Decrease) | 40.1 | 323.4 |
| Uses | | |
| Baselines & Reserves | (112.9) | (202.7) |
| Salaries & Benefits | (57.8) | (81.7) |
| Citywide Operating Budget Costs | 132.9 | 58.4 |
| Departmental Costs | 24.0 | (15.5) |
| USES Decrease / (Increase) | (13.9) | (241.5) |
| Projected Cumulative Projected Surplus/(Shortfall) | 26.2 | 81.9 |
| Two-year Surplus/(Shortfall) | 108.1 | |

The improved outlook does not necessitate departments to propose cuts. Instead, departments must prioritize improving core service delivery without adding net new costs. The Mayor's policy priorities for this upcoming budget are: (1) restoring vibrancy to San Francisco, including improved public safety and street conditions; (2) recovery of the local economy; (3) reprioritization of funding to improve core service delivery; (4) accountability and equity in delivery of programs, services, and spending.

As in previous years, the Mayor's Office is requesting that departments complete a number of forms providing information about their proposed budgets. Each form in the following sections of this booklet is accompanied by detailed instructions for its completion. What follows are specific policy instructions to departments:

Instruction 1: Departments must not increase their General Fund support for both FY 2022-23 and FY 2023-24.

For FY 2022-23 and FY 2023-24, there are no mandatory reductions in General Fund support, but departments are instructed to not increase General Fund support. Departments are encouraged to reprioritize resources within their existing base budget or identify new revenue sources for new programs and services.

Departments are instructed to utilize Form 1A (Summary of Major Changes) to explain major changes in their budget submission.

Non-General Fund departments are instructed to absorb all known costs increases within their proposed budget submissions by increasing revenues and/or reducing expenditures.

Instruction 2: Departments must reallocate resources within their existing budgets, and leverage current funded vacancies to improve core service delivery. After two years of uncertainty and constant adaptation, departments should evaluate what worked well, what didn't, and where current resources can be shifted to address gaps.

Related to instruction #1 above, departments should propose neutral General Fund changes that improve core service delivery. This can include shifting resources away from programs that are not delivering expected results to those that are working and require additional resources.

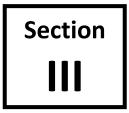
For Departments involved in housing production, those should reallocate existing resources more effectively in order to eliminate permitting and review backlogs. Such efforts will stimulate economic activity, while meeting the housing needs of the City.

Instruction 3: Department submissions must focus on programs that produce meaningful and equitable results.

The Mayor's Office asks departments to evaluate and submit budgets that fund programs with demonstrated results and further, that attain racially equitable outcomes across the city. This means focusing on communities most impacted by economic and social inequities, and serving residents with the highest needs. Departments should expect to be asked for qualitative and quantitative measures of their budgets' impacts. Please use Form 1A (Summary of Major Changes) and the racial equity form (Form 1C) to guide this process.

Instruction 4: Departments should seek public input in developing their proposed budgets in accordance with budget transparency legislation. All presentations and public comments can be made virtually or in a hybrid format.

Budget transparency legislation requires most departments to hold two public meetings concerning each department's proposed budget by February 14, 2022. These two meetings must be held at least fifteen calendar days apart. Departments should utilize these meetings to inform the public how their budgets reflect departmental functions and priorities, and to solicit input from community members in budget development. Information about dates of these hearings and department budget submissions will be posted on the Controller's website (https://sf.gov/topics/budget). For more information on the requirements of this legislation, including noticing and timelines, please refer to File Administrative Code Section 3.3.



Budget Submission Forms and Instructions Form 1A, 1B, & 1C: High-Level Summary

Form 1A: Summary of Major Changes in Department's Proposed Budget

<u>To be completed by</u>: All departments must complete this form. Departments with commissions should also submit a copy of the budget presentation and supporting documents given to their commission.

<u>Instructions</u>: Using Form 1A departments should respond to the 9 specific requests for information, as listed below, including specific FTE and dollar amounts where appropriate. Each of the 9 requests should have a unique answer to address the Major Changes column. This form should give a high-level narrative, explaining budget changes submitted in department phase. Forms 2A, 3A, and 3B provide the opportunity for account level notations. Form 1A specifically addresses the following:

- 1. **Summary**. What major changes is the department proposing? Include a description of changes intended to improve core service delivery. Clearly describe each change and the department's proposal to fund each change without increased General Fund support (i.e. reprioritization of existing funds, grants, or other new revenues).
- 2. Target: How did the department meet its General Fund cost neutral target?
- 3. **Expenditure Changes:** What major spending changes is the department proposing? Please provide information especially for any grant changes, major contract changes, personnel changes, or other changes that affect core services and functions. Highlight any changes related to major changes/initiatives as noted in the Summary section.
- 4. **Revenue:** What revenue changes did the department submit? Please differentiate between General Fund and non-General Fund.
- 5. **Legislation:** Is the department seeking to submit any legislation with the budget? Does the department's budget assume any revenues/expenditures that require a legislative change? If so, please submit drafts of legislation along with the budget submission. Or provide a summary of desired legislation and an expected date of submission, if still in progress.
- 6. **Prop J**: Identify existing Prop J Analyses that will continue, and if the department's budget proposes any NEW contracting out of work previously done or that could be done by City workers.
- 7. **Transfer of Function:** Is the department requesting any Transfer of Functions of positions between departments? If so, please explain.

- 8. **Interim Exceptions:** Is the department requesting any interim exceptions (new positions that are 1.0 FTE rather than 0.79 FTE in BY and .78 FTE in BY+1 due to a pay period 7 start date)? If so, for what reason is the request being made? Note that there will be no changes to the budget in PeopleSoft during the period between the approval of the Interim budget on June 30th and the upload of the final budget in late July/early August. New positions may only start before the final budget approval if included by the Mayor in an interim exception notice to the Board.
- 9. Budget Equity: How has the department advanced racial equity through its services to the community?

Where there are multiple budget changes associated with one policy change or initiative, within or across departments, departments are encouraged to explain the cumulative impact in their Form 1A responses. Please reach out to your designated analysts in the Mayor's Budget Office and Controller's Budget Office, as listed in Appendix I with any questions.

Form 1B: Department Budget Summary

To be completed by: All departments.

<u>Instructions</u>: After making all entries, please run BFM (budget system) report 15.50.012, aka "Department Total Budget Historical Comparison" in BFM Reporting and insert into budget submission.

Form 1C: Budget Equity

<u>To be completed by</u>: All departments.

<u>Instructions</u>: What is the department's approach to advancing racial equity in the services provided to the residents of San Francisco? What are the department's top racial equity priorities for the upcoming budget cycle? Are there any existing programs that the department is proposing to modify or recommending new initiatives in order to fulfill racial equity priorities?

Forms 2A, 2B, & 2C: Sources

Form 2A: Department Revenue Report

To be completed by: All departments.

<u>Overview</u>: Form 2A should reflect all revenues including state and federal revenues and grants, licenses, permits, fines and service charges. For multi-year grants, budget only the FY 2022-23 and FY 2023-24 portions of the grant award.

<u>Instructions</u>: This form should be submitted by running the 15.30.005c: Snapshot Comparison by Stage report, an audit trail report from the budget system. Please complete budget entries before running this report. Then, filter the Account Level 5 for revenue on the report and manually copy and paste into the official budget form, ensuring the report columns and form columns align. For each line item showing a variance from base in BY and/or BY+1, provide a description of the revenue and an explanation for the change in the "Revenue Description & Explanation of Change" column. There is a formula within the Excel version of the form that can help departments identify all the submitted changes to revenue.

If there are changes in the amount of projected revenues, departments should explain historical trends or events causing the change. The explanations of existing revenue should be completed to provide revenue assumption confirmation.

If you need assistance running the 15.30.005c report, please contact your Mayor's Budget Office or Controller's Budget Office analyst. The Form 2A submission must be formatted appropriately so that printed copies are easily readable by the public.

Please Note: All proposed revenue changes are subject to Mayor's Budget Office approval. Departments should discuss proposed revenue changes with their analysts in the Mayor's Budget Office and the Controller's Budget Office prior to loading into the budget system. The Controller's Budget Office will review departmental revenue estimates and their reasonableness and submit an opinion regarding the accuracy of the economic assumptions included in the Mayor's Proposed Budget to the Board of Supervisors. In addition, a copy of the related proposed ordinances should be forwarded to the Controller's Budget Office.

Form 2B: Fees and Fines

To be completed by: All departments.

<u>Overview</u>: San Francisco Administrative Code Section 3.7 requires departments to submit a comprehensive schedule of license and permit fees, fines, and service charges and associated revenue (except charges regulated by State or Federal law) with each year's budget submission. This form is also known as the "Schedule of Licenses, Permits, Fines & Service Charges".

<u>Instructions</u>: List each of the Department's license, permit, fine, and service charge items in Form 2B with the details below. Please be sure to include all license and permit fees in PeopleSoft Account Level 3 4200 and 4750, fines in 4250, and charges for service in 4600.

Status:

 C - for continuing fees without changes for CY (except for automatic CPI adjustment, if legislatively allowed);

- o M for modified fees (increase or decrease); and
- N for new fees.
- Brief description of the license/permit fee, fine, or service charge;
- Authorizing Code citation;
- Whether the authorizing code provides for an automatic CPI adjustment (Yes/No);
- Account, Authority, Fund, Department, Project, and Activity codes;
- Unit Basis (e.g., per year, per application, per inspection, per event, per appeal);
- Charge (per unit) in CY;
- Estimated quantity (in units) for CY;
- Budgeted Revenue for CY;
- Estimated percentage of the overall cost of the service in CY that will be covered by the current charge;
- Proposed BY and BY+1 charge (per unit);
- Estimated quantity (in units) for BY and BY+1;
- Proposed Revenue for BY and BY+1;
- Estimated percentage of the projected cost of a unit of service in BY and BY+1 that will be covered by the proposed fee (revenue may not exceed the cost of providing service);
- Date of the last increase in the fee; and
- Fee prior to last increase.

Please note that the Controller's Office will provide the CPI values for BY and BY+1 based on information published by the Department of Labor in January. Contact the Controller's Budget Office for the CPI values before submitting Form 2B.

Please ensure that new and modified fees are included on Table 1, form 2B, while continuing fees are included on Table 2, form 2B. Drop down menus have been included for your use.

Please Note: Each year, the Controller's Budget Office relies on submitted information to compile a Master Fee Schedule for City policymakers and other interested stakeholders. Therefore, departments must complete Form 2B in full detail. Please pay special attention to the list of fees to ensure that each fee listed is actually being collected, and that all fees being collected by the department are listed. Also, please note that the Department must certify that the proposed fee levels do not generate revenue in excess of the cost of providing the service.

Some departments have particularly complex fee schedules, making it difficult to summarize data into Budget Form 2B. In these cases, departments may submit documentation with similar fee information in lieu of Budget Form 2B.

Proposition 26 - Supermajority Vote to Pass New Taxes and Fees Act

Any departments proposing to increase fees or create new fees should contact their Deputy City Attorney and Controller's Budget Office and Mayor's Budget Office analysts to ensure any proposals comply with the terms of State Proposition 26, passed on November 3, 2010, which changes the definition of a tax and imposes increased approval requirements for some rate increases.

Form 2C: Fee Cost Recovery

To be completed by: Departments submitting new and/or modified fees, fines, or service charges, in BY or BY+1.

<u>Instructions</u>: Follow the fee change example provided in the sample form. The Mayor's Budget Office will coordinate the legislative process for all changes in fees, fines, and charges for service.

Any departments proposing to increase fees or create new fees should contact their Deputy City Attorney and Controller's Budget Office and Mayor's Budget Office analyst to ensure any proposals comply with the terms of State Proposition 26, passed on November 3, 2010, which changes the definition of a tax and imposes increased approval requirements for some rate increases.

Please Note: All final budget-related legislation, including legislation to enable new fees or increases to current fees, should be submitted by departments to the Mayor's Budget Office by April 1.

With prior approval from their Mayor's Budget Office analysts, departments may consider proposed and projected increases in revenues from fees and fines to meet their BY and BY+1 General Fund Efficiency/Reduction Targets. The Controller's Budget Office will provide the CPI values for BY and BY+1 based on information published by the Department of Labor in January. Departments are encouraged to begin discussions with their Mayor's Budget Office analysts well in advance of the Department budget submission deadline, to facilitate implementation of their proposed new fee or fee modification. Departments should be prepared to discuss the structure of all new fees, as well as plans for their implementation.

Departments should ensure that any new or existing fee, fine and penalty is analyzed through an equity model. The Mayor's Office and Treasurer and Tax Collector's (TTX) Financial Justice Project have established equity criteria and alternatives for departments to consider in reviewing fees, fines, and penalties.

Alternatives to fees, may include:

- 1. Basing the fine or fee on people's ability to pay
- 2. Eliminating the fine or fee and identifying alternative methods to achieve the policy goal
- 3. Offering accessible, non-monetary alternatives to payment, such as performing community services or receiving social services.

In examining fines, fees, and penalties, the following questions should be considered:

- 1. Is the fine or fee equitable? Does it impact some people harder than others? Does it exacerbate existing racial and socioeconomic disparities?
- 2. Is it an effective and equitable means to achieve the end policy goal?
- 3. Is the cost of collections relative to the revenue and policy goal?

Contact your MBO analyst or TTX's Financial Justice Project for more information and support.

Form 3A and 3B: Uses

Form 3A: Expenditure Changes

To be completed by: All departments.

<u>Instructions</u>: This form should be submitted by running the 15.30.005c: Snapshot to Current Comparison by Stage report, an audit trail report in BFM. Please complete budget entries before running this report. Then, filter the Account Level 5 for expenditures and manually copy and paste into the official budget form, ensuring the report columns and form columns align. For each line item showing a variance from base in BY and/or BY+1, provide an explanation of the "Explanation of Change," for each Budget Year column. There is a formula within the excel version of the form that can help departments identify all the submitted changes to expenditures.

Explanations for changes in expenditures require the same information required for changes in revenues. Departments should be as precise as possible, and show all calculations used in estimating increases or decreases.

Form 3B: Position Changes

To be completed by: All departments.

Instructions: This form should be submitted by running the 15.30.004c: Position Fringe Snapshot to Current Comparison by Stage report, an audit trail report from the BFM system. Please complete budget entries before running this report, then manually copy and paste into the official budget form, ensuring the report columns and form columns align. For each line item showing a variance in FTE and/or amount from base in BY and/or BY+1, provide an explanation for the change in the "Explanation of FTE and/or Amount Change" column. Given the salary and fringe benefits for positions may fall on separate lines, please only fill in an explanation on changes from base on salary and discretionary special class lines.

The Mayor's Budget Office will thoroughly review position substitutions, including those with significant percentage change and substitutions across job families in departmental submissions. Departments should be as precise as possible and explain all proposed position changes and the change in work or organization that is leading to the request. Requests are subject to future review by the Department of Human Resources for classification verification. Departments are reminded to include reference numbers in submissions in order to link position substitutions.

If the department is reprioritizing existing FTE within your budget, and this necessitates creating a new position to offset a deletion, new positions starting in BY should be entered to begin no earlier than Pay Period 7 and/or no greater than 0.79 FTE in BY and .78 FTE in BY+1.

Form 4A & 4B: Equipment & Fleet Requests

Equipment and Fleet requests will be submitted as part of the new budget system, BFM, with Department budget submissions, not through a separate Sharepoint site or excel file.

Equipment and Fleet Deadline: All equipment and fleet requests are to be submitted by Tuesday, February 22, 2022.

Forms Overview

<u>Departments requesting General Fund for Equipment and Fleet purchases should fill out the following 3 tabs under Chart of Account: Equipment Number and Form 7000 (NGFS) / Form 7100 (GFS) in BFM:</u>

- Equipment
- Fleet 4B.1
- Fleet 4B.2

<u>Please answer all applicable questions on all three tabs.</u> The report will sort and deliver the necessary information to Forms 4A and 4B. Please submit each unit (of equipment or fleet) separately with an independent Equipment Number.

In BFM, departmental staff will be able to download Forms 4A and 4B to ensure their Equipment and Fleet requests were submitted in the system. Fleet unit costs can be referenced on Form 4B, in which unit costs are calculated based on information entered in Fleet 4B.1 and 4B.2 Forms 4A and 4B can be downloaded from BFM reporting.

New and changes to GFS Equipment and Fleet loaded in BFM will not be loaded into department's budgets and will not be visible in an e-turn. Once requests are approved by the Mayor's Office and Fleet Management, they will be loaded into the budget during Mayor's Phase.

Completed General Fund equipment requests will be evaluated in accordance with 1) the Mayor's Office Policy Instructions and guidelines described within the Budget Instructions; 2) department's justification and alignment with overall strategic and operational goals and objectives of the Department; and 3) availability of funding in the Fiscal Year of request.

Before making a request for new equipment, departments should visit the Virtual Warehouse managed by the Department of the Environment. The Virtual Warehouse is an exchange system for surplus items – office furniture, computers, equipment, and supplies – among City departments. All items in the Virtual Warehouse are free to City departments. By using these items rather than making new purchases, the City can save money and reduce its environmental impact by limiting waste. Visit the warehouse at: http://warehouse.sfenvironment.org/.

Definitions

Equipment: Items with a total unit cost of \$5,000 or more, included taxes and fees, and having a useful life of three years or more. Items not meeting these criteria must be budgeted and loaded in materials and supplies. Do not include materials and supplies on this form. Sales tax and other costs required to put equipment into service should be included in the unit cost for the item.

Surveillance Technology: Any software, electronic device, system utilizing an electronic device, or similar device used, designed, or primarily intended to collect, retain, process, or share audio, electronic, visual, location,

thermal, biometric, olfactory or similar information specifically associated with, or capable of being associated with, any individual or group. Many technologies are exempt. Please see the Technology Project Proposals section for more information about exemptions and the process for obtaining approval to purchase technology and/or equipment that meet this definition.

Equipment requests that are part of a Technology Project Proposal should also be submitted through the Technology Project Proposal SharePoint form (see instructions on the following page).

Equipment Numbers: Each equipment item must be detailed as part of the budget request. In the budget system, a eight-character equipment number is pre-generated for each department to distinguish each equipment item.

- The first three characters are the three-letter code for the department group
- The next two characters indicate the **second** half of the fiscal year (i.e., "23" for FY 2022-23)
- The last three characters are sequencing numbers (001, 002, 003, etc.)

The equipment tab has a separate field indicates whether the item is new "N" or replacement "R" equipment.

For equipment funded in operating budget, equipment numbers will be finalized following allocation of citywide equipment during Mayor phase. **Please enter preliminary numbers in BFM.**

Form Instructions: Please complete the applicable questions on all three tabs listed under Chart of Account: Equipment Number and Form 7000 / Form 7100 in BFM with full chart string. Please refer to Equipment User Guide for more details on how to complete Equipment entries.

Budget Form 4A: New General Fund equipment requests - Do not include vehicles

- Fiscal year
- Equipment Description
- Justification of Need
- Project ID
- Project Title
- Equipment Number
- New/Replace
- Number of Units
- Cost Per Unit
- Total Cost w/ taxes and fees

Budget Form 4B: Fleet

Any department requesting to purchase new or replacement vehicles, whether requesting general fund support or not, should submit the following information through BFM:

- Dept Point of Contact (Last Name, First Name)
- Source of Funds
- Requesting Department
- Department Prefix
- Division/Program (if applicable)
- Fiscal Year
- Equipment Number Vehicle Type
- Brief description of Vehicle Type if "Other"
- Fuel Type
- Special Requirements Comments

- If purchasing a sedan that is not battery electric, provide justification
- Number of Units; Please create multiple rows if requesting multiple units; the unit default is "1" in BFM for form 4B cost calculation
- Justification of Need
- Purchasing from Term Contract?
- If purchasing from a Term Contract, which contract and spec #?
- If NOT purchasing from a Term Contract, provide a description of the required vehicle, including make and model
- Total Base Cost per Unit
- Estimated Supplemental Costs per Unit (e.g. additional vehicle options, outfitting, charging infrastructure if purchasing EV, freight if not purchasing from term contracts, etc.)

Please note, term contract prices for pickup trucks, SUVs, and vans will be finalized in early January 2022. If you are requesting to purchase one of these vehicles, please confirm the correct term contract price with the Fleet Management (Keigo Yoshida) before submitting budget forms and for non-General Fund requests, before loading any costs.

Departments are encouraged to work with Fleet Management (Keigo Yoshida / keigo.yoshida@sfgov.org) prior to submitting your vehicle requests. All vehicle requests will be reviewed by Fleet Management during the Mayor phase of the budget process to ensure adherence to citywide fleet policies. Please review Appendix A for further information.

COIT Budget Request: Technology Project Proposals

To be completed by: All departments with technology projects over \$100,000.

<u>Instructions:</u> All new technology projects with expected costs \$100,000+ must be submitted to COIT for approval. Projects requesting COIT funding will provide additional information.

Deadline: All documents are to be submitted by Friday, January 14, 2022.

To submit a request form, please go to <u>COIT's Budget and Performance SharePoint Site</u>. Full URL: https://sfgov1.sharepoint.com/sites/ADM-COIT/SitePages/COITBudgetPerformanceSystem.aspx

Please Note: Do not submit duplicative requests to Capital Planning and COIT. Our offices will coordinate requests once received.

If you have any questions, please contact COIT staff:

Emma Fernandez
Policy Analyst
Emma.Fernandez@sfgov.org
(415) 554-4577

Definitions

Technology Project: An initiative to build, purchase, or significantly update a technology which will have a measurable impact on Department operations. Projects go through four phases: planning, design, development, and production all within a specified start and end date. Costs associated with the ongoing maintenance & support of an existing technology are not considered a project.

Technology Materials & Supplies: Expenses related to the *routine maintenance* of existing technology systems, including purchase of materials and supplies, should be part of a Department's operating budget and outlined on Form 3. However, expenditures that are part of a larger technology project can be included in a COIT request.

Technology Equipment: Expenditures related to basic maintenance of technology systems or equipment. Unless expenditures are included as part of a larger technology project, **GFS COIT equipment requests should not be entered in form 4A**, and instead should be part of the COIT request via the Sharepoint site. NGFS COIT requests should be loaded in form 4A in the Budget Instructions Forms.

Technology Budget Codes: Technology projects should be budgeted using the following PS Account Numbers:

| 527610 | Systems Consulting Services |
|--------|---|
| 549210 | Data Processing Supplies |
| 529110 | DP/WP (Data Processing/ Word Processing) Equipment Maintenance |
| 531110 | Data Processing Equipment Rental |
| 535960 | Software Licensing Fees |
| 549730 | Periodicals – Library Only |
| 560610 | Data Processing Equipment |
| 561610 | Data Processing Equipment – Lease/Purchase-Initial |
| 562610 | Data Processing Equipment – Lease/Purchase-Renewal |
| 563610 | Data Processing Equipment – Lease/Purchase-Finance Agency-Initial |
| 564610 | Data Processing Equipment – Lease/Purchase-Finance Agency-Renewal |

Submission Guidelines

The COIT budget process is designed to evaluate the strategic value of projects, and prioritize funding towards projects with high impact.

Before submitting to COIT, Departments should have engaged in considerable research to define project objectives, user needs, and strategic value. COIT staff will work with each Department to review and evaluate each proposal. Only a select number of projects will be selected to receive General Fund support.

Project Costing for Technology Project in PeopleSoft

The financial system offers additional functionality to better track project expenditures. Through the Project Costing module, Departments may track expenditures by activity.

Instructions to create and maintain projects and activities are available on the SF Employees Portal and the Controller's Accounting Policies and Procedures (Section 16).

Below are the recommended Work Breakdown Structure (WBS) for waterfall and agile methodologies.

| Waterfall | | | Agile | - |
|-----------|------------------------------|--|--------|---|
| WBS ID | Activity Name | | WBS ID | Activity Name |
| 1 | Initiating | | 1 | Initiating |
| 1.1 | User Research | | 1.1 | User Research |
| 1.2 | Requirements Analysis | | 1.2 | Requirements Analysis |
| 1.3 | Develop Project Charter | | 1.3 | Develop Project Charter |
| 2 | Planning | | 2 | Planning |
| 2.1 | Verify & Validate User | | 2.1 | Verify & Validate User |
| | Requirements | | | Requirements |
| 2.2 | Develop Project Plan | | 2.2 | Develop Project Plan |
| 2.3 | Secure Project Team | | 2.3 | Secure Project Team |
| 2.4 | Initiate Procurement | | 2.4 | Initiate Procurement |
| 3 | Implementing | | 3 | Iteration A <development sprints=""></development> |
| 3.1 | Design | | 3.1 | Design |
| 3.2 | Procure | | 3.2 | Prototype |
| | Hardware/Software/Staffing | | | |
| 3.3 | Prototype | | 3.3 | User Testing |
| 3.4 | System Testing | | 3.4 | Adjustments |
| 3.5 | Training & Change Management | | 3.4.1 | Quality Assurance |

| 3.6 | Go Live | 4 | Iteration B < duplicates Iteration |
|-----|------------------------------|-----|------------------------------------|
| | | | A> |
| 4 | Closing | 5 | Closing |
| 4.1 | Documentation | 5.1 | Documentation |
| 4.2 | Training & Change Management | 5.2 | Training & Change Management |
| 4.3 | End User Feedback | 5.3 | End User Feedback |
| 4.4 | Transition to Maintenance & | 5.4 | Transition to Maintenance & |
| | Support | | Support |

Technical Note: Departments that receive General Fund support for COIT technology projects should not load project details into the Budget System. Project details will be loaded upon final approval by Mayoral Staff during the Mayor's Phase of the budget process.

Capital Budget Request

<u>To be completed by</u>: All departments with General Fund capital or Capital Planning Fund requests.

<u>Instructions</u>: Submit FY 2022-23 and FY 2023-24 Capital Budget requests to the Office of Resilience and Capital Planning Program (ORCP) via the new budget system by <u>Friday</u>, <u>January 14</u>, <u>2022</u>. Please contact Risa Sandler at CON (<u>risa.sandler@sfgov.org</u>) if you need help with access or have any technical difficulties. Contact Kate Faust at ORCP (<u>kate.faust@sfgov.org</u>) if you have any subject-matter related questions.

Funding is not guaranteed for projects that are already in the Capital Plan or budgeted/funded for FY 2022-23 in the last budget cycle; therefore, **be sure to submit a formal budget request for each project, including new items at the activity level**. Even for projects—that have been funded for FY 2022-23 according to the last approved budget, a new request must be made. As—always, renewal projects will be prioritized and should make up the majority of budget requests. Please make—sure to prioritize all requests by assigning a "Dept Priority," provide vetted cost estimates, prioritize projects—that can be executed in a timely manner, and provide PeopleSoft Chart fields as requested.

The Capital Planning Committee (CPC) will review Capital Planning staff recommendations from February to March 2022. Once projects are approved by Capital Planning Committee and the Mayor's Office, they will be loaded into the Mayor's Phase of the budget. Note that changes to previously approved FY 2022-23 projects in the base budget and new project requests entered via CPC project forms 7900 (CPC GFS) and 7200 (CPC NGFS+) will not be part of the total \$ amount of department budget submissions.

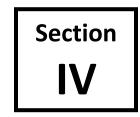
The Capital Budget includes three main types of capital projects, all of which should be **exclusively entered in the Capital forms** of the budget system once approved:

| | rent use or value and/or preserve its useful life. For example, repaving a street replacing a building's roof or HVAC equipment are renewals/replacements. |
|---------------------------|--|
| FSP Chart of Account: Req | juests for renewals/replacements at City facilities should align with data in City's Facilities Renewal Resource Model (FRRM) |

| 2. Enhancements | New construction, renovations, or other improvements that increase an asset's value or useful life or change its use. Requests for planning and design funding are |
|--|---|
| FSP Chart of Account: 567000 – Bldgs, Struct & Imprv Proj - Budget | considered enhancements. For example, removing barriers to the path of travel to comply with ADA requirements, building a new data center, and seismically bracing or retrofitting an existing facility are all enhancement projects. Requests for enhancements should be represented in the Capital Plan. |
| 3. Maintenance FSP Chart of Account: 500010 – Facilities Maintenance – Budget | These projects are for the day-to-day maintenance of existing buildings and infrastructure, including labor costs. Some examples of maintenance projects include replacing filters, filling potholes, and replacing light bulbs. The amount allocated for maintenance is based on the previous year's appropriation. Departments should budget additional funds to meet maintenance needs in |
| mame baaget | their operating budgets if applicable. |

Please note:

- 1. **Do not use any other account codes** for capital project related budgets other than the account codes listed above; **do not use 506070**.
- 2. All capital projects set up in PeopleSoft will also require identification of "project type":
 - a. "CAPCP" for Capital Projects funded through the Capital Planning Committee
 - b. "MAINC" for Facilities Maintenance or Maintenance projects funded through the Capital Planning Committee.
- 3. All budget system (BFM) entries for capital projects will only be accepted in Capital forms, which will be further explained in the Controller's office technical instructions;
- 4. Requests for IT software, IT Capital Investment, and related equipment should be submitted to the Committee on Information Technology.
- 5. Requests for ADA-related projects should be coordinated through the Mayor's Office on Disability. Contact Nicole Bohn (<u>Nicole.Bohn@sfgov.org</u>).



Controller's Technical Instructions

Summary of Major Changes this Year:

Budget Website: Legislation passed in December 2019 established a budget website and processes for departments to gain public input on their budget priorities. Specified departments are required to solicit public input both before and after their proposed budgets are created, and no later than February 14th each year. Department budget submissions will continue to be posted on the budget website: https://sf.gov/topics/budget. (This is the second year of this process and is therefore in the Major Changes section as departments continue to implement.)

Chartfield Requests for new Department IDs: Chartfield requests should go through your Controller's Office analyst rather than directly to the Chartfield Administrator. Going directly to the Chartfield Administrator may slow down the process. Note that new Department ID requests will be reviewed to confirm whether a department is reorganizing existing budget, as reorganizations may not be permitted.

Interim Budget: The Mayor's June Proposed Fiscal Year 2022-23 budget will serve as the Interim Budget. Per the unchanged interim budget requirements in the Charter, there will be no new capital or equipment spending during the interim period, and no new positions will start unless submitted to the Board of Supervisors via an interim exception.

Prop Js: All departments should submit updated and new BY (FY 2022-23) Prop Js with budget submissions on February 22, 2022. Prop J contracting authorizes outside contracting of existing services, when a service can be performed by private contract at a cost lower than the same service performed by civil servants. Requests must be submitted to the Controller's Office and approved by the Board of Supervisors. Fixed budget departments (AIR, PRT, PUC) should submit Prop Js for both FY 2022-23 and FY 2023-24.

Major Changes due to System Conversion to Budget Formulation & Management (BFM)

New Algorithm for Calculating Special Class Salary and Fringe Budget. In BFM, FTEs and fringe budgets for special class job classes are calculated using citywide rates in contrast to BPMS which used the average of regular positions in a node. Because of this, the BY 2022-23 base FTE, salary, and fringe budget for departments contained variances with respect to the BY Original 2022-23 salary and fringe budget for departments approved as part of the BY+1 budget approved in last year's budget process. To offset these variances, Controller's Budget Office loaded on-going FTEs into job class 9995 and on-going 501000 and 513000 budget amounts in departments base budget. The 9995 FTE adjustments appear in the 15.10.006 Position eTurns and in the 15.10.001 CoA eTurns. Departments must reallocate these FTEs and 501000 and 513000 budgets to the appropriate special class job classes during department phase. Any remaining FTEs and 501000 and 513000 budget amounts remaining after department phase will be zeroed out.

Real-time reporting. Department nonposition entries appear in real time in the budget reports such as the eTurns and audit trails. Department position entries will appear in real time in the budget reports after the

department user has clicked calculate to trigger a "delta projection" and after the delta projection has completed. The delta projection is a system process that runs in BFM that calculates the salary and fringe budget for position entries that have been entered since the last delta projection completed. If an entry has been made and no manually triggered delta projection is run afterwards, a scheduled nightly citywide delta projection will calculate that that position entry's salary and fringe budget and be reflected in the following morning's report. Citywide full projections are run Friday evenings to recalculate all of the positions entered in BFM.

When multiple department users are making entries simultaneously and click "calculate," all users' entries will be updated.

The four applications in BPMS have been replaced by several forms in BFM including separate forms for entering budget for equipment, debt service, and interdepartmental services. Importantly, BFM includes a Capital module for entering capital requests requiring review by CPC and for capital requests that are self-funded by departments and that do not require review by CPC. Beginning this budget year 2022-23, capital requests requiring review by CPC will be entered in BFM.

| BPMS module and tab | BFM Form | Accounts |
|------------------------------|---|--------------------------------|
| Nonposition/ | Revenue (5000) | 410xxx - 480xxx |
| Revenue - Other | Performing Dept: IDS Provider (8100) | 486xxx, 487xxx + <u>581xxx</u> |
| Revenue Transfers | TRIO (4000) | 492xxx - 495xxx |
| | | 591xxx - 595xxx |
| | | 500010 |
| Capital | Capital (7200, 7300, 7700,7900) | 567000 |
| | | 584030 |
| Position | Expenditures by Division (3000)/ Position | 501xxx - 513xxx |
| | Expenditures by Division (3000) | 520xxx - 551xxx |
| Nonposition/ Expenditures | | 579xxx |
| Experialitares | | 597xxx-598xxx |
| | Debt Service (3300) | 570xxx - 574xxx |
| | Requesting Dept: IDS Requestor (8000) | 486xxx, 487xxx + 581xxx |
| | Equipment (7000, 7100) | 560xxx - 564xxx |
| | | |

Position entries are at the position number level. For New Positions, once the budget is finally approved by the full Board of Supervisors and Mayor, a new Position number ("P#") report will be produced and departments will be asked to create new P#s in HCM and send it back to CON Systems with real P# filled.

CON Systems will do a crosswalk and will not create ASO interface file until all position numbers are received.

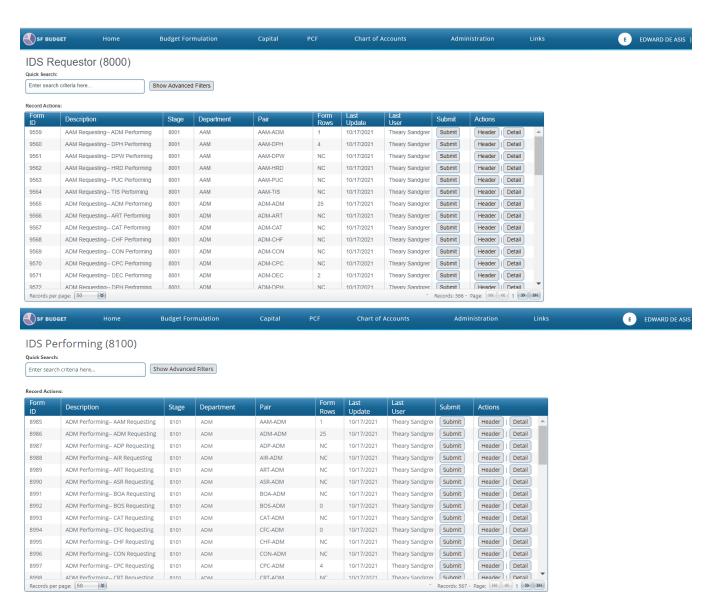
Split Funded Positions: Positions that are split funded and positions with multiple status indicators will be budgeted in multiple position entry lines in BFM. In these cases, the position numbers of all of the position entry lines for a single split funded position and a single position with multiple status indicators must contain the same position number suffixed with a sequential number such as -1, -2, -3, -4, etc to indicate that these lines pertain to the same position. For a split funded position and a position with multiple status indicators, the standard hour in each position line must be adjusted so that the total FTE for that one position does not exceed 1 FTE.

"N" and "F" records replace multiple Actions and entries in the prior budget system: BFM does not use a reference number to tie multiple entry lines corresponding to substitutions, reassignments, or status changes of existing positions in the base budget. In BFM, these position entries contain at least one "N"-record, which subtracts the existing position from the base budget, and at least one F-record that adds back that position to the department's budget whether in a different job class for substitutions, and different funding source for reassignments, or a different status indicator for change status entries. The position numbers used in the N and F records are the same and the identical position number identifies multiple position entry lines as belonging to the same position.

Automatic Calculation of budget for Prop B and Prop C Retiree Health Care for Active Employees. The city's 1% share of costs for funding retiree health care benefits for current active employees is now automatically calculated by BFM as 1% of the salary budget for all regular and special class job classes with the exception of 011X commissioner job classes and TEMP job classes. Importantly, the budget for these fringe benefits are automatically allocated to accounts 515020 and 515010 in the same Chartfields containing the job classes receiving retiree health care benefits similar to the way retirement and health care benefits are budgeted under individual job classes.

BFM includes separate forms for work order services:

- Centrally loaded interdepartmental services (IDS) budget is entered in form, Internal Services –
 Centrally Loaded (8200). Departments do not have access to these forms. Budget for these IDS will
 be centrally loaded during Mayor Phase.
- Discretionary, departmental inter-department services budget is entered in two forms, Internal Services Requestor (8000) and Internal Services Provider (8100). Both forms are accessible at the department group code pair level meaning that there are forms for each combination of requesting department and performing department.



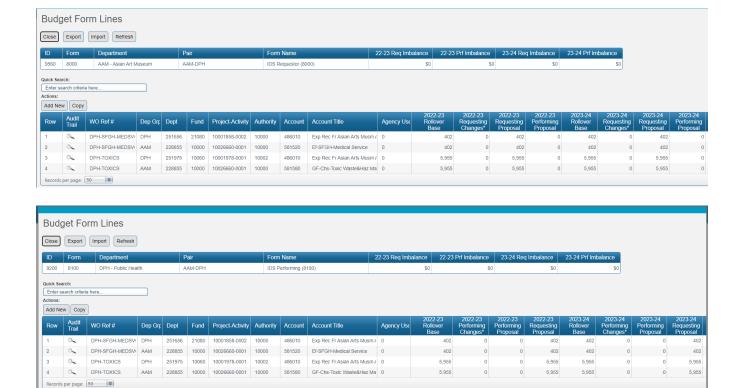
In form **Internal Services Requestor (8000)** each unique interdepartmental services offered by the performing department is assigned a work order (WO) reference number. Each WO reference number corresponds to a unique 581XXX account ID in PeopleSoft Financials. Requesting departments will enter the proposed IDS budget for each service requested from other city departments. Importantly, the requesting department must enter both the 581XXX budget for the requesting department <u>and</u> the partner performing department's 486XXX recovery budget for each requested work order service in form **Internal Services Requestor (8000)**. The total 581XXX budget must equal total 486XXX recovery budget at the WO reference number level for the proposed work order budget to be considered balanced.

In form **Internal Services Provider (8100)** each unique interdepartmental services offered by the performing department is assigned a work order (WO) reference number. Each WO reference number corresponds to a unique 581XXX account ID in PeopleSoft Financials. Performing departments will enter the proposed IDS budget for each service requested by another city department. Importantly, the performing department must enter both the 581XXX budget for the partner requesting department <u>and</u> the performing department's 486XXX recovery budget for each requested work order service in form **Internal Services Provider (8100)**. The total 581XXX budget must equal the total 486XXX recovery budget at the WO reference number level for the proposed

work order budget to be considered balanced.

For discretionary, departmental work orders, the requesting and performing departments must agree on a balanced work order budget in department phase! In forms, Internal Services Requestor (8000) and Internal Services Provider (8100), both the performing and the requesting departments can see their partner department's work order budget proposal. For example, the requesting department's work order budget proposals entered in form Internal Services Requestor (8000) is visible to the performing department in form Internal Services Provider (8100). For a work order service budget to be considered balanced and in agreement, the 581XXX and 486XXX budget amounts entered by the requesting and performing department must match and the total 581XXX budget amount must equal the total 486XXX budget amount. BFM will post the requesting department's work order budget proposal to both the requesting department's and performing department's budget submissions by default. In other words, BFM will select the requesting department's work order budget proposal as the winner.

Please see example screenshot below showing two example balanced work orders between two city departments in which the requesting and performing departments are in agreement.



All capital project requests including requests that are approved by the Capital Planning Committee (CPC) are integrated into BFM.

• **CPC general fund supported (GFS) capital requests:** Last year, departments submitted CPC general fund supported capital requests in CPRD. This year, CPC GFS capital requests will be entered by departments in BFM's capital module, **Capital – Dept Request – CPC GFS (7900)**. Departments will answer the CPC questionnaire in this form. These requests, including changes to prior approved

capital projects are **not** included in departments' budget submission. This form will include projects that were approved in last year's budget process. For new project requests, departments can use placeholder project-activity codes that are autogenerated in BFM. These placeholder project-activity codes do not originate in PeopleSoft Financials. These placeholder project-activity codes will be used by new capital project requests during the CPC approval process. Upon approval, departments will be requested to replace these placeholder project-activity codes with actual project-activity codes created in PeopleSoft Financials during Mayor Phase and subset into BFM. Departments must ensure that projects going through the CPC process should be tagged with project type "CAPCP" – except for facilities maintenance which would be "MAINC". Approved CPC GFS capital requests will be posted to department budgets in Mayor Phase.

- CPC non-general fund supported (NGFS) capital requests must be entered in Capital Dept
 Request CPC NGFS + (7200): Example budget include capital projects gas-tax funded projects in
 Public Works and IPIC projects. These requests are not included in departments' budget submission.
- All other capital requests that are self-funded by departments and do not require review by CPC must be entered in Form 7300. Example budget include capital projects self-funded by PUC and Airport and gas-tax funded projects in Public Works. These requests are included in departments' budget submission.

Departments' budget submission Forms 4A and 4B for requesting general fund equipment and vehicles are integrated into BFM. Departments will answer a questionnaire regarding these requests in BFM, **Equipment – GFS (7100)**. Budget for these requests are not included in departments' budget submissions. Mayor's Budget Office will review these requests. Approved requests will be posted to departments' budgets by Mayor's Budget Office during Mayor Phase.

Reminders from Last Year

Appropriating Bond Interest: Departments must not budget bond interest without approval from the Controller's Office of Public Finance.

- 1) Departments must reach out to the Controller's Office of Public Finance if they would like to start the process to appropriate bond interest. The BAD budget analyst and AOSD debt group must be copied on communication. Please note that department budget staff are encouraged to reach out to the Controller's Office debt manager regarding items in the City's Statement of Bond Redemption and Interest that is a section in the AAO.
- 2) After OPF certification on the completion of the arbitrage calculation, BAD will work with the department and OPF to budget the interest appropriately. (i.e. make sure spending is set up correctly to comply with the requirements, use interest revenue account instead of use of fund balance 499999)
- 3) BAD will work with OPF in case the arbitrage charge is incomplete, and the spending needs to be put on reserve.

Departments appropriating bond interest must use an interest account code instead of use of fund balance or account code 499999. Departments intending to appropriate bond interest are required to notify the Controller's Office if the bond interest is still subject to arbitrage calculations.

Capital Equipment Requests: Capital projects may involve the purchase of equipment. However, because capital projects are budgeted in the budget system in the Capital application using account code 567000, no equipment numbers are entered into BFM.

Project Type: eTurns and audit trails now reflect the project type of each project. Project type is now a required PeopleSoft field and assists with tracking various types of budget items. As noted below in the Technology and

Capital budgeting sections, for example, there are project types to identify whether a technology project is funded through COIT, which would be project type TECHC, or not through COIT, project type TECH. The method for identifying capital project types is similar—capital projects funded through the Capital Projects Committee are CAPCP project type or CAP for non-Capital Projects Committee funded projects. Departments must tag projects for capital requests that are reviewed by CPC with the project type, CAPCP—CPC-funded capital project unless the CPC-funded capital request is for facilities maintenance. For CPC-funded facilities maintenance projects, departments must tag the project with the project type, MAINC—CPC-funded facilities maintenance.

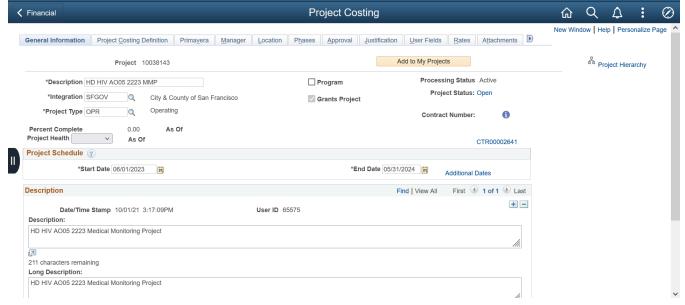
Programmatic Projects: Account ID 506070, Programmatic Projects-Budget, **should not be used in the budget system in account-controlled funds or in the capital forms**. Departments should correct the account or the fund to address this.

Subsetting request communication—When requesting new codes, please write "**Budget Related**" in the subject line of emails to your Controller's Budget and Analysis Division analyst. Codes to be created in PS for BPMS subset" in the header and complete the subsetting file with the new code information as well. Please see the subsetting section of this report.

Use of Reserve: In the past, the budget practice for use of reserve was to use account 499998 in the fund where the associated spending is being budgeted. Departments now must budget use of reserves as a reduction in the actual revenue accounts (598xxx, 597xxx) in the fund where the reserve exists.

Account IDs for capital project requests: Departments must use either account ID 567000 Capital Project,
500010 Facilities Maintenance, and 584030 Capital Renewals for budgeting capital project requests. DO NOT
USE 506070 Programmatic projects! Equipment requests will use the equipment related PeopleSoft account IDs discussed in Accounts for Equipment Requests and Equipment Lease Requests below.

Grant projects: Departments must ensure that the **Grant Project** check box for grant project codes is checked in the maintain projects screen in PeopleSoft Financials. Checking this box identifies the project code as grant project code in both PeopleSoft Financials <u>and</u> BFM. Please see example below.



Sources (Revenues) Revenue Policy

General Statutory Authority:

Article IX, Sections 9.100, 9.101, 9.102 of the San Francisco Charter, supplemented by Chapter 3 of the San Francisco Administrative Code, establishes budget policies and procedures with respect to revenue estimates. Specifically, San Francisco Charter Section 9.101 states, in part:

The annual proposed budget shall include:

- 1. Estimated revenues and surpluses from whatever sources, to the extent feasible, for the forthcoming fiscal year and the allocation of such revenues and surpluses to various departments, functions, and programs to support expenditures. Proposed expenditures may include such necessary and prudent reserves as recommended by the Controller; and
- 2. A summary of the annual proposed budget with a narrative description of priorities, services to be provided and economic assumptions used in preparing the revenue estimates.

San Francisco Charter Section 9.102 provides:

The Mayor shall submit to the Controller for review the estimated revenues contained in the proposed biennial budget and any subsequent revisions. The Controller shall then provide the Board of Supervisors with an opinion regarding the accuracy of economic assumptions underlying the revenue estimates and the reasonableness of such estimates and revisions.

Chapter 3 of the San Francisco Administrative Code outlines general requirements relating to departmental budget submissions. Specifically, Section 3.7 of the San Francisco Administrative Code requires departments to "submit with their budget a schedule showing each fee charged by said department, the revenues received from each such fee, except fees regulated by State or Federal law, and the costs incurred in providing the services for which the fee is assessed."

Sources

Total sources are determined by adding together the following components:

- 1. General Fund Allocation;
- 2. Revenues (Citywide and Departmental);
- 3. Transfers In;
- 4. Bond Proceeds;
- 5. Available Surplus (Fund Balances); and
- 6. Expenditure Recoveries from providing Interdepartmental Services.

Revenues Definition

All City revenues fall into two basic revenue categories: (1) Citywide and (2) Departmental.

Citywide revenue is budgeted primarily in the General City Responsibility (GEN) section of the budget.
These revenues are generally not attributable to a specific department, commission, or agency.
Citywide revenue estimates (e.g., Property Tax, Sales Tax, Hotel Room Tax for the General Fund) are
projected and reviewed for accuracy by the Controller's Office and budgeted by the Mayor's Office. In

preparing and reviewing these estimates, the Mayor's Office and the Controller's Office will use current year's budgeted revenue amounts as a starting point, incorporating year-to-date performance as well as current economic information pertinent to the various revenue sources.

2. Departmental revenue is generated by the services, programs, or activities of a particular City department, commission, or agency.

Revenue Forms

Revenue forms 2A, 2B and 2C are due to the Controller's Budget Office by the Department Budget Request submission deadline of Tuesday, February 22, 2022.

All Departments

Form 2A: Run report 15.30.005 and filter on "Regular Revenues" to show revenue changes in the budget submission.

Form 2B: Complete this form, indicating all modified and new fees for each department.

Form 2C: This should be completed for all fees included in Form 2B.

Reference Guide for Revenue Budgeting

1.

| Property Taxes Business Taxes | (Account Lvl 5 Name 4100, Account codes 410110-410999) (Account Lvl 5 Name 4110, Account codes 411110-411310) |
|-------------------------------|--|
| Other Local Taxes | (Account Lvl 5 Name 4120, Account codes 412110-412999) |
| Franchises | (Account Lvl 5 Name 4200, Account codes 420630-420640) |

Property taxes, business taxes, other local taxes, and franchises are citywide revenue sources budgeted by the Mayor's Office. Departments, commissions or agencies that receive a direct allocation of any of these taxes (e.g., property tax or hotel tax) will be informed by the Mayor's Office of the amount budgeted for the department, commission, or agency in BY and BY+1.

2. Licenses and Permits (Account Lvl 5 Name 4200, Account codes 420110-420620; 420710-420931)

Charges for Services (Account Lvl 5 Name 4600, Account codes 460101-473301)

Licenses, permit fees, and charges for services are budgeted by the department issuing the licenses or permits or providing the services. In estimating revenue from these sources for BY and BY+1, departments should review trends of the past two years, consider year-to-date receipts as well as current economic information. Departments must also keep in mind that the revenue from these sources may not exceed the cost of providing the service. If in doubt, departments are encouraged to complete Form 2C Fee Cost Recovery Form to determine how much of the cost of the service is being recovered by the fee or charge.

Note: New or modified licenses, permits, or service charges require the submission of Form 2B.

3. Fines, Forfeitures, and (Account Lvl 5 Name 4250, Account codes 425110-Penalties 425990)

Rents and Concessions (Account Lvl 5 Name 4350, Account codes 435110-

439909)

Revenues from fines, forfeitures, penalties, rents, and concessions are budgeted by the department receiving the funds. In estimating revenue for BY and BY+1, departments should review trends of the past two years, taking into account year-to-date receipts as well as current economic information.

4. Interest and Investment Income (Account Lvl 5 Name 4300, Account codes 430110-430490)

Interest and investment income is based on projected cash balances and interest rates. General interest assumptions are available from the Controller's Office for departments with non-General Fund operations that budget interest and investment income. In estimating interest and investment income, departments should project current year (CY) year-end cash balances then consider cash flow projections through budget year (BY). Based on projected BY cash flow projections, estimate year-end cash balances for BY+1 projected cash flow.

5. Intergovernmental Revenues

Federal (Account Lvl 5 Name 4400, Account codes 411401-444999)
State (Account Lvl 5 Name 4450, Account codes 411601-448999)
Other (Account Lvl 5 Name 4490, Account codes 411801-449999)

Intergovernmental revenues (e.g. grants, realignment funds, subventions) from Federal, State or other governmental agencies are budgeted by the department receiving the funds. In estimating revenue, departments should review prior year trends, but place particular emphasis on current economic information affecting the agencies and/or programs providing the revenue.

Note: In estimating BY and BY+1 grant revenue, departments should refer to the "Grants" section below.

6. Other Revenues (Account Lvl 5 Name 750, Account codes 475111-479999)

Departments, commissions, or agencies that budget other revenues should include them in Form 2A to convey to the Mayor's Budget Office and Controller's Budget Office the basis of the BY and BY+1 revenue estimates.

7. Other Financing Sources (Account Lvl 5 Name 4800, Account codes 480111-484903)

Transfers In (Account Lvl 5 Names 4910-4950, and corresponding account

codes)

Unappropriated Fund Balance (Account Lvl 5 Name 4999, Account codes 499998-499999)

These sources of funds are budgeted by the Mayor's Budget Office after review by the Controller's Budget Office and the department, commission or agency using these sources to fund its budget.

Note: Incoming revenue to departments that perform work paid for by other departments via work order Interdepartmental Services (IDS), should be budgeted by departments for all non-centrally loaded IDS items. These recovery revenues in the department that is performing the work should be equal to the costs in 581XXX accounts in the departments purchasing the work from the performing departments.

Expenditure Recovery (Account Lvl 5 Name 4860, Account codes 486010-487990) (Interdepartmental Services)

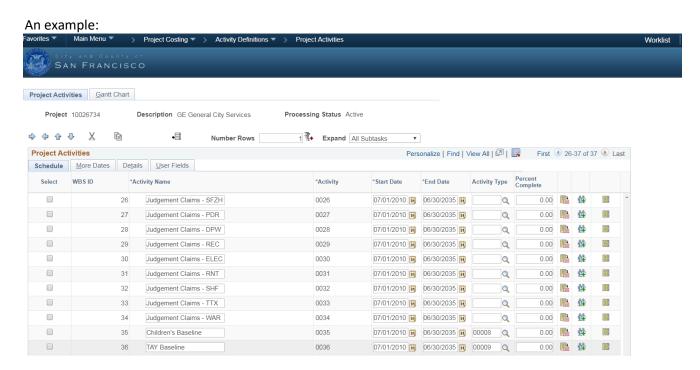
Uses (Expenditures)

In developing the Department Budget Request submission, the department must analyze the total projected sources of funding and match its requested uses (i.e. expenditure appropriation). Total departmental sources are determined by adding together the revenue components described in the preceding section. Departmental expenditure requests are limited by the amount of revenue available to each department.

Reference Guide for Expenditure Budgeting

Children and Youth Baseline Spending

The San Francisco Charter requires that appropriations for Children's services (PeopleSoft Activity Type 00008 – Children's Baseline, formerly FAMIS program code FAL) provided in the baseline FY 2000-01 budget year must be maintained (with adjustments for changes in aggregate discretionary revenues). Proposition C, passed in the November 4, 2014 election, expands the baseline to include Disconnected Transitional Aged Youth (TAY) services (PeopleSoft Project Activity Type 00009 – TAY Baseline, formerly FAMIS program code FAY) appropriated in the baseline FY 2013-14 budget year. All Children and Youth Baseline expenditures must be budgeted in unique PeopleSoft Project Activity pairs (with the appropriate Activity Types) so that we can track compliance with the San Francisco Charter. Any changes to Activity Types 00008 (Children's Baseline) or 00009 (TAY Baseline) must be reviewed and approved by the Controllers' Budget Office. Please note that no revenue should be budgeted in these programs.



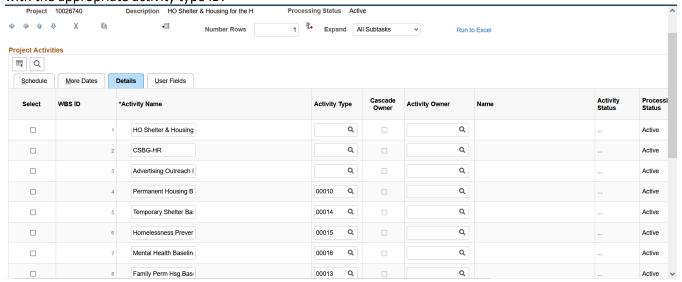
November 2018 Proposition C Our City, Our Home Baseline Spending

San Francisco voters approved Proposition C in the November 2018 election. Proposition C November 2018 includes a "do not supplant provision" that requires the city to maintain minimum baseline spending levels on Proposition C eligible homeless and housing programs as of June 30, 2018. All Proposition C November 2018 Baseline expenditures are tracked using the following activity type IDs. Each PeopleSoft activity ID is associated with at most one activity type ID. Currently tagged Proposition C Baseline budget is visible in the eTurns under

the activity type number column.

| ACTIVITY_TYPE | DESCR | Full Activity Type Description |
|---------------|--------------------------------|---|
| 00010 | Permanent Housing – General | Permanent Housing – General |
| 00011 | Perm Hsg ShortTerm RentSubsidy | Permanent Housing – Short Term Rental Subsidies |
| 00012 | Perm Hsg Homeless Youth 18-29 | Permanent Housing – Homeless Youth 18 - 29 |
| 00013 | Perm Hsg Homeless Families | Permanent Housing – Homeless Families Children < 18 |
| 00014 | Homeless Shelter | Homeless Shelter |
| 00015 | Homelessness Prevention | Homelessness Prevention |
| 00016 | Mental Health | Mental Health |
| 00017 | Perm Hsg – General & Children | Permanent Housing – General & Children's Baseline |
| 00018 | Perm Hsg STRentSubsdy&Children | Permanent Housing – Short Term Rental Subsidies & Children's Baseline |
| 00019 | Perm Hsg HomelessYouth&Childrn | Permanent Housing – Homeless Youth 18 - 29 & Children's Baseline |
| 00020 | Perm Hsg HomelessFams&Children | Permanent Housing – Homeless Families Children < 18 & Children's Baseline |
| 00021 | Homeless Shelter & Children | Homeless Shelter & Children's Baseline |
| 00022 | Homelessness Prev & Children | Homelessness Prevention & Children's Baseline |
| 00023 | Mental Health & Children | Mental Health & Children's Baseline |
| 00024 | Permanent Housng General & TAY | Permanent Housing – General & Transitional Aged Yth Baseline |
| 00025 | Perm Hsg ST Rent Subsidy & TAY | Permanent Housing – Short Term Rental Subsidies & Transitional Aged Yth Baseline |
| 00026 | Perm Hsg Homeless Youth & TAY | Permanent Housing – Homeless Youth 18 - 29 & Transitional Aged Yth Baseline |
| 00027 | Perm Hsg Homeless Family & TAY | Permanent Housing – Homeless Families Children < 18 & Transitional Aged Yth Basel |
| 00028 | Homeless Shelter & TAY Baselin | Homeless Shelter & Transitional Aged Yth Baseline |
| 00029 | Homelessness Prevention & TAY | Homelessness Prevention & Transitional Aged Yth Baseline |
| 00030 | Mental Health & TAY Baseline | Mental Health & Transitional Aged Yth Baseline |

An example project-activity ID containing November 2018 Proposition C eligible budget is shown below tagged with the appropriate activity type ID.



Any changes to these Proposition C November 2018 Activity Types must be reviewed and approved by the Controllers' Budget Office.

General Administration

Programmatic budgeting of general departmental administration and centralized functions may be isolated into a specific project (i.e., Administration). The Controller's Office is then able to use the budgetary appropriation identified as Administration as the basis for calculating departmental overhead rates. The greater the proportion of the department's budget that is classified as Administration, the higher the departmental overhead rates will be. This can be important in determining administrative efficiencies, and in calculating departmental indirect costs that can be recovered through fees and charges. (Please note Budget Form 2C, the Fee Cost Recovery Form discussed previously.) Departments should use care in using Administration-like program descriptions to appropriately reflect only centralized departmental costs.

Authority-Controlled and Account-Controlled Funds

In authority-controlled funds, each authority ID should be a unique code with a meaningful description. Authority ID 10000, Operating, should not be used in authority-controlled funds, and conversely, in account-controlled funds only Authority ID 10000 should be used.

Additionally, Account ID 506070, Programmatic Projects-Budget, should not be used in account-controlled funds. The Controller's Office will be reaching out to those departments that have budgeted account 506070 in account-controlled funds to ask that these Chartfields be corrected.

Capital budget in accounts 500010 Facilities Maintenance-Budget, 567000 Bldgs, Struct&Imprv Proj-Budget, and 584030 Capital Renewal Projects should *not* be budgeted in account-controlled funds.

Interdepartmental services budget that will be transferred to another department through delegated authority <u>must</u> be budgeted in authority-controlled, continuing funds. Grants are budgeted in project-controlled funds and must <u>not</u> use delegated authority.

Grants

In general, accepting and expending grants of certain dollar amounts and for certain purposes, requires approval by the Board of Supervisors. Ordinance 97-12, adopted in May 2012, revised the threshold for Accept and Expend grants. Now all grants that are for less than \$100,000, grants that remain less than a total of \$100,000 per grant after subsequent increases raise the initial grant, and grant increases less than \$50,000, do not require board approval, provided there are no new staff positions created. Board approval can be obtained through: a) the budget process within the Annual Appropriation Ordinance, b) through an Accept and Expend Resolution for grants not creating new positions, or c) through an Accept and Expend Ordinance amending the Salary Ordinance if new positions are created. For multi-year grants, budget the BY and BY+1 portions of the grant award respectively. Each successive year's portion of the multi-year grant should be budgeted in future years' budgets using a new project ID.

A substantial number of the City's grants are recurring, that is, they are granted to the City each year, provide funding for the same programs and associated positions, and essentially support a portion of the department's operating budget. Grants that are continuing into the next budget year are included in the annual budget to more accurately display departmental resources and give a more complete picture of the City's overall operating budget. Grants that meet the following requirements should be included in the departmental annual budget submission:

- 1. The grant is an operating grant, not a capital grant.
- 2. The new grant has been awarded and will begin on or after the beginning of the new fiscal year (July 1st of BY or BY+1).
- 3. The Department is confident that the grant will be awarded or renewed in the budget year, and can document the basis for the projected grant budget.

4. The grant budget has not already been authorized through an Accept and Expend Resolution or an Ordinance amending the Salary Ordinance, and consequently, not already recorded in PeopleSoft.

All new operating Federal, State and local grants in this budget cycle are placed in project codes within Special Revenue Funds. Federal, State and local grants will be distinguished by project and by the different revenue accounts used.

Private grants including those from non-profit organizations, private corporations and individuals should be placed in Special Revenue Funds.

For grants that are recurring or renewed each year with new award agreement or if a department receives operating grant awards on a different cycle than the City's fiscal year, departments should request new grant project IDs for each respective budget year. If spending during the City's fiscal year is likely to be divided between two different grant awards, the department should show this by dividing the budget between the two grant project IDs. The Controller's Office has updated most recurring grants in the base budget, and will work with the departments to update remaining grant project codes.

For operating grants budgeted in the Budget and Appropriation Ordinance, Ordinance 265-05 requires grants of \$5,000,000 or more that anticipate the issuances of Requests for Proposals, to submit a resolution articulating the grant application to the Board of Supervisors for review and approval at least 60 days prior to the issuance of the RFPs. Admin Code Sec. 10.170(b).

Departments should balance all grants at the PeopleSoft project level before the department budget is submitted on February 22nd. The Controller has been provided with the authority to approve minor adjustments, prepared by departments, to reflect actual awards made if granting agencies increase or decrease the grant award amounts estimated in budget submissions. Departments should also provide documentation to the Controller's Office showing the revised grant awards.

All positions funded by grant revenue should be designated by the "G" status indicator. The "H" status indicator should be used to identify previously grant-funded positions that will no longer be funded from a grant and instead are replaced by another revenue source such as the general fund.

Code a negative count/amount with status indicator "G" to remove the position in the grant; and code a positive count/amount with status indicator "H" to add the position in the new funding source. Link these two records using the same reference number. Positions that are funded by subvention in the General Fund may use "G" status indicator.

As an alternative to budgeting grants through the Budget and Appropriation Ordinance, departments may still submit grant budgets for Board's approval at any time during the year through an Accept and Expend Resolution and/or an Ordinance amending the Salary Ordinance. Departments receiving grants before July 1 that wish to start spending the money in advance of the new fiscal year must use the Accept and Expend Resolution process. If the grant includes new positions that do not exist in the Base, an Ordinance amending the Salary Ordinance and approving the Accept and Expend must also be submitted.

Questions concerning grants should be directed to your fund accountant in the Controller's Office. Please see Appendix I for contact information.

Recurring Grant Project ID Set Up in PeopleSoft

Following are the steps to create grant project IDs that are renewed every year, please also refer to UPKs (PeopleSoft 9.2 – Grants >Create Proposal & Generate Award) on the SF Employee Portal Website for more details. http://citysystemtraining.sfgov.org/Learning%20System%20Training%20Outline/Publishing%20Content/Player Package/data/toc.html>

- 1. Navigate to Copy Proposal, search for and select proposal related to grant project you seek to copy.
- Update any fields as necessary (start/end date, which will become start/end date for the new project ID) and <u>be sure to uncheck the box to copy the budget</u> (this applies to converted contracts only beginning with CNV), and click copy.
- 3. Note your new Proposal ID (which becomes the Award ID and Customer Contract ID upon award generation) and Project ID (which becomes active upon award generation).
- 4. Update the relevant fields in your new proposal—Title/Long Title will become the proposal/award name, and project name (will inherit when activated). Save changes. Users may want to update the proposal types, CFDA, PI ID, Department and subdivision, add attachments etc.
- 5. When ready, submit your proposal (which locks the proposal from future edits).
- 6. Generate award so that the project ID gets activated and becomes available for subsetting into the budget system.
- 7. Ensure that the Grant Project check box is checked in the Create / Maintain Project screen in PeopleSoft's Project Costing Module.

Information Technology Projects Including Equipment and Software

Please refer to these instructions' "Information Technology (IT) Accounts" section for guidance on Information Technology budget requests.

Salary Items

General Information

Workdays:

BY, FY 22-23/BY has 261 workdays (26.1 pay periods), FY 23-24/BY+1, has 260 workdays (26.0 pay periods).

Level of Budget:

In the budget system, all permanent salary positions are required to be budgeted by specific job class. Starting in FY 22-23, all permanent salary positions are required to be ultimately budgeted by position number in addition to job class. For example, a single regular job class and Chartfield combination containing five full-time equivalent employees has five unique position numbers. Changing the budget for these five FTEs requires fix separate position entries in BFM. Temporary Salaries, overtime, premium pay, and holiday pay are budgeted as lump sums via special classes in BFM and are detailed at the special job class and Chartfield combination level. BFM assigns a position number with the prefix SPCL to each unique special job class and Chartfield combination (Note that temporary positions cannot exceed a six-month duration—please see your department's human resources staff for the parameters of temporary staffing.). The Controller's Budget Office does not reflect cost of living increases in lump sum budget accounts such as temporary, overtime, premium, and holiday pay; departments are responsible for making these proposed changes manually in the budget system.

Full-Time Equivalents (FTEs):

In the budget system, positions are budgeted by position number by entering the starting pay period, and the standard hours per pay period. The system then calculates FTEs based on the values entered. One (1.0) FTE is equal to full time hours (80 hours per pay period) worked for a full year (starting in Pay Period 1). BFM defaults each regular job class position to 80 standard hours per FTE. For special class job classes including 9993 attrition (excluding 9993 platform attrition), 9995 Positions Not Detailed, and TEMP, FTEs are calculated as the salary budget amount manually entered by departments divided by the following citywide average salaries.

| Citywide Average Salary | | | | |
|-------------------------|-----------|--------------|--|--|
| Salary Tab | Job Class | BY / BY1 Amt | | |
| BTM | TEMPM_E | 118,294 | | |
| BTN | TEMPN_E | 212,467 | | |
| BZM | 9993M_C | 118,294 | | |
| BZM | 9996M_C | 118,294 | | |
| BZN | 9993N_C | 212,467 | | |
| BZU | 9993U_F | 150,100 | | |
| BZU | 9993U_P | 149,712 | | |
| BZU | 9993U_S | 135,430 | | |
| BZM | 9995M_E | 118,294 | | |

For the following special job classes, departments manually enter both the FTE and the salary budget.

- 9163 Transit Operator
- 9993P Platform Attrition
- 9910 Public Service Trainee
- 9976 Technology Specialist I
- 9978 Technology Specialist II
- 9989 Executive Contract Employee with FBP
- 9996 Estimated Project Funding

With the exception of 9995 Position Not Detailed for which there is no benefit budget, BFM automatically

calculates the benefit budget for special job classes based on the FTE and salary budget. Please note that departments are discouraged from using the two special job classes 9995 Positions Not Detailed and 9996 Estimated Project Funding.

Lastly, special class job class entries are entered in BFM using an Excel spreadsheet template and the entries are incremental in that the FTEs and budget uploaded into BFM using the template are added to any existing special class job class budget previously entered in BFM for the department.

New Positions:

New positions should be budgeted for the amount of time the employee is expected to actually be on payroll in the fiscal year. As the recruitment process takes approximately three months, new positions for each fiscal year should not be budgeted with a "Start Pay Period", which is the Funding Start Date in BFM, earlier than Pay Period 7 in the budget system. The Mayor's Budget Office will review requested exceptions to this rule. New partial-year positions entered in BY will be annualized automatically by the system in the following year budget, BY+1, to reflect on going salary costs for the next full year.

Step Adjustments:

In the budget system, positions are budgeted at the top step of the normal range, which is typically step 5 with some exceptions. BFM budgets positions that have extended steps at the highest extended step. The budget system includes step adjustment job classes to allow departments to reflect positions where actual salaries are less than the top step. Review projected costs and use the appropriate step adjustment class if there is a need to change the budget to reflect anticipated step adjustments. Departments must document and justify these changes in their budget explanations.

Departmental Attrition Savings:

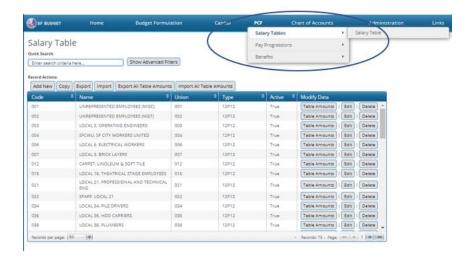
Departmental attrition savings is the anticipated amount of salaries that will not be expended due to normal departmental attrition, resulting in vacant positions for some period of time.

When attrition savings appears in the budget (the 9993X job classification series), the budget system will compute a negative FTE count so that the total position count reflects the net funded positions. In the budget system, the negative count is computed using the citywide average salary and fringe benefit rates entered citywide for Misc., Safety, Nurses, Platform, Fire and Police. Attrition Savings is not position specific in the BFM Positions budget form and is a manual entry that departments input. FTE's are calculated based on citywide average.

Adjustments Pursuant to Memoranda of Understanding and Labor Agreements:

The budget system has been updated for pay increases and/or wage concessions contained in labor agreements or memoranda of understanding (MOUs). Departments should not attempt to manually add cost of living adjustments to any specific job class salary and fringe benefit line items.

Note: Because the Controller's Office does not adjust manually entered 9993 attrition, temporary (TEMP), overtime (OVER), holiday (HOLI), or premium (PREM) pay with wage increases, Departments are reminded that they need to manually adjust the budgets for attrition, temporary, and overtime, holiday pay, premiums and IDS (work order) recoveries to include negotiated pay increases. Salaries and Fringe rates tables are located under the PCF panel in BFM. In addition, BFM report 15.15.002 Benefits Rates Report and the FTE cost calculation form (9900) are available for use.



Non-Operating Budget Positions:

To allow for processing of position requisitions throughout the year, all City positions must be reflected in the Annual Salary Ordinance. The Salary Ordinance is extracted from the budget system; therefore, the budget system allows for listing all positions. Off-budget positions will be listed in the budget; however, the budget system will not calculate associated salaries and benefits, and FTEs associated with off-budget positions will be excluded from the grand recap position report and other position reports of the operating budget that specifically reflect budgeted (funded) positions.

- Use position status indicator "O" to account for off-budget positions that are not funded from the annual budget (e.g., positions which are funded from multi-year capital projects, some project-controlled grant funded positions or outside agencies).
- Departments must be able to provide supporting information showing justification and funding for non-operating budget "O" positions. Departments must ensure that the salary and fringe benefit budgets for off-budget positions are included elsewhere in the department's budget submission.

Position Coding

To input position data into the budget system, navigate to the Positions budget form under Budget Formulation > Expenditures by Division (3000) and follow the steps in the position wizard where a new generic position number will be generated. Information regarding position codes can be found by selecting the magnifying glass next to each box within the position wizard. For reference, information regarding position codes include:

- classification code (4 characters);
- retirement indicator (appended to the classification code);
- position status indicator; and
- position action indicator.

Classification Code:

The classification code is a four-character code, which uniquely defines a position title and salary range. Proposed new classification codes must be approved and have a rate of pay assigned (contact Department of Human resources or the Civil Service Commission) before they will be accepted into the budget system. Temporary appointments to such positions will not be approved prior to formal classification action.

For example, job class 1424 Clerk Typist appears as an account in the budget system rolling up to account 5010, Salaries. When the BY budget is interfaced into PeopleSoft, job class 1424 will automatically be converted to the salary account 501010, Permanent Salaries Miscellaneous.

Retirement Indicator:

A retirement indicator is an alphabetic character appended to the job classification code that allows the budget

system to automatically calculate retirement and Social Security costs. Each position record must contain one of the following codes:

- **C** Regular City Retirement (Miscellaneous Employees)
- E Exempt from retirement. This indicator should be used for temporary, premium, holiday and overtime pay that are not retirement pay-eligible. Note: retirement membership is extended to non-permanent employees who have at least 1040 hours (6 months full time) of service.
- **F** City Retirement Fire (Excludes FICA costs as fire job classes do not participate in Social Security)
- **P** City Retirement Police (Excludes FICA costs as police job classes do not participate in Social Security)
- **S** State Retirement (CalPERS Safety-Excludes FICA costs as these job classes do not participate in Social Security)
- **X** Uniform Exempt from Social Security. The "X" retirement indicator was created in the budget system to distinguish uniform salary accounts for premiums, overtime and holiday pay which are subject to Medicare tax but not Social Security (FICA).

Special class job classes in BFM also use the retirement indicators listed above.

Position Status Indicator:

A Position Status Indicator identifies the type of position that is being entered. The following are valid Position Status Indicators:

- **A -** Regular Position: used for regular on-going positions.
- **G** Grant Funded: used for positions funded by grant revenues in the budget.
- L- Limited Duration: used for positions with a definite duration, e.g., bond funded projects (even if the duration is several years). Note: Limited Duration positions can only be entered in the "Limited Entry" cube and will be defined as ending within three fiscal years.
- **O** Non-Operating Budget funded: used to allow non-operating budget positions such as those funded from bond proceeds for capital projects to be included in the Annual Salary Ordinance. These positions will be excluded in position count reports for the City's operating budget.
- **S** Special Class: used for special class entries that are not paid a fixed hourly rate. Departments must manually enter a salary budget, which will ultimately populate "salary override" in BFM.

Position Action Indicators:

A Position Action Indicator is required if a change is being made. It identifies the type of change being entered. The following are valid Position Action Indicators:

C - <u>Change Status</u> – changing a job class position indicator (e.g. from "A" to "O"). For position entries that involve reassignment as well as change status, use the C - change state position action indicator.

- **D** <u>Deleted</u> used when deleting an existing position in the base where no substitution is made.
- **H** Change FTE changing the FTE of an existing job class by adjusting either the number of standard hours, the Funding Start Date, or both. An example would be the delaying of a new position created in BY+1 2023-24 and approved during last year's budget process.
- **N** New used to identify any newly requested full or part-time position that does not qualify as continuing, reassignment, reclassification, or substitution.

Note: For positions that were newly created in the current year and not part of departments' base budgets, please use the N new indicator and note this in the justification field. *In the prior system the Q indicator was used.* Please contact your Budget and Analysis Division analyst as needed.

- R Reassignment used to identify positions that are reassigned from one cost center (fund ID, department ID, authority ID, project-activity) to another. Use the R reassignment position action indicator for entries that reassign existing positions in the base budget to different funding sources, I.e. chartfield strings only.
- **S** <u>Substitutions</u> used to request a trade of one position or more for another position or to reclassify a position. Substitutions may be upward (switching for another position where the rate of pay is higher than the prior position), or downward (switching for another position where the rate of pay is lower). Proposed reclassifications should be identified with an "S" position action indicator. For position entries that combine substitutions and reassignments, use the S Substitutions position status indicator. For position entries that combine substitution, reassignments, and changing of the position status indicator, use the S Substitutions position status indicator.

Special Position Classes:

Several special classification numbers have been created in the budget system to accommodate particular budgeting needs:

```
9993x (Used to record normal Attrition savings):

9993M_C Attrition Savings - Miscellaneous

9993N_C Attrition Savings - Nurses

9993P_C Attrition Savings - Platform

9993U_F Attrition Savings - Fire

9993U_P Attrition Savings - Police

9993U_S Attrition Savings - Safety

9994x (Used to budget for MEA Range B & C adjustments):

9994M_C MCCP Offset - Misc

STEP x (Used to reflect step adjustment changes):

STEPM C Step Adjustment, Miscellaneous

STEPN_C Step Adjustment, Nurses

STEPU_F Step Adjustment, Fire

STEPU_P Step Adjustment, Police

STEPU_S Step Adjustment, Safety
```

For all the classes listed above departments should always select the special class job class with the appropriate retirement indicator to ensure that corresponding fringe benefit savings by account will automatically be

computed.

New Positions, Substitutions, Reassignments, & Temporary Exchanges

For proposed new positions, substitutions, and reclassifications, the following information must be included in the budget checklist and form 3B, Position Changes of the Department Budget Submission workbook

Reassignments

Use reassignments to move positions from one funding source to another as discussed above.

If the reassignment is not approved, the prior reassignment will be unapproved in BFM, thereby restoring the position to the original funding source in the base budget. Departments must confirm that the funding sources involved in reassignments are appropriate. For example, if a position is currently supported by grant or work order funds, in many cases moving it to a General Fund project-activity would not be appropriate. Departments should consult with the Controller's Budget Office if they have questions on this issue.

Note: Substitutions and Reassignments cannot be used to reduce FTE count or "cut" positions. The FTEs in the negative N-records and the positive F-records of substitutions and reassignments must be equal in magnitude and opposite in the sign in the budget reports.

Temporary Exchanges

All positions that were temporarily exchanged, "TX-ed" in current year should be substituted in the BY submission to reflect the classification of actual duties performed.

Account Codes: Salaries and Fringe Benefits

501000-501010 Permanent Salaries

All existing positions in permanent salaries are budgeted at the full yearly rate. Any savings, which would accrue from a position being vacant for some portion of the fiscal year, should be netted in the amount requested for attrition savings. Please note that for all regular job classes' salaries, there are no separate chart of accounts for Miscellaneous Employees, Uniform Police and Fire, Muni Operators and Registered Nurses; all will be budgeted within the permanent salaries chart of account.

Temporary Salaries

Temporary salaries are distinguished by job classification TEMP and are budgeted under account 505010 Temp Misc Regular Salaries and 506010 Temp Nurse Regular Salaries. Thus, in tracking temporary salary expenditures, departments must break down expenditures in regular salaries account 5010 by job classification and account.

Departments should manually include an estimate for the cost of wage increases contained in the Memorandums of Understanding (MOUs) in temporary salary budget lines; the Controller's Office will not make automatic adjustments in the corresponding accounts.

Temporary positions cannot exceed six months. Positions expected to last longer than six months must be budgeted as permanent salaries with a position indicator such as "G", "O" or "L". The Temporary Salary account is limited to hiring employees that are, in the opinion of the Human Resources, appropriate for the department and the temporary purpose of the request.

509000-509010 Premium Pay

Show all premium pay types, including standby pay and differential pay, in the Premium Pay accounts. **The Controller's Office does not make automatic adjustments in premium pay accounts.** For those Premium Pay types which are a percentage of base salary amounts, include the cost of anticipated wage increases in the amounts budgeted.

501070; 512050 Holiday Pay and 511000-511060 Overtime Pay

Overtime and Holiday Pay will be displayed in the budget system as a total amount in the respective account without position (job class) detail.

Amounts budgeted for overtime and holiday pay should include the cost of wage increases contained in MOUs. The Controller's Budget Office does not make automatic adjustments in these accounts. Each department is responsible for making their own proposed adjustments.

513000-51990 Mandatory Fringe Benefits

The budget system automatically calculates fringe benefits based on position detail (job class and employee organization) or amounts in benefits accounts (with the exception of the administrative and subsidy costs for health services). **Departments are therefore restricted from entering fringe benefit data for the following:**

(a) auto-calculated benefits:

- Retirement SFERS City 513010, 513030 or PERS, 513090
- Retirement Pick-up, 513710
- Social Security, 514010
- Social Security Medicare, 514020
- Health Service City Match, 515010
- Dependent Health Coverage, 515710
- MEA Flexible Health Benefits, 519110
- Dental, 516010
- FUTA, 517010
- Long-Term Disability, 519120
- Prop B and Prop C retiree health for actives, 515020 and 515030

and

(b) Manually entered fringe benefits:

- Health Service Retiree Health Subsidy Cost, 515610
- Health Service Administrative Cost, 515110

The method of calculation of each fringe benefit is described below.

513000-513090 City or PERS Retirement

These accounts are computed based on the retirement indicator.

SFERS - In November 2011, Proposition C adjusted the City retirement contribution, to reflect different
City contributions based on wages. The budget system has grouped salaries into three levels, referred
to as tiers, based on increasing compensation, and applied retirement contributions based on these
rates. The following table shows the City's portion of retirement rates:

| | BY (FY 22-23) | BY+1 (FY 23-24) |
|--|---------------|-----------------|
| SFERS Miscellaneous Employees*: | | |
| Less than \$ 67,171 per year | 19.22% | 14.39% |
| Between \$ 67,171 and \$ 134,321 per year | 17.29% | 13.43% |
| Greater than \$ 134,321 per year | 16.81% | 12.94% |
| SFERS Uniform Employees* (Police and Fire) | | |
| Less than \$67,171per year | 16.72% | 13.12% |
| Between \$67,171and \$ 136,555 per year | 16.72% | 13.12% |
| Greater than \$136,555per year | 16.72% | 13.12% |
| CalPERS Employees* | | |
| Less than \$67,171per year | 53.78% | 53.71% |
| Between \$67,171and \$136,555per year | 53.78% | 53.71% |
| Greater than \$136,555per year | 53.78% | 53.71% |

^{*}The salary base that determines each threshold varies with CPI growth each year; November 2011 Proposition C pension reform is reflected in these rates.

As these rates are updated by the Retirement System, the Controller's Office will update these rates in the Budget System.

Departments must use the correct retirement indicator, so the budget database will correctly update rates if they are adjusted.

513710-513790 Retirement Pick-up

The Controller's Budget Office may adjust retirement pick-up rates to reflect negotiated BY MOU agreements as labor agreements are reached.

Do not compute the amount required for retirement pick-up. The Controller's Budget Office will budget these amounts based on negotiated MOUs.

514000-514010 Social Security Tax (FICA)

The Social Security tax rate remains the same at 6.20% for BY and BY+1 for both the employer and the employee. The Fiscal Year 2023 and 2024 wage bases are capped at \$149,162 and \$153,549, respectively.

514020 Social Security - Medicare

Social Security-Medicare is computed at a rate of 1.45% of salaries or wages paid for each the employer and the employee. There is no wage base cap for Medicare.

515010 Health Service - City Match

This refers to the City's cost for paying for the cost of only the employee and no dependents. The Health Services City Match rate of contribution per year varies for most employees. The amount entered for a job class is the weighted average contribution based on the number of employees in each bargaining unit enrolled in the various health plans offered by the City. An estimated medical inflation factor has been included in the baseline budget. These benefits will be updated by the Controller's Budget Office (see also accounts 515710 and 516010).

515020-515030 Retiree Health for Actives

This refers to the City's cost for paying for the cost of retiree health care benefits for future retirees. This is calculated as 1% of the salary budget for all job classes except Commissioners and temporary positions.

515710 Health Service - Dependent Coverage

This refers to the City's cost for paying for the health care for employee's dependents. The Controller's Office will budget these amounts based on MOUs and Health Service enrollment records. An estimated medical inflation factor has been included in the baseline budget.

515510 Health Service - Administrative Cost

The Health Service System calculates this line item based on employee and retiree enrollment records. Costs are allocated to each department/fund based on the number of active members in the health system. The Controller's Budget Office will enter the applicable rate and amount adjustments into the budget system.

515610 Health Service – Retiree Health Subsidy Cost

This account captures the contribution that the General Fund-supported and Enterprise departments make toward current retirees' health care. If the employee is vested for health service upon retirement, the department that the employee retires from will receive the budget and charges for that retiree's health service subsidy, regardless of the employee's employment history. The Controller's Budget Office will enter the amount into the budget system, based on information from the Health Service System.

516010 Dental Benefit

The BY and BY+1 average rates of contribution are updated in the budget system by the Controller's Budget Office and can be referenced by running Report 15.15.002. The amounts are computed in the budget system by multiplying the City contribution by the number of employees shown in the budget. An estimated medical inflation factor has been included in the baseline budget.

517010 Unemployment Insurance

The City reimburses the State for any unemployment benefits paid to former City employees. The current budgeted rate for BY and BY+1 can be referenced by running Report 15.15.002. The budgeted rate for unemployment insurance costs may change because of factors including required minimum benefit payments, the number of projected staff layoffs, and the number of previously laid-off staff still collecting benefits. The Controller's Budget Office updates this rate upon review of the balance in the unemployment insurance fund.

519110 Flexible Benefit Package

This account is used to record the cost of flexible benefit plans that are currently authorized for members of MEA. The amount will be computed in the budget system.

519010 Fringe Adjustments-Budget

This account is only used by the Controller's Budget Office during budget balancing. Departments should not use this account in their budgets.

Non-Salary Items

General Information

At a minimum, departments are required to use the accounts listed below for budgeting non-salary requests. The required budget accounts are also highlighted in the Chart of Accounts.

Account Codes

520190/520290 Department Overhead/ Division Overhead

Use account 520190 for department-level and account 520290 for division-level administrative costs.

520100 Overhead Recovery

Use account 520100 to budget overhead recovery as a negative value.

520010 Indirect Cost Reimbursement / City Overhead (Full Cost Plan)

Section 10.199 of the San Francisco Administrative Code requires departments funded by Non-General Fund revenues to include an amount for City overhead in their budget requests. This amount will be transferred to the General Fund to support the estimated costs of services rendered and facilities provided by General Fund agencies. In FY 2009-10, the Controller's Office began direct-charging the Full Cost Plan, which is similar to the State's County Wide Cost Allocation Plan, COWCAP, instead of billing departments monthly.

The Controller's Budget Office calculates the Full Cost Plan and enters the costs into the budget during the Mayor phase of the process. Departments should not change the amounts entered by the Controller's Budget Office. For BY+1, the calculated amount for BY will be applied.

521030 Air Travel 521050 Non-Air Travel

Air travel and non-air travel should be budgeted separately in accounts 521030 and 521050, respectively. Pursuant to Executive Order 07-13, for BY and BY+1, 13% of the city's air travel budget will be used support the Carbon Fund, which sustains local projects that offset greenhouse gas emissions through the Department of the Environment. The Mayor's Office and the Controller's Office will work with Departments to determine the best means for implementing this program.

Use these accounts for all types of travel, including travel to and from training or professional development activities. Note that Section A8.410 of the San Francisco Charter and Section 10.28-1 of the San Francisco Administrative Codes provide that attendance at meetings or other events shall only be allowed when funds have been specifically appropriated for the purpose. Examples of these meetings and events are out-of-town conferences, seminars, and symposiums held by local or national professional organizations for the purpose of interchanging ideas or knowledge, discussing matters of concern, and giving or collecting up-to-date information critical to the operation of city departments.

522000 Training

Staff development and training are those activities where City employees participate in specific coursework involving structured training to acquire, enhance, or improve their work-related knowledge and skills. Attendance may be held in or out of the City. Employees attending out of town training may incur travel-related expenses in addition to the registration/tuition fees. Budget funds for staff development or training expenses (other than Human Resources management training) under this account.

Budget amounts requested for travel to and from the training and accommodations while at the training under account 521000 Travel and/or 521030 Air Travel.

524010 Membership Dues

Section 16.6 of the San Francisco Administrative Code lists allowable membership organizations for city departments. An explanation for the request is required.

525000 Entertainment and Promotion

Provide the purpose for proposed expenditures of this nature, the estimated number of proposed events, and the estimated attendance in the Program Expenditure Report (Mayor's Budget Instruction Form 3).

526000 Court Fees and Other Compensation

Use account 526000 only for fee-based costs (e.g. outside attorneys, arbitrators and expert witnesses). Salary-related costs for members of Boards and Commissions are captured in account 501000, Permanent Salaries – Miscellaneous, using classifications specific to Commissioner positions. Contact the Controller's Budget Office if you have questions regarding Commissioner compensation.

527000 Professional and Specialized Services

Generally, services for the City and County of San Francisco are performed by positions filled through civil service examination. San Francisco Charter Section 10.104.15 provides for situations exempt from this requirement. Section 10.104.15, commonly referred to as the "Prop J" certification, whereby services may be accomplished by private contract if it is determined that "...the work or services can be practically performed under private contract at a lesser cost than similar work performed by employees of the City and County..." This same section also prohibits the contracting of any work or services that the San Francisco Charter or other applicable law requires officers and employees of the City to perform.

If a department wants to contract out services under Section 10.104.15, it should consult with Human Resources Employee Relations Division regarding MOUs with the affected City classifications, with the Office of Contract Administration regarding the feasibility and estimated price levels to procure needed services, and the Controller's Budget Office to review the fiscal impact and requirements for securing the Controller's "Prop J" certification. Departments must complete the required reporting materials for the Controller to review (see Contracting Out, "Prop. J" Required Reporting Materials).

Proposition J Requirements

All departments that have or will have Proposition J "Prop J" certified contracts during BY must submit a Prop J analysis to the Controller's Office with its budget submission, per the San Francisco Charter. All departments should submit a Prop J analysis for BY 2022-23, including departments with fixed budgets, Airport, Port, Public Utilities Commission, and the SF Municipal Transportation Agency. The fixed budget departments: Airport, Port, Public Utilities Commission, and Municipal Transportation Agency; must also submit a Prop J analysis for BY+1 2023-24.

The purpose of this analysis is for the Controller's Office to certify that it is less expensive or would be less expensive for a service to be delivered by a private contractor instead of by City employees performing the work. Departments are asked to submit the components of the contracted work, including salary and benefit costs, materials and supplies, equipment and/or capital items that would be required by the City to perform the same work. The City costs should also be provided, so that a side-by-side comparison identifies the cost difference between a contractor vs. city staff performing the work.

Once the Controller has analyzed the submission materials and determined the contracting alternative is less costly, a formal certification letter is issued to the submitting department. Ultimately, the Office of Contract Administration awards the contract once all contracting requirements have been met and funds encumbered.

Please note, for fixed and non-fixed budget departments <u>any new Prop J contracts</u> should be submitted for BY along with the department's budget submission. The fixed budget departments: Airport, Port, Public Utilities Commission, and Municipal Transportation Agency; must also submit a Prop J analysis for BY+1 2023-24 for any new Prop J contracts.

Departments may contact the Controller's Budget Office analyst to help them navigate the "Prop J" process.

530000 Rents and Leases-Building and Structures

Departments with leased facilities or required to make lease payments should budget in account 530000.

540000 Materials and Supplies

Budget equipment valued at \$5,000 or less (unit cost) and with a useful life of less than three years as Materials and Supplies rather than Equipment. The individual components of this account are shown in the Chart of Accounts.

Departments may budget purchase of desktop computers and other computer equipment with a unit cost of less than \$5,000 under Materials and Supplies. However, when a department is buying desktop computers as part of a larger purchase of an information services system that includes network equipment and other components, the total purchase including the related desktop computers should be requested under equipment.

540010 Materials & Supplies – One-Time Budget Items

Equipment purchased on a one-time basis, with a unit cost of \$5,000 or less and a useful life of less than three years should be budgeted in 540010. Contact the Controller's Budget Office with any questions on which account to use.

570000 Debt Service

The Controller's Office, including the Office of Public Finance, and the Mayor's Budget Office work together to estimate debt services costs; departments should not make entries in these debt service accounts. When the entries are ultimately made, they will show the amount of interest and redemption for each issue of:

- General Obligation Bonds
- Revenue Bonds
- Bonds assumed from the State of California

Please contact the Mayor's Budget Office or the Controller's Budget Office for any information and questions regarding Debt Service.

Equipment Purchase and Equipment Lease-Purchase

General Information

Equipment with a unit cost of \$5,000 or more, including tax, and a useful life of three years or more must be itemized in the budget. Budget all items with a unit cost of less than \$5,000 in materials and supplies. See Budget Instructions regarding online equipment request submissions for specific information on how to request equipment.

Equipment amounts are treated as one-time, therefore will not be rolled over from the BY budget to the BY+1 base budget, (amounts adopted in the second year of the prior year's two-year budget will remain, but they will not roll forward). Note that the Controller's Budget Office will continue to enter lease payment amounts for all on-going obligations under the CCSF Finance Corporation.

Equipment Numbers

Each equipment item must be detailed as part of the budget request. In the budget system, a minimum eight-character equipment number is used to distinguish each equipment item. The first three characters are the department group code. The next two characters indicate the SECOND half of the fiscal year (i.e., "22" for FY 2021-22), and the last two positions are sequencing numbers. A separate field indicates whether the item is new "N" or replacement "R" equipment. For equipment funded in operating budget, equipment numbers will be finalized following allocation of citywide equipment during Mayor phase. BFM autogenerates several equipment numbers for each department.

Account Codes

560000 Equipment Purchase

The City's accounting policy defines equipment as those items having a unit cost of over \$5,000 and a useful life of three years or more. Equipment includes moveable personal property of a relatively permanent nature and of significant value such as furniture, machines, tools and vehicles.

561000 New Lease Purchases (Third-Party and Vendor)

Budget new third party/vendor lease purchase requests in account 561000 and provide a request to the Mayor's Budget Office. Include a description and justification for the equipment, unit cost, count, total cost, length of time you would like to lease purchase the equipment (lease term), and an estimate of the annual lease payment. The lease term may not be more than the useful life of the equipment. The useful life is the manufacturer's estimate of the usefulness of the equipment before it becomes obsolete or not cost-effective to service, not a department's assumption of useful life. Equipment with a total cost of less than \$10,000 cannot be lease purchased without prior approval of the Purchaser. Equipment of this value would not be cost-effective to lease purchase.

562000 Existing Lease Purchases (Third-Party and Vendor)

Include an amount for existing third-party lease payments in account 562000. Provide justification for these budget amounts in the Program Expenditure Report (Mayor's Budget Instructions Form 3). Provide the amount of the budget year lease payment, the name of the lessor or financing organization, and the number of payments remaining (including the budget year payment) until the City owns the equipment. Failure to provide this information will result in the budget figure being zeroed out of the target budget.

563990 New Lease Purchases (CCSF Finance Corporation)

The CCSF Finance Corporation is the City's non-profit corporation set up to lease purchase equipment and is managed by the Controller's Office of Public Finance. Submit all requests for new lease finance purchases

through the CCSF Finance Corporation to the Mayor's Budget Office using the Equipment Request Form.

564990 Existing Lease Purchases (CCSF Finance Corporation)

Amounts to be budgeted for existing lease-purchase obligations through the Finance Corporation, this will be entered into the budget system by the Controller's Budget Office.

Capital Projects and Facilities Maintenance

As a reminder, beginning this budget year 2022-23 and 2023-24, all capital requests including capital requests that are reviewed and approved by CPC must be entered in BFM's capital module. Please refer to Appendix E and the following user guides for using the capital module in BFM to enter capital requests:

- For entering general fund supported (GFS) capital requests that are funded by CPC and for entering nongeneral fund supported (NGFS) capital requests that are reviewed by CPC: SF End User Training – Capital Projects.
- For entering non-general fund supported (NGFS) capital requests that are <u>not</u> reviewed by CPC and that are self-funded by departments: SF End User Training 7300 Capital Non-CPC.

Interdepartmental Services

(Formerly known as Work Orders)

Instructions

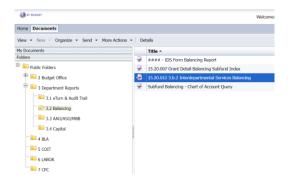
Interdepartmental Services (IDS) are used by a department to budget for the services of another department. There are two types of interdepartmental services – voluntary agreements between departments, and required interdepartmental services. Required services are outlined below and should not be changed during the department phase of the budget process. A department may not apply IDS funds to itself. Providing (Performing) departments (departments that are doing the work) must be able to produce documentation upon request outlining the agreement with the requesting department (the department for whom the work is being done).

IDS budget requests must be discussed and agreed to by both requesting and performing departments. Departments should retain documentation of IDS agreements, such as a MOU signed by both departments, in the event that issues arise during the budget process or budget year.

All departments budgeting for IDS must consult with the performing department to ensure the costs of such services are estimated accurately. The Controller's Budget Office will adjust salaries for cost of living increases in IDS funds. Performing departments that anticipate an increase in the labor cost or other costs of services must include these anticipated cost increases in the Department Budget Request submission.

Performing departments must submit a schedule of the funds expected from requesting departments and ensure that the IDS costs are fully covered by such funds. The requesting departments drive the spending authority for IDS departments. Performing departments must ensure that the total cost of services to be performed for other departments, including the negotiated MOU adjustments, is supported by budgeted requests. It is critical that all interdepartmental services are balanced, where the revenue from the department buying the services from the performing department matches the costs for those services in the performing department's budget. If submitted budgets do not include balanced IDS, the Controller's Budget Office will balance based on the requesting department's IDS.

To assist performing departments in balancing their expenditure budgets with supporting request levels, departments will be able to use the budget system to run reports. Report "Department -2 IDS Balancing Report", in BFM under Links > BFM Reporting > 3 Department Reports > 3.2 Balancing, includes several tabs that show Requesting and Providing departments with corresponding Department Pair and WO Reference ID. Starting FY 22-23, these requests must have WO Reference ID's. Providing (Performing) departments should work with requesting departments to determine how the IDS billing process will be handled. Contact the Controller's Budget Office with any questions about the IDS balancing process. For instructions on running reports from the budget system, see the system user guide.



Account Codes

The following is a subset of IDS account codes with select general descriptions. Please refer to **Section 1 - New Instructions & Key Reminders** of these instructions for specific instructions regarding citywide interdepartmental services and other citywide budget entry accounts. Overall, 581xx is the account for Services of other departments, the costs in the "buying" departments. See the Chart of Accounts for a complete list of account codes to use. Revenues to recover these funds are in the "performing" departments, 486xx.

The following select interdepartmental services accounts are shown below. Note that accounts with "R" indicate that they are centrally loaded and that the Mayor's Office will adjust these during the Mayor's phase of the budget – **departments should not make any adjustments to these "R" accounts**.

Centrally Loaded Interdepartmental Services

ADM

581083 ADM Real Estate 49SVN Rent, R

Covers the rent for occupied space in 49 SVN. Rent covers the cost to maintain and operate the building.

581084 ADM Permit Center, R

Covers the operating costs for the Permit Center at 49 SVN.

581820 Is-Purch-Reproduction, R

Covers reproduction services. ADM will work with departments and the Mayor's Budget Office to determine the IDS amounts for these services.

| 581065 | ADM-Real Estate Special Svcs, R |
|---------------|-----------------------------------|
| <i>581170</i> | GF-Risk Management Svcs (AAO), R |
| 581410 | GF-GSA-Facilities Mgmt Svcs, R |
| <i>581500</i> | GF-Human Rights Commission, R |
| <i>581650</i> | Leases Paid to Real Estate, R |
| <i>581710</i> | Is-Purch-Centrl Shop-AutoMaint, R |
| <i>581740</i> | Is-Purch-Centrl Shop-FuelStock, R |
| 581860 | GF-Real Estate Service, R |
| 581890 | GF-Rent Paid to Real Estate, R |

CON

581130 GF-Controller Internal Audits, R

Services provided by the Controller's City Services Auditor Division (CSA). The City Charter, Appendix F, section F1.113 allocates 0.2% of the City's overall budget, appointed by fund and excluding bond related debt, to CSA. Departments will be charged directly for CSA staff time, professional services, and associated project costs based on an hourly rate for CSA staff time and direct expenditures for all other costs. Department projects will be budgeted in each department's IDS and billed on a quarterly basis.

581245 GF-CON-Information System Ops, R

Operating costs incurred by the Controller's Office Systems Division. The Systems Division provides services to departments by operating and maintaining the City's Financials and Procurement System, People & Pay System, Reports & Analytics System, and SF Open Book. The Mayor's Budget Office and the Controller's Office will determine the IDS amounts required of each department to sustain the level of service required.

DHR

581460 Workers' Compensation, R

Worker's Compensation for departments is loaded in Mayor phase.

581480 Employee Relations/Negotiations, R

Records the cost of citywide employee relations and negotiations and is based on the number of employees in each fund.

581620 Human Resources Management System, R

Costs of the PeopleSoft/Human Resources Management and Benefits Administration System (Project eMerge) are based on the number of active employees and budgeted in 581620.

The Department of Human Resources (DHR) is transitioning select central services in their budget to a full work-order recovery model, similar to other internal services departments. The cost of the three DHR programs will be shared across all City departments, according to each department's budgeted FTE. Departments with existing EEO workorders will have those workorders readjusted according to the new model. The new workorders have been added to departments' base budgets and will be updated during Mayor stage in the following accounts:

581430 GF-HR-Equal Employment Opportunity, R

Includes Citywide Services in DHR's Citywide Equal Employment Opportunity division.

Departments with existing EEO work orders will see updates to account for Citywide costs.

581015 Human Resources Modernization, R

Includes costs related to the new Applicant Tracking System (SmartRecruiters) and DHR's HR Modernization work.

581016 Diversity Equity Inclusion, R

Includes personnel and programs costs for DHR's citywide DEI initiatives.

DTIS

581210 DT Technology Infrastructure, R

IT enterprise services provided by Department of Technology (DT), such as maintaining the City's data networks, internet access, 800 MHz emergency radio system, and enterprise application support. DT works with departments, the Mayor's Budget Office and the Controller's Budget Office to determine the interdepartmental services amounts required of each department to sustain basic levels of service. Additional Department-specific technology projects requiring DT support are budgeted separately using account 581140.

581325 DT Enterprise Tech Contracts, R

Citywide technology enterprise contracts administered by DT, currently including: 0365 (email and office products), VMWare, Commvault, ESRI (Environment Systems Research Institute for GIS) and Adobe (Acrobat & Creative Cloud). For more information, contact Elaine Benvenuti at Elaine.Benvenuti@sfgov.org or 415-581-3923.

581360 DT Telecommunications Services, R

Telecommunications system monthly charges, maintenance and support, including landlines, cellular phone service, satellite phone service, circuits, pagers, PBX maintenance, and Voice over Internet Protocol (VoIP)/unified communications systems. DT provides each department their budget recommendation based on analysis of usage activity and future plans provided by Departments. For more information, contact

Elaine Benvenuti at Elaine.Benvenuti@sfgov.org or 415-581-3923.

PUC

581051/581064/581063 Water/Power/Sewer Service Charges, R

For BY, the Controller's Budget Office will roll over budget amounts for 581051 (water), 581064 (power), and 581063 (sewer) from the adopted Board amounts from the prior year's BY+1 into the base. These are citywide IDS and will be loaded in Mayor phase.

Non-Centrally Loaded Interdepartmental Services

DHR

581440 GF-Recruitment and Assessment Work Order

Human Resources recovery for special exams and classification work is budgeted in 581440.

581450 HR Management Training

581450 records training offered through the Department of Human Resources.

581470 Client Services/Recruitment and Assessment Services

Account 581470 accounts for the cost of DHR's Client Services (for those departments using this service), as well as the cost of on-going Recruitment and Assessment Services work.

581490 Health and Safety-Federal Drug Testing

The federal government requires drug testing for employees in certain positions. Human Resources will determine the cost to each department by computing the total cost to administer the program divided by the total number of eligible positions in each department.

DTIS

581140 DT Technology Projects

DT Department-specific projects and services not included in the base network infrastructure support covered by the Department's infrastructure allocation in account 581210. This includes facility wiring projects and special technology installations, or purchases managed by DT. These requests are usually funded from Departmental project or facility maintenance budgets. For more information, contact Elaine Benvenuti at Elaine.Benvenuti@sfgov.org or 415-581-3923.

581280 DT SFGov TV Services

Covers costs for services provided by SFGTV to client departments, which include video production, meeting coverage, and video streaming services. For more information, contact Jack Chin at Jack.Chin@sfgov.org or 415-554-4109.

486xxx Recoveries

Importantly, IDS recoveries are no longer budgeted as negative expenditures but budgeted as positive value as revenue accounts starting with 486. Providing (Performing) Departments must budget the total expected recovery from all requesting departments in the appropriate 486xxx account code. For example, use 486020 for recoveries from the Airport. Recoveries should offset the performing budget. Refer to the Chart of Accounts for a complete list of 486xxx account codes. If you need IDS accounts, please contact your Fund Accountant in the Controller's Office to determine if a new IDS is appropriate.

Accounts 486990 and 487990 should not be used, except with very limited exceptions and approval from the Mayor's Budget Office and the Controller's Budget Office. If these are used, please discuss the exception with the Controller's Budget Office, and identify and explain these in the IDS form included in the Mayor's Budget

Instructions. Additionally, departments that have "bundled" interdepartmental services are asked to "unbundle" and to reflect individual IDS with individual departments. Please contact your Controller's Budget Office Analyst with any questions regarding IDS unbundling.

Prop J Contracting: Reporting Requirements

Under the provisions of the City Charter Section 10.104, employees of the City and County are appointed through competitive civil service selection with exceptions being listed in nineteen specific categories. Subsection 15 of this provision, known as "Prop J" contracting, authorizes outside contracting of existing services, when a service can be performed by private contract at a cost lower than the same service performed by civil servants. Requests must be submitted to the Controller's Office and approved by the Board of Supervisors.

In 2004, the Administrative Code (Section 2.17, added by Ordinance 105-04, File No. 040594, June 2004) was amended to require subject departments to submit contracting out information as part of their annual departmental budget submission. The Controller's determination would then be submitted to the Board of Supervisors no later than June 1 of each year and the Board of Supervisor review and approval will occur along with the adoption of the Annual Appropriation Ordinance.

Prop J requests must be submitted to the Controller's Budget Office along with the Department's Budget Request submissions. All departments should submit updated (and new) Prop Js for FY 2022-23 including departments with fixed budgets. Departments with fixed budgets must also submit updated (and new) Prop Js for FY 2023-24.

Prop J Procedures

Prop J requests require the submission of a Prop J Form, and documentation addressing the following subjects:

- (1) The department's basis for proposing the Prop J certification;
- (2) Changes in the contracted work since last year, including but not limited to the type of work, the amount of service, and costs, and changes in the assumptions since last year regarding the comparable level and type of service required if the City provided the work.
- (3) The impact, if any, the contract will have on the provision of services covered by the contract, including a comparison of specific levels of service, in measurable units where applicable, between the current level of service and those proposed under the contract. For contract renewals, a comparison shall be provided between the level of service in the most recent year the service was provided by City employees and the most recent year the service was provided by the contractor;
- (4) The department's proposed or, for contract renewals, current oversight and reporting requirements for the services covered by the contract;
- (5) The components of labor costs. For example, some contractors have a "fully loaded" rate that may include salary, benefits, shift differentials and other costs. Please identify each of the components of labor costs with your submission so that comparable City costs can be evaluated.
- (6) The contractor's proposed or, for contract renewals, current wages and benefits for employees covered under the contract, and the contractor's current labor agreements for employees providing the services covered by the contract;
- (7) The department's proposed or, for contract renewals, current procedures for ensuring the contractor's ongoing compliance with all applicable contracting requirements, including Administrative Code Chapter 12P (the Minimum Compensation Ordinance), Chapter 12Q (the Health Care Accountability Ordinance); and Section 12B.1(b) (the Equal Benefits Ordinance);
- (8) The department's plan for City employees displaced by the contract; and,
- (9) A discussion, including timelines and cost estimates, of under what conditions the service could be provided in the future using City employees. (Added by Ord. 105-04, File No. 040594, App. 6/10/2004)

Form Prop J: Contracting Out

Note: Please be sure to download and use the most recent Prop J form included in budget instruction forms. Departments must provide supporting documentation for the Prop J form, include electronic versions of any spreadsheets used to calculate the city and/or contract cost. Submitting the form alone is not sufficient for obtaining certification from the Controller's Office. To obtain an Excel version of the final completed and approved Prop J form from the current year, please contact the Controller's Budget Office.

To be completed by departments:

Prop J – Main Template:

- 1) Top portion:
 - a) Department name, Division
 - b) Description of the services to be contracted out
- 2) Projected Personnel Costs:
 - a) Job Class Title
 - b) Class Job Class
 - c) Number of Full-Time Equivalent Positions
 - d) Biweekly Wage Rate enter rates for bottom and top step*
 - e) Holiday Pay, Night/Shift Differential, Overtime Pay, and/or Other Pay (if applicable).
 - f) Note: formulas assume that Holiday Pay and Night/Shift Differential are applicable to all job classes. If this is not the case, adjust the formula accordingly.
 - g) Fringe Benefits**
- 3) Estimated Capital and Operating Costs- all non-personnel related costs that would be included in the contract
- 4) Comments/Assumptions- Any assumptions or comments necessary to understand the submission. Examples include how long the service has been contracted out, what year the contract is in, where the estimated contract cost came from, etc.

Contract Cost Detail Tab:

- 1) Estimated Contract Cost
- 2) Contract Monitoring Costs
- 3) Contract Cost Calculation***
- 4) Additional Contract Cost Detail
 - a) List all assumptions made in calculating contract cost.
 - b) What is the source of the data used to calculate the contract cost?
 - c) What year is the data from?
 - d) If contract cost is based on RFP, was the RFP for comparable services? Was RFP for San Francisco?

Summary Tab:

- 1) Departmental Contact Information
- 2) Contract Cost Contact Information, if different from Department contact

* Refer to the FTE Cost Report available in BI Enterprise Planning for wage and fringe benefit costs.

^{**} Departments must provide detailed information about how the contract cost was calculated, including job classifications, number of positions in each classification, salaries or hourly wages, number of work hours for each position covered by the contract, etc. Non-personnel costs such as management fees, profit, operating costs, equipment, training, and other related costs should be broken out separately.

Reports

The following comprises a list of commonly used reports previously available in Oracle's Business Intelligence (OBI) software, under the Reporting and Analytics section of the Employee Gateway, can now be found in BFM under Links > BFM Reporting > 3 Department Reports starting with the FY 2022-23 and FY2023-24 process. These reports are only a subset of those available through BFM Links, which also contains flexible reporting tools for assisting with departmental budget preparation.

15.10.001 Chart of Account Query – this report represents the departmental budget as of the day it is generated, typically representing all budget changes as of the night before.

15.10.003 Equipment Query – commonly referred to as the "equipment eTurn", this report represents the units and expenditure amount of all equipment contained in the departmental budget the day it is generated, typically representing all equipment changes as of the night before.

15.10.006 Positions and Calc'd Benefits Detail – commonly referred to as the "position and calc'd benefits eTurn", this report represents the FTE's, salary amount, and benefit amount of all positions contained with the department budget the day it is generated, typically representing all position and benefit changes as of the night before.

15.30.004 Position/ Fringe Comparison Snapshot – commonly referred to as the "position audit trail", this report allows departments to compare budget changes over a range of days. Typically, this report is generated daily to compare today's budget values to yesterday's values and will reflect any position changes. This is commonly used to validate entries to be sure they were entered as intended.

15.30.004(c) Position/ Fringe Comparison Snapshot -- compares the morning snapshot to changes made up to the minute! This is a new report, available both for position and chart of accounts entries. Instructions on how to run these are in BFM Training and PowerPoint, and the User Guides available. No more waiting until the next overnight "publish!"

15.30.005 Snapshot Comparison No Rollover – commonly referred to as "Chart of Accounts audit trail" or "nonposition audit trail," this report allows departments to compare budget changes over a range of days. Typically, this report is generated daily to compare today's budget values to yesterday's values and will reflect any changes at the account level. This is commonly used to validate entries to be sure they were entered as intended.

15.30.005(c) Snapshot Comparison No Rollover -- compares the morning snapshot to changes made up to the minute! This is a new report, available both for position and chart of accounts entries. Instructions on how to run these are in BFM Training and PowerPoint, and the User Guides available. No more waiting until the next overnight "publish!"

15.20.007 Grant Detail Balancing – commonly referred to as the "grant balancing report" this report is used by departments to assist with ensuring all grants are balanced by the end of the Department phase.

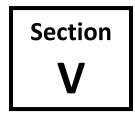
15.20.012 Interdepartmental Services (IDS) Balancing – Requesting and Performing – commonly referred to as the "IDS balancing report" this report is used by departments to assist with ensuring all interdepartmental services are balanced by the end of the Department phase.

15.50.012 Department Total Budget Historical Comparison – provides a summary and a comparison of the current fiscal year, budget year, budget year+1, and changes between years for positions, sources, and uses.

15.60.012 Department Appropriations (2 year) – produces the Department page as shown in the Annual Appropriation Ordinance. Included are the department's budget summarized by Fund, Division, and Account, Sources of Funds, and Uses of Funds.

FTE Cost Report – provides the BY and BY+1 salary and benefit cost of selected job classes.

Appendices



Appendix A: Vehicle Purchases and Vehicle Rentals

The Fleet Management Division of the Office of the City Administrator is authorized by the Mayor and the City's Administrative Code to implement fleet management programs. Fleet Management is a key stakeholder in reviewing and approving requests to purchase both new and replacement vehicles.

Fleet Management Division urges departments to first look for ways to meet expected transportation needs without making a capital investment in new vehicles. Public transit, intra- and inter-departmental vehicle pools (e.g. at Civic Center Garage, 49SVN), existing vehicles within the department with low utilization, short-term rentals from Fleet Management Division are all options to give consideration.

Budget instructions for vehicle purchases are as follows below. Please note: **The Mayor's budget office** will not approve budget requests for vehicles without Fleet Management Division's recommendation.

Requests for vehicles must be submitted through form 4B in the new budget system, BFM, by February 22, 2022.

Vehicle Purchasing Program: Budget Requests

- 1. Complete Budget Request Form (Fleet Form 4B) in BFM.
- 2. Prepare vehicle preliminary specifications and quote (a purchase request under a citywide term contract does not require final specifications).
- 3. Submit completed Fleet Form with estimated costs based on vehicle specifications by Department Budget Request submission deadline through BFM.
- 4. Fleet Management will provide recommendations to Mayor's Budget Office regarding each budget request.
- 5. If the budget request is given approval by Mayor's Budget Office, the Department must proceed with the City's vehicle procurement procedures, which begins with the submission of a Vehicle Acquisition Request (VAR) form to Fleet Management.

Standard Vehicles Term Contracts:

It is in the best interest of the City to standardize its fleets, and citywide vehicle term contracts are available to accomplish this goal. Departments should refer to the term contracts when considering vehicle purchases to minimize processing time, costs and delivery time. Where operationally viable and economically feasible, departments should specify purchases of vehicles that are similarly equipped and refrain from non-value-added items.

Below are the available term contracts for purchasing new vehicles.

- Police pursuit vehicles TC72350 is active until January 15, 2023
- Alternative fuel, light-duty passenger vehicles TC72307 is active until January 31, 2023
- Pickup trucks and vans TC72504 is active until December 31, 2023

Visit Fleet Management's intranet site to reference the documents posted in the link below, and contact OCA's Fleet Team or Central Shops (contacts listed in last few pages of the first document) with any questions regarding estimated unit costs and vehicle purchases procedures. http://gsa.sfgov.org/wordpress/fleet/city-vehicle-procurement-workshop-2021/

Compliance with HACTO Program: The Healthy Air and Clean Transportation Ordinance (SF Environment Code, SEC 403-404) aims to assist the City in achieving its air pollution and greenhouse gas reduction goals. The ordinance applies to all general-purpose vehicles owned, leased or rented by the City.

Fleet Management Division provides recommendations on new and replacement vehicle purchases keeping in mind the following mandates in the ordinance.

- 1. Optimize the size and utilization of the City's general-purpose fleet.
- 2. Use telematics and vehicle assignment systems to promote the optimization of the City's fleet utilization and minimization of environmental harm resulting from the use of the City's fleet.
- 3. Reduce average per-mile greenhouse gas emissions by not less than 4% by the end of FY 2016-17 and not less than 15% by the end of FY 2020-21.
- 4. Ensure that the composition of the City's light-duty passenger vehicle fleet is entirely zero emission vehicles (ZEV) by December 31, 2022.

Pursuant to the ordinance, there are certain exemptions associated with the above requirements, including an exemption for emergency vehicles of public safety departments (Police, Sheriff, Fire, Animal Care and Control and Medical Examiner) and buses of SFMTA from compliance with the ZEV mandate.

Vehicle Rentals

Pursuant to a recent Admin Code amendment adopted in December 2020 (Ordinance No. 225-20), departments that look to pursue vehicle rentals longer than 30 days with private rental companies will have to report it to Fleet Management Division at fleet.reporting@sfgov.org at least 5 days prior to doing so. Fleet Management and the Office of the City Administrator is required to provide annual reports to the board on all vehicle rentals and associated costs to the Board of Supervisors for review.

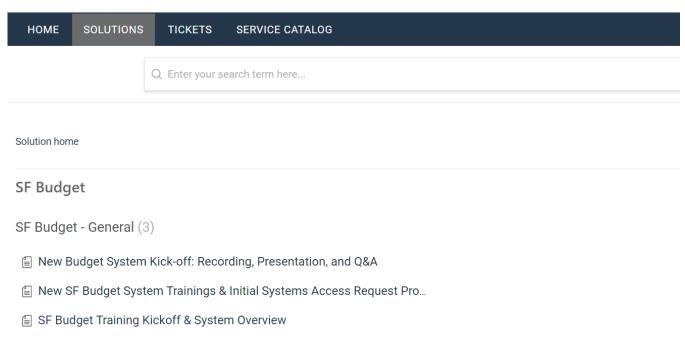
If there are any City owned vehicles that are not getting regular utilization, Fleet Management will attempt to coordinate with the department in possession of the under-utilized vehicle so that it may be re-purposed. The vehicle may be transferred over to Fleet Management Division, and subsequently assigned as a short-term rental vehicle to departments that have short-term rental needs.

Appendix B: Key Tips for Using BFM

Detailed training materials and new user instructions are available at https://sfemployeeportalsupport.sfgov.org/support/solutions/11000054604



SF Employee Portal Support



New Department Users Access Forms

 Supervisors of new user goes to this site: https://sfemployeeportalsupport.sfgov.org/support/solutions/articles/11000084487-new-sf-budget-system-trainings-initial-systems-access-request-process



SF Employee Portal Support

| номе | SOLUTIONS | TICKETS | SERVICE CATALOG |
|--------------|----------------|-----------------|-----------------|
| | | Q Enter your se | earch term here |
| Solution hon | ne / SF Budget | / SF Budget - | General |

New SF Budget System Trainings & Initial Systems Access Request Process



Modified on: Wed, Dec 1, 2021 at 10:55 AM

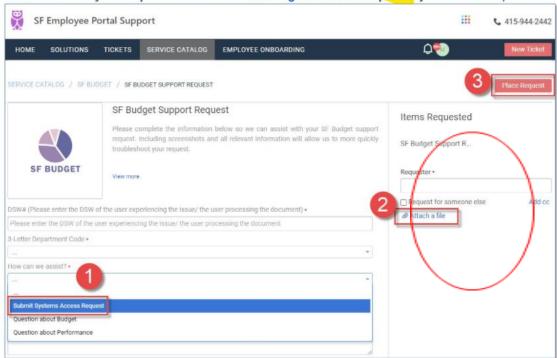
Dear Department Colleagues,

As we prepare to onboard your teams to the new SF Budget system, we need your help identifying the system functionality each individual will need to access. We have developed designated user roles. Please review the user role descriptions below, and submit one copy of the attached SF Budget Systems Access Request excel file on behalf of your department. The form should be populated with your staff's DSW numbers and corresponding role requests, and the CFO, Budget Director, or Budget Manager who is authorizing this access, via the SF Budget Support Request (see screenshot below). This signup process to submit the attached file is a one-time process as we transition to the new system; the single access request file per department is due no later than Thursday December 9th. After that date all users will need to submit individual access requests via SF Employee Portal Support. The required trainings for each user role are listed in the "SF Budget Training Requirements" tab in the attached file. As a reminder, all users will either need to take the designated trainings via the scheduled Teams Live events below (11 invitation emails to follow shortly) or participate in these trainings via eLearning in the Employee Portal after the initial training week.

Please note that we have added **two additional, optional trainings** for position entries on December 15th, from 10-11 AM and from 1-2 PM! While these are optional, we **strongly recommend** that everyone who will be making position entries in the system attend these sessions as well. The process to make position entries has one of the most different procedures in the new system compared to BPMS. Additionally, if you have staff who are not on our regular finance and budget staff outreach list and are not receiving this message but who will be making budget entries, please include their information in your access request, and also please feel free to forward these emails regarding trainings, as well as the meeting invitations.

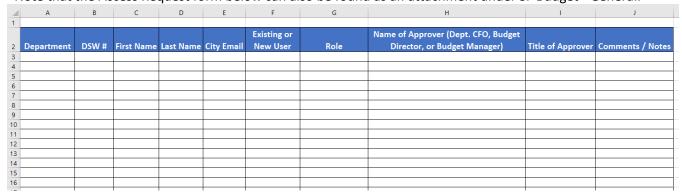
2. Select "SF Budget Access Request":

How to submit your department's initial SF Budget Access Request by December 9, 2021:



3. Supervisors fill out this form on behalf of the person who is seeking access:

*Note that the Access Request form below can also be found as an attachment under SF Budget - General.



4. After this form is completed and submitted, it will go to Controller's systems team who will finalize the approval process. Once access is granted, SF Budget will appear under Work Links in the Employee Portal.



5. All new users will be required to complete online trainings prior to gaining access to make budget system entries, including participating in or later watching Teams Live training events in December 2021. Training is available in e-Learning. New user guides will also be available in BFM.

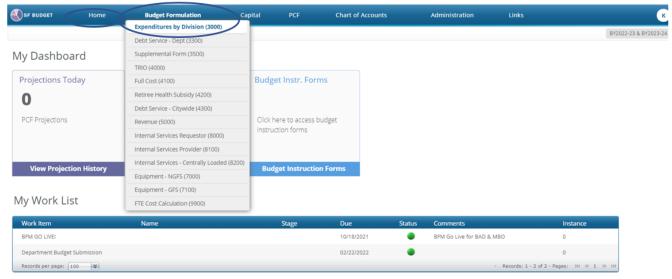
Accessing BFM

• Number one tip: Please use Google Chrome, MS Edge, or Mozilla Firefox to utilize the budget system to access BFM. Safari – Apple browser is not compatible.

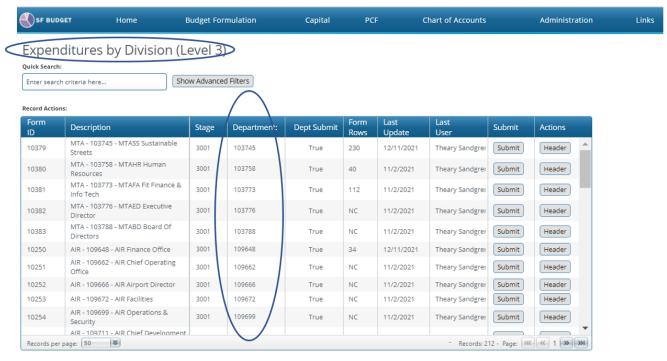
Appendix C: How to Use Expenditure and Revenue Budget Forms

Accessing Forms

- Navigate to https://budget.sfgov.org/bfmsf/default.aspx
- Log in with your credentials. After logging in, you will land on the Home page.
- Select the Budget Formulation panel, where a list of various budget forms can be found.



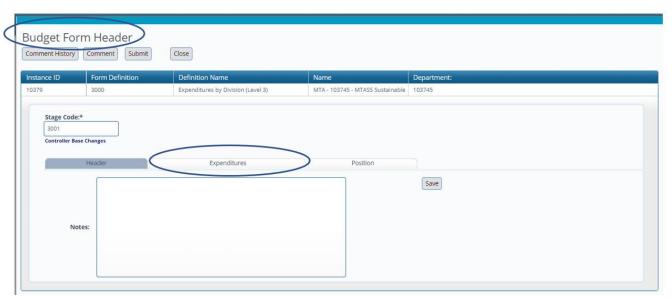
• **Division**: Upon selection of a budget form, the division level(s) can be seen. In BFM, the department's base budget is arranged by PeopleSoft division code. In other words, BFM's Expenditure Form 3000 will list a form for each division in a department. Each form will contain the base budget for the department's division.



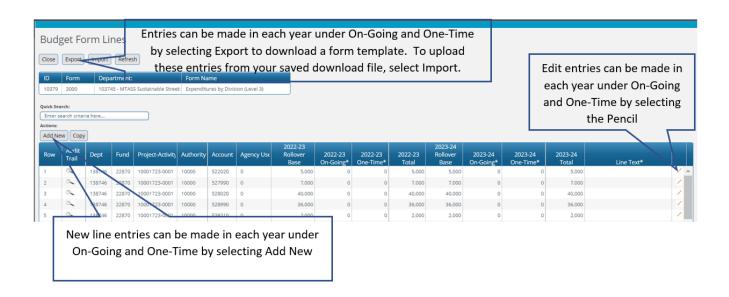
• **Header**: Under the Actions field, select Header.



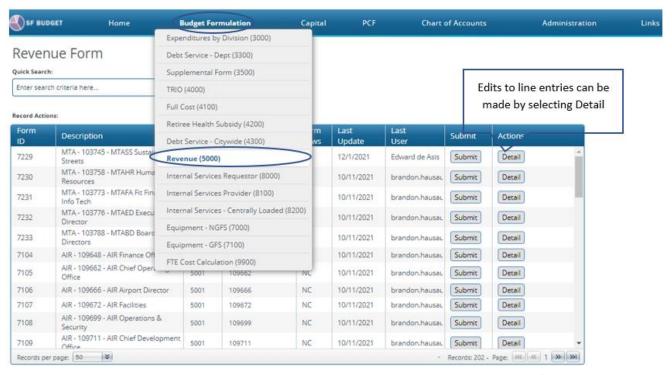
• Expenditures by Division (3000) Form Header: Select the Expenditures tab.



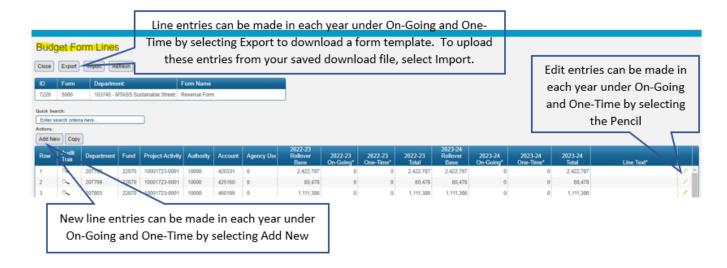
• Entries: Line entries can be made via the Pencil icon, Add New and Export/Import.



• Division Revenue Form: Select Budget Formulation > Revenue (5000).



Detail Line Entries: These can be made via the Pencil icon, Add New and Export/Import.

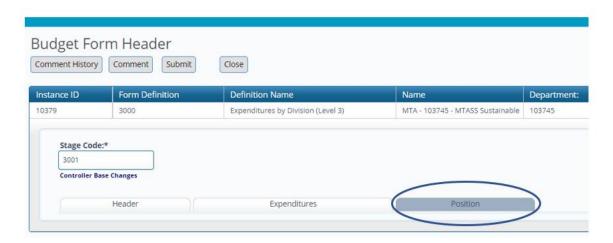


Appendix D: Procedure for Department Position Budget Entries and "eCalculator" for Special Classes

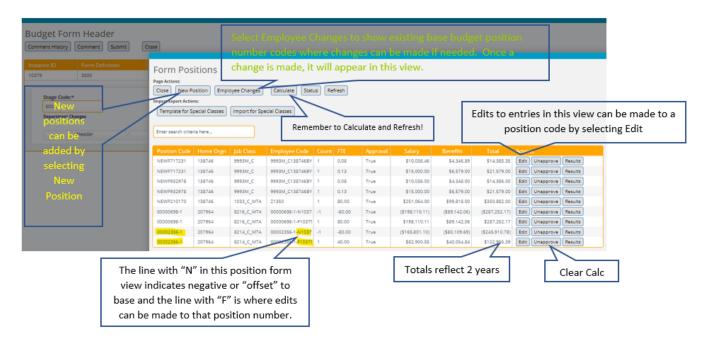
As mentioned in the previous sections, upon selection of a budget form, the division level(s) can be seen. In BFM, the department's base budget is arranged by PeopleSoft division code. Each form will contain the base budget for the department's division. The discussion below illustrates the steps on how to navigate and use the Positions Tab.

Navigating Within Division Budget Form > Positions Tab

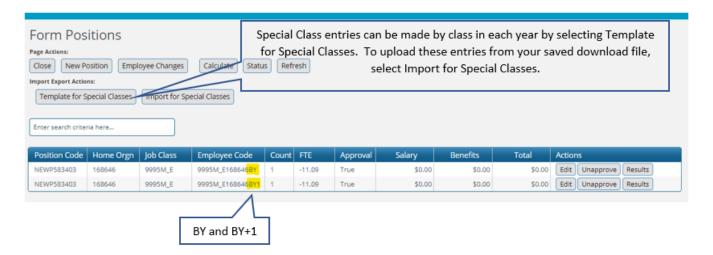
• Header: Under the Expenditures Budget Form (3000), navigate to the Position tab.



Position Tab: Under the Expenditures Budget Form (3000), navigate to the Position tab. See below.



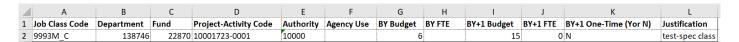
 Position Tab > Template for Special Classes: Under the Expenditures Budget Form (3000), navigate to the Position tab.



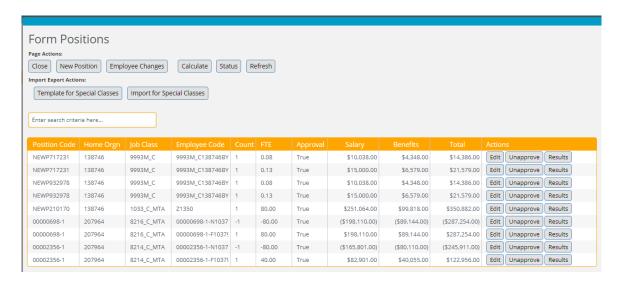
Special Class Calculator: The link for the "eCalculator" can be found HERE



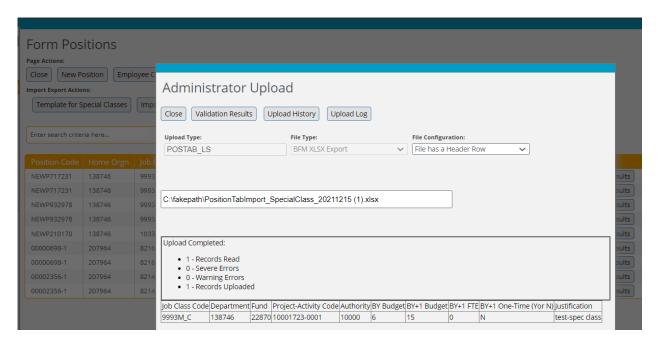
• Special Class Table Import: Salary amounts from the Special Class Calculator can now be entered into the Special Class Import worksheet.

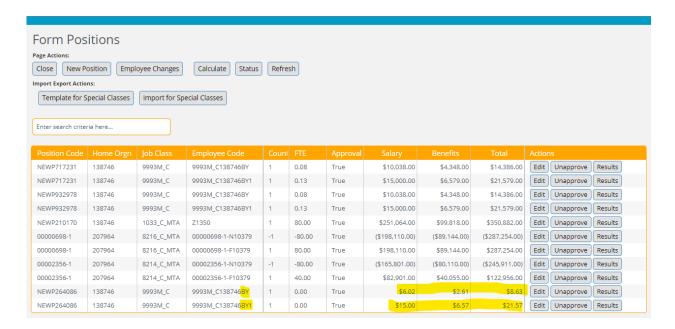


Before the Import: View of Form Positions previous to Import



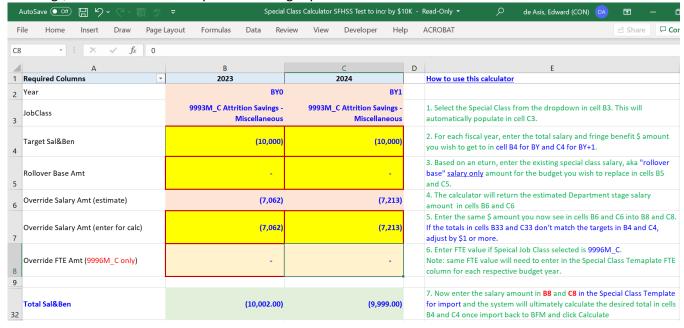
After the Import: View of successful Administrator Upload and Form Positions





Please note: The special class calculator can also be used to calculate incremental changes to special class job classes. The screenshots below illustrate using the calculator to calculate a -10K increase to attrition savings for both budget years BY 22-23 and BY+1 23-24 by entering \$0 for the rollover salary for both budget years.

<u>Special Class Calculator</u> a -10K increase to attrition savings for both budget years BY 22-23 and BY+1 23-24 by entering \$0 for the rollover salary for both budget years.



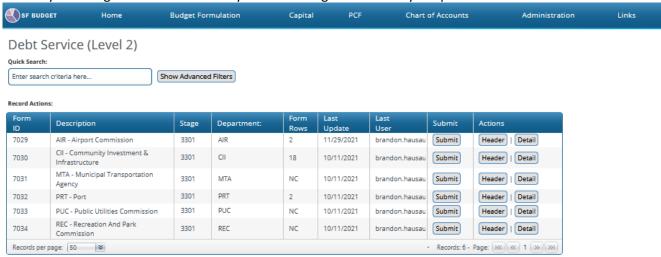
Special Class Import file corresponding to the calculation above.



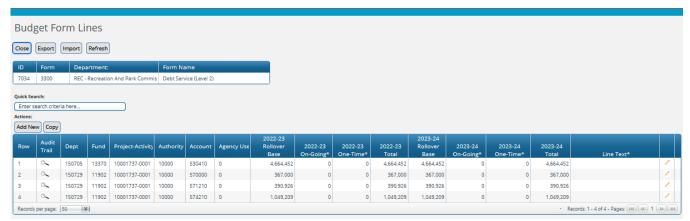
Appendix E: Accessing the Correct Form for Debt Service, and Equipment

Entry forms for debt service, general fund supported (GFS) equipment requests, and nongeneral fund supported (NGFS) equipment requests are organized by three-character department group code:

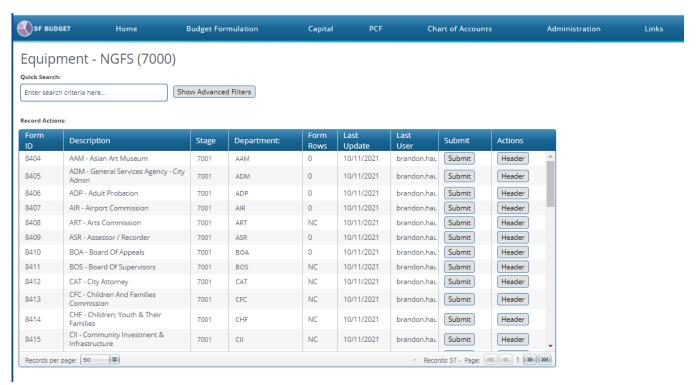
• **Debt Service – Dept (3300).** Debt Service – Dept (3300) contains a form for each department. with departmental debt service included in their base budget. Please note that these forms exclude citywide debt service that is budgeted by Controller's Office of Public Finance in coordination with departments and Mayor's Budget Office and centrally loaded during base and Mayor's phase.



To access the entry forms, click the **Detail** button shown above and enter **On-Going** and **One-Time** change amounts for both budget years in the **Budget Form Lines** shown below. Department entries made in Debt Service – Dept (3300) form will be included in departments' budget submission. For a more detail instruction on **Debt Service – Dept (3300)**, please refer to the user guide, SF End User Training – 3300 Debt Service Dept.



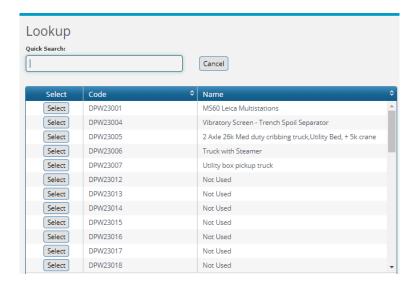
 Equipment – NGFS (7000). Equipment – NGFS (7000) contains a form for each department with departmental non-general fund supported (NGFS) equipment budget included in their base budget.
 Please note that these forms exclude general fund supported (GFS) equipment budget that is centrally loaded during Mayor's phase by Mayor's Budget Office.



To access the entry forms, click the **Header** button shown above. Please note that departments must enter equipment requests for BY in the BY tab and equipment requests for BY+1 in the BY+1 tab shown below.



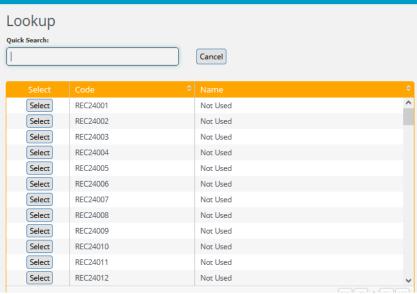
In the BY tab, enter the **Quantity***, **Unit Price***, and **Total*** for budget year BY as shown below. For new equipment requests, enter also the chartfields, equipment number, and equipment title. Please enter a specific and descriptive equipment title. To enter a specific and descriptive equipment title, click the magnifying glass under **See Equipment** in the **Budget Form Lines**. BFM creates several equipment numbers for departments to use.



PLEASE NOTE: You must enter the Total* amount also because BFM will not calculate this amount automatically from the Quantity* and Unit Price* entered. A Total* amount of \$0 will result in the budgeting of \$0 for your department's equipment request.

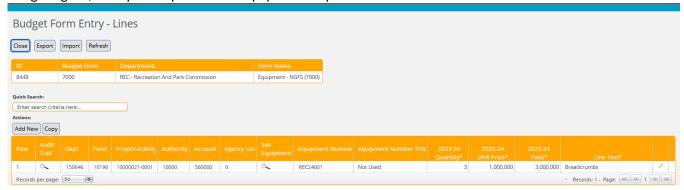


In the BY+1 tab, enter the **Quantity***, **Unit Price***, and **Total*** for budget year BY+1 as shown below. Since most equipment requests are one-time, departments' BY+1 tab will likely be empty initially. Please **Add New** line and enter chartfields, equipment number, and a descriptive equipment title in addition to the **Quantity***, **Unit Price***, and **Total*** for budget year BY+1. To enter a specific and descriptive equipment title, click the magnifying glass under **See Equipment** in the **Budget Form Lines**. BFM creates several equipment numbers for departments to use.



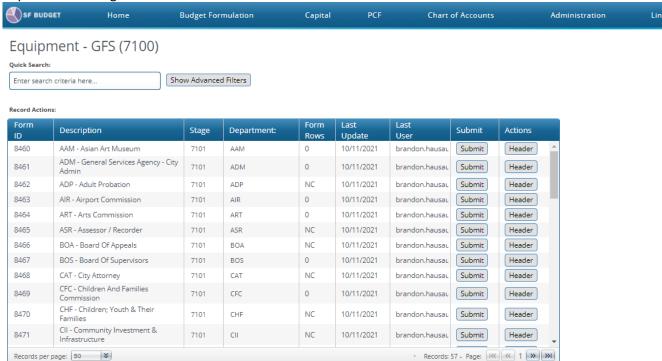
PLEASE NOTE: You must enter the Total* amount also because BFM will not calculate this amount

automatically from the Quantity* and Unit Price* entered. A **Total*** amount of \$0 will result in the budgeting of \$0 for your department's equipment request.

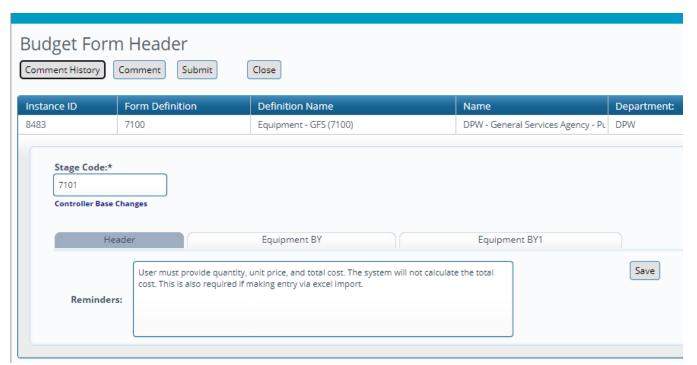


Department entries made in Equipment – NGFS (7000) form will be included in departments' budget submission. For a more detail instruction on Equipment – NGFS (7000), please refer to the user guide, SF End User Training – 7000 Equipment - NGFS.

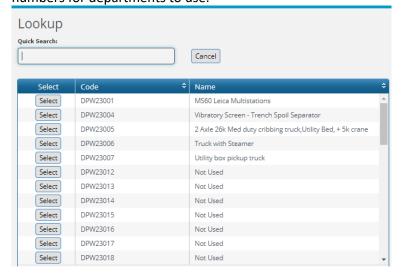
Equipment – GFS (7100). Equipment – GFS (7100) contains a form for each department with
departmental general fund supported (GFS) equipment budget included in their base budget. Please
note that these general fund supported (GFS) equipment budget requests will be centrally loaded
during Mayor's phase by Mayor's Budget Office. GFS equipment budget requests are not part of
departments' budget submissions.



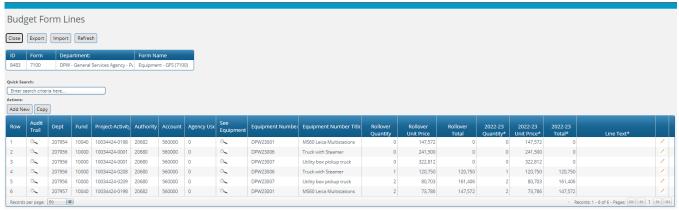
To access the entry forms, click the **Header** button shown above. Please note that departments must enter equipment requests for BY+1 in the BY+1 tab shown below.



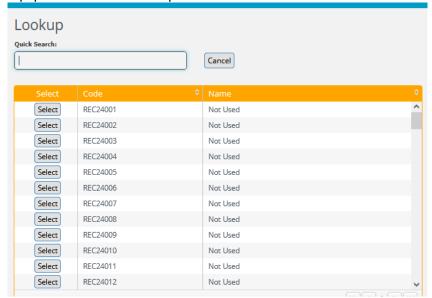
In the BY tab, enter the **Quantity***, **Unit Price***, and **Total*** for budget year BY as shown below. For new equipment requests, enter also the chartfields, equipment number, and equipment title. Please enter a specific and descriptive equipment title. To enter a specific and descriptive equipment title, click the magnifying glass under **See Equipment** in the **Budget Form Lines**. BFM creates several equipment numbers for departments to use.



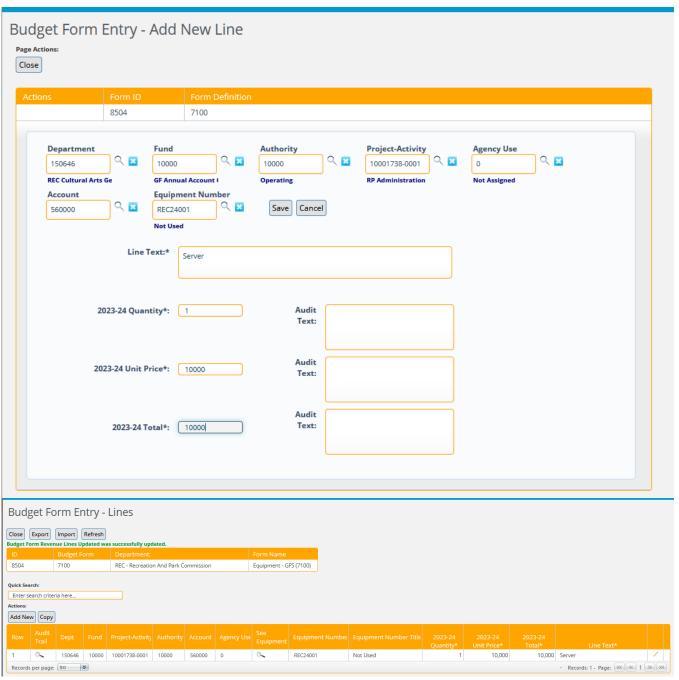
PLEASE NOTE: You must enter the Total* amount also because BFM will not calculate this amount automatically from the Quantity* and Unit Price* entered. A Total* amount of \$0 will result in the budgeting of \$0 for your department's equipment request.



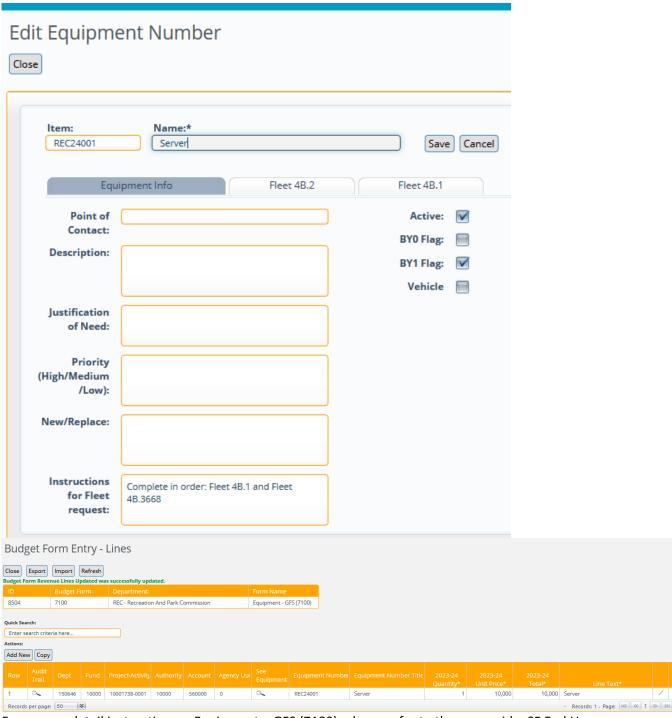
In the BY+1 tab, enter the **Quantity***, **Unit Price***, and **Total*** for budget year BY+1 as shown below. Since most equipment requests are one-time, departments' BY+1 tab will likely be empty initially. Please **Add New** line and enter chartfields, equipment number, and a descriptive equipment title in addition to the **Quantity***, **Unit Price***, and **Total*** for budget year BY+1. BFM creates several equipment numbers for departments to use.



PLEASE NOTE: You must enter the Total* amount also because BFM will not calculate this amount automatically from the Quantity* and Unit Price* entered. A Total* amount of \$0 will result in the budgeting of \$0 for your department's equipment request.

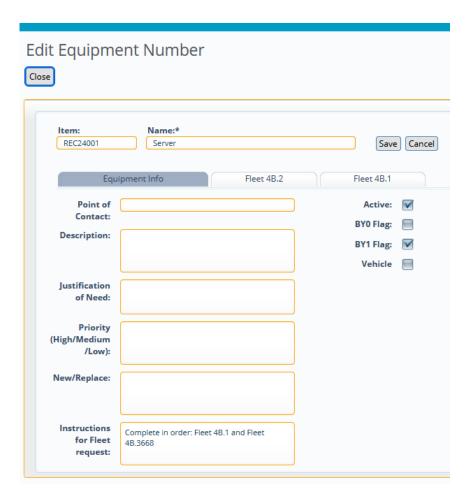


Click the magnifying glass under **See Equipment** in **Budget Form Entry – Lines** to update the **Equipment Number Title** to a <u>clear and specific description</u>.



For a more detail instruction on Equipment – GFS (7100), please refer to the user guide, SF End User Training – 7100 Equipment - GFS.

For general fund equipment requests, departments <u>must</u> answer the questions in the Equipment Info tab and, for vehicle requests, the Fleet 4B.2 and Fleet 4B.1 tabs. These are accessible by clicking on the magnifying glass under See Equipment in Budget Form Entry – Lines.



Appendix F: Accessing the Correct Form for Capital Requests

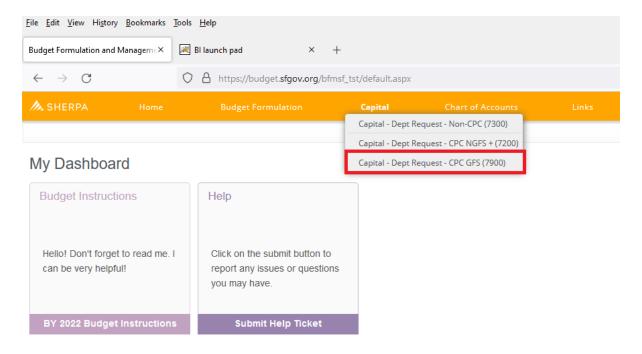
The Capital module in BFM is used to enter capital requests.



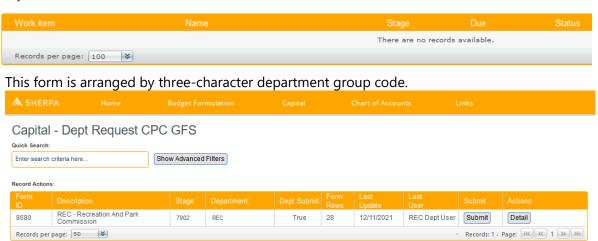
• CPC general fund supported (GFS) capital requests are entered in Capital – Dept Request – CPC GFS (7900): Departments will answer the CPC questionnaire in this form. These requests are not included in departments' budget submission. This form will include projects that were approved in last year's budget process. For new project requests, departments can use placeholder project-activity codes that are autogenerated in BFM. These placeholder project-activity codes do not originate in PeopleSoft Financials. These placeholder project-activity codes will be used by new capital project requests during the CPC approval process. Upon approval, departments will be requested to replace these placeholder project-activity codes with actual project-activity codes created in PeopleSoft Financials during Mayor Phase and subset into BFM.

Departments must ensure that projects going through the CPC process should be tagged with project type "CAPCP" – except for facilities maintenance which would be "MAINC". Approved CPC GFS capital requests will be posted to department budgets in Mayor Phase.

Capital – Dept Request – CPC GFS (7900) form is accessed in BFM through the Capital menu bar located in the top ribbon of the home page.



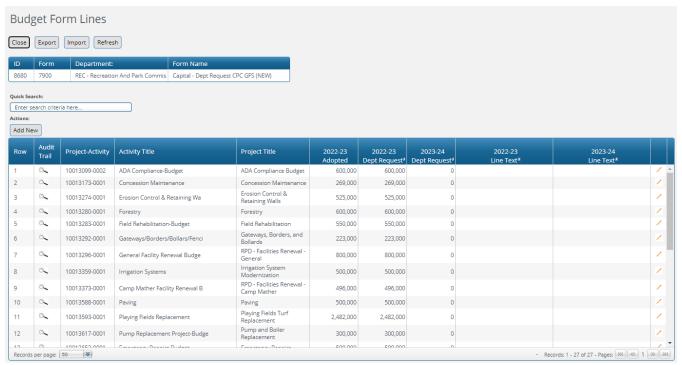
My Work List



To access the **Budget Form Lines** for entering CPC GFS capital requests, click the **Detail** button shown above.

The **Adopted** budget approved for BY+1 in last year's budget process is included.

Please note that the 2022-23 Dept Request amount is a total budget amount that replaces to the Adopted budget amounts for 2022-23! In other words, for BY, the Dept Request amount is a total budget request amount for the capital project! The Adopted 2022-23 amount is only included for reference! Because the BY Dept Request amount is a total budget amount, the BY Adopted Amount will be prepopulated into the BY Dept Request column when you first open form 7900!

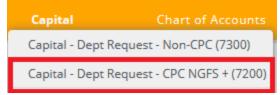


Please also note that you must enter total budget amounts (not change amounts) for BY+1!

For example, the following capital entry boxed in red below requests \$1,200,000 in BY and \$2,500,000 in BY+1, and these amounts will be included in the department's GFS CPC capital request submission as the total budget \$1,200,000 in BY and \$2,500,000 in BY+1 for the capital project.



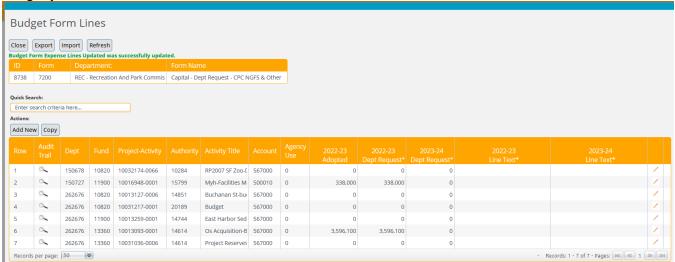
 CPC non-general fund supported (NGFS) capital requests must be entered in Capital – Dept Request – CPC NGFS + (7200).



Example budget include gas-tax funded capital projects in Public Works and IPIC projects. These requests are **not** included in departments' budget submission. These capital requests are reviewed by CPC. This form is arranged by three-character department group code.



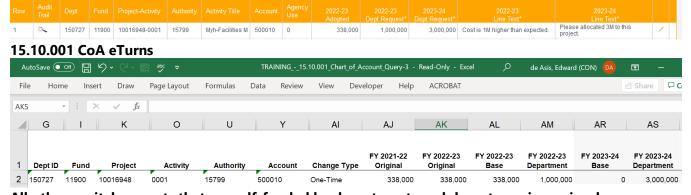
To access the **Budget Form Lines** for entering CPC NGFS+ capital requests, click the **Detail** button shown above. In the **Budget Form Lines** enter proposed capital budget request amounts for the two budget years



The **Adopted** budget approved for BY+1 in last year's budget process is included.

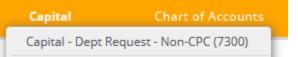
Please note that the 2022-23 Dept Request amount is a total budget amount that replaces the Adopted budget amounts for 2022-23! In other words, for BY, the Dept Request amount is a total budget request amount (not change amount) for the capital project! The Adopted 2022-23 amount is only included for reference! Because the BY Dept Request amount is a total budget amount, the BY Adopted Amount will be prepopulated into the BY Dept Request column when you first open form 7200!

Please also note that you must enter total budget amounts (not change amounts) for BY+1! For example, the following capital entry below requests \$1,000,000 in BY, and \$3,000,000 in BY+1, and these amounts will be included in the department's NGFS CPC capital request submission as the total budget \$1,000,000 in BY and \$3,000,000 in BY+1 for the capital project.

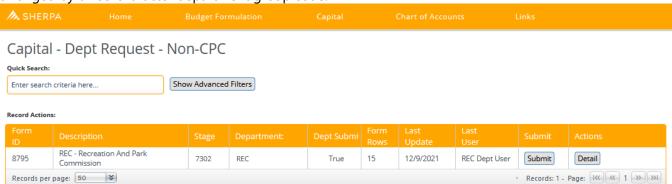


All other capital requests that are self-funded by departments and do not require review by

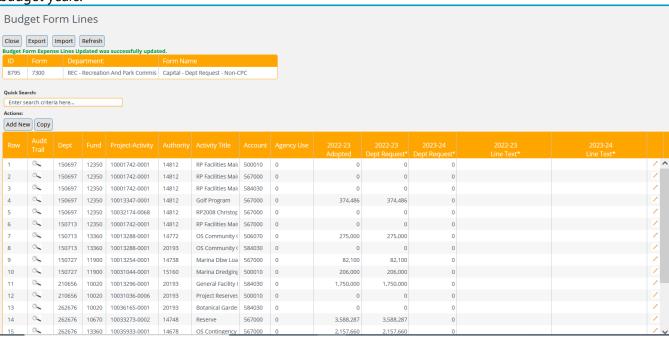
CPC must be entered in Form Capital - Dept Request - Non-CPC (7300).



Example budget include capital projects self-funded by PUC and Airport and gas-tax funded projects in Public Works. These requests are included in departments' budget submission. This form is arranged by three-character department group code.



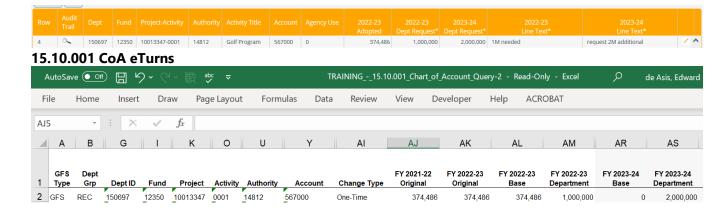
To access the **Budget Form Lines** for entering non-CPC capital requests, click the **Detail** button shown above. In the **Budget Form Lines** enter proposed capital budget request amounts for the two budget years.



The **Adopted** budget approved for BY+1 in last year's budget process is included.

Please note that the 2022-23 Dept Request amount is a total budget amount that replaces the Adopted budget amounts for 2022-23! In other words, for BY, the Dept Request amount is a total budget request amount (not change amount) for the capital project! The Adopted 2022-23 amount is only included for reference! Because the BY Dept Request amount is a total budget amount, the BY Adopted Amount will be prepopulated into the BY Dept Request column when you first open form 7300!

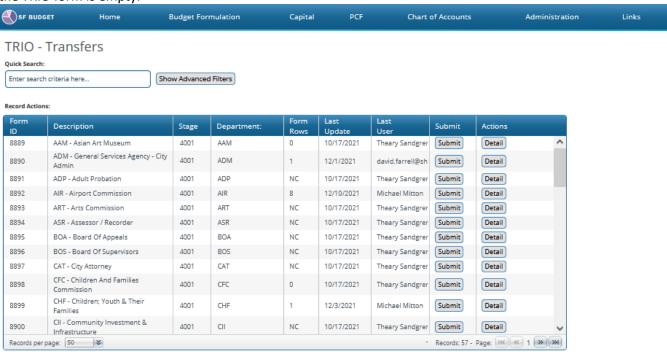
Please also note that you must enter total budget amounts (not change amounts) for BY+1! For example, the following capital entry below requests \$1,000,000 in BY, and \$2,000,000 in BY+1, and these amounts will be included in the department's budget submissions as the total budget \$1,000,000 in BY and \$2,000,000 in BY+1 for the capital project.



- Please also referred to the detailed user guides for the capital module:
 - For entering general fund supported (GFS) capital requests that are funded by CPC and for entering non-general fund supported (NGFS) capital requests that are reviewed by CPC: SF End User Training Capital Projects.
 - For entering non-general fund supported (NGFS) capital requests that are <u>not</u> reviewed by CPC and that are self-funded by departments: SF End User Training 7300 Capital Non-CPC.

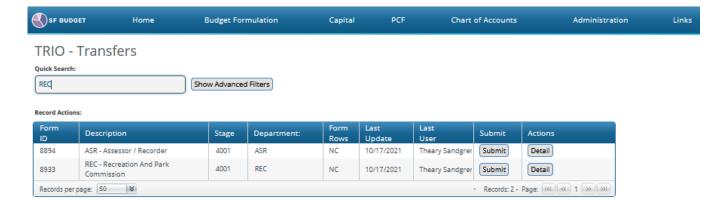
Appendix G: Entries in the Revenue Transfer Form – TRIO (4000)

The revenue transfer form TRIO (4000) is used to budget transfers between different funds. Transfer amounts between different funds in PeopleSoft are linked using the six-digit, transfer in-out (TRIO) code. Thus, the TRIO code tracks a transfer between two different funds. In BFM, the TRIO (4000) form is arranged by department group code. Each city department has a TRIO (4000) form. For departments that do not budget transfers out, the TRIO form is empty.

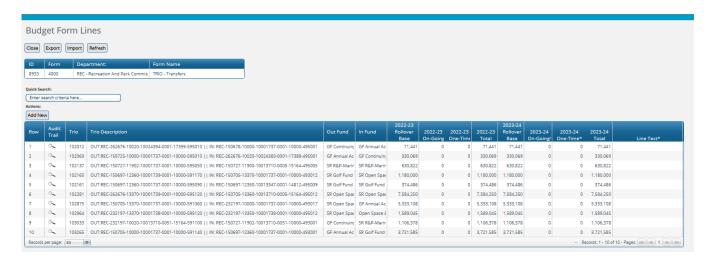


Importantly, the revenue transfer form only requires entry to the out-fund, and BFM will auto-generate the entry for the in-fund. When the transfer-out amount is manually entered as a budgeted use in the out-fund and out-department, BFM automatically generates the transfer-in amount as a budgeted source in the in-fund. Importantly, the transfer-in amounts automatically generated by BFM will appear in the eTurns and audit trails in real-time immediately after the budgeted use in the out-fund has been entered. The following procedures are used for making revenue transfer entries in BFM:

 Access the form for the Department that must budget a transfer out amount. Forms in the revenue transfer application are listed by three-character department group code. You may use the Quick Search feature to search for a Department Group Code. Press the Detail button to access the TRIO form for the department.



2) The TRIO form for a department lists all of the TRIO codes that contain the department's budgeted transfers out. The **Trio Description** field lists the department group code, department ID, fund, project-activity, authority, and account for both the transfer-out uses and the transfer-in sources. The **Out Fund** and **In Fund** are listed in their respective fields. Any missing TRIO codes must be subset into BFM. For a TRIO code to be subset into BFM, the department group code, department ID, fund, project-activity, authority, and account for both the transfer-out uses and the transfer-in sources must also be subset into BFM.



3) Enter the required **On-going** and **One-time** change amounts for BY and BY+1 in the TRIO form for each TRIO code used in a transfer.



4) Run the eTurns and audit trails to check the correctness of the revenue transfer entry.



5) For a more detailed discussion of the TRIO form, please refer to the user guide, SF End User Training – 4000 Transfers Form.

Appendix H: Sample Budget Certification Letter

| {Date} | | | | | |
|---|--|--|--|--|--|
| Ashley Notini Groffenberger, Mayor's Budget Director City and County of San Francisco City Hall, Room 288 | | | | | |
| Angela Calvillo, Clerk of the Board, Board of Supervisors City and County of San Francisco City Hall, Room 244 | | | | | |
| Ben Rosenfield, Controller City and County of San Francisco City Hall, Room 316 | | | | | |
| RE: Adopted Budget for FY 2022-23 & FY 2023-24 | | | | | |
| Dear Colleagues: | | | | | |
| I hereby certify, in conformance with San Francisco Charter Section 9.115 and San Francisco Administrative Code Section 3.14, that the funding provided in the budget for FY 2022-23 and FY 2023-24 as adopted by the Board of Supervisors is adequate for my department to meet service levels as proposed to the Board. | | | | | |
| I anticipate that I shall make no requests for supplemental appropriations barring unforeseen circumstances. | | | | | |
| Sincerely, | | | | | |
| {Department Head} {Title} | | | | | |
| cc: Ashley Notini Groffenberger, Mayor's Budget Director cc: Michelle Allersma, Controller's Office, Budget and Analysis Division Director | | | | | |
| | | | | | |

Appendix I: Mayor's, Controller's Budget & Analysis, and Controller's Accounting Operations Contacts

| Dept. # | Code | Department Name | Mayor's Office | Controller's Budget & Analysis | Controller's Accounting Operations |
|------------|------|--|------------------|--------------------------------------|--|
| 62 | AAM | Asian Art Museum | Damon Daniels | Kenyetta Hinton | Senna Osby |
| 70 | ADM | General Services Agency - Administrative Services | Camilla Taufic | Nick Leo | Maricar Gratuito |
| 13 | ADP | Adult Probation | Damon Daniels | Kenyetta Hinton | Janica Li |
| 27 | AIR | Airport | Damon Daniels | Nick Leo | Melson Mangrobang |
| 28 | ART | Arts Commission | Damon Daniels | Nick Leo | Senna Osby |
| 2 | ASR | Assessor/Recorder | Radhika Mehlotra | Michael Mitton | Maricar Gratuito |
| 1 | BOS | Board of Supervisors | Anna Duning | Michael Mitton | Senna Osby |
| 3 | CAT | City Attorney | Caroline Buhse | Edward de Asis | Maricar Gratuito |
| 64 | CFC | Children & Families Commission | Sally Ma | Kenyetta Hinton | Senna Osby |
| 23 | CHF | Children, Youth & Their Families | Camilla Taufic | Kenyetta Hinton | Janica Li |
| 9 | CON | Controller | Radhika Mehlotra | Risa Sandler | Melson Mangrobang |
| 29 | CPC | City Planning | Radhika Mehlotra | Ysabel Catapang | Maricar Gratuito |
| 10 | CRT | Superior Court | Xang Hang | Edward de Asis | Janica Li |
| 30 | CSC | Civil Service Commission | Xang Hang | Michael Mitton | Senna Osby |
| 17 | CSS | Child Support Services | Xang Hang | Risa Sandler | Senna Osby |
| 4 | DAT | District Attorney | Caroline Buhse | Ysabel Catapang | Janica Li |
| 19 | DBI | Department of Building Inspection | Radhika Mehlotra | Kenyetta Hinton | Maricar Gratuito |
| 88 | DPA | Department of Police Accountability | Damon Daniels | Kenyetta Hinton | Janica Li |
| 81 | DPH | Department of Public Health | Morgan Owens | Nick Leo | Josephine Liu |
| 90 | DPW | General Services Agency - Public Works | Anna Duning | Edward de Asis | Melson Mangrobang |
| 45 | HSA | Human Services Agency | Sally Ma | Nick Leo | Sally Chan |
| 77 | DEM | Emergency Communications | Caroline Buhse | Kenyetta Hinton | Janica Li |
| 21 | ECN | Economic & Workforce Development | Morgan Owens | Kenyetta Hinton | Maricar Gratuito |
| 22 | ENV | Environment | Xang Hang | Michael Mitton | Maricar Gratuito |
| 18 | ETH | Ethics Commission | Radhika Mehlotra | Michael Mitton | Maricar Gratuito |
| 61 | FAM | Fine Arts Museum | Damon Daniels | Michael Mitton | Senna Osby |
| 31 | FIR | Fire Department | Caroline Buhse | Edward de Asis | Janica Li |
| 97 | GEN | General City Responsibility | Anna Duning | Michelle Allersma/ Risa Sandler | Melson Mangrobang |
| 4 | HRC | Human Rights Commission | Camilla Taufic | Ysabel Catapang | Senna Osby |
| 33 | HRD | Human Resources | Anna Duning | Michael Mitton | Maricar Gratuito |
| 84 | НОМ | Dept. of Homelessness and Supportive Housing | Caroline Buhse | Kenyetta Hinton | Sally Chan |
| 55 | HSS | Health Service System | Sally Ma | Kenyetta Hinton | Josephine Liu |
| 12 | JUV | Juvenile Probation | Sally Ma | Edward de Asis | Janica Li |
| 41 | LIB | Public Library | Morgan Owens | Michael Mitton | Senna Osby |
| 63 | LLB | Law Library | Xang Hang | Ysabel Catapang | Senna Osby |

| 35 | МТА | Municipal Transportation Agency (MTA) | Morgan Owens | Kenyetta Hinton | Melson Mangrobang |
|----|------|---|------------------|------------------------------------|----------------------|
| 25 | MYR | Mayor | Radhika Mehlotra | Nick Leo | Maricar Gratuito |
| 37 | BOA | Board of Appeals | Damon Daniels | Nick Leo | Maricar Gratuito |
| 5 | PDR | Public Defender | Caroline Buhse | Ysabel Catapang | Janica Li |
| 38 | POL | Police Department | Caroline Buhse | Edward de Asis | Janica Li |
| 39 | PRT | Port | Caroline Buhse | Edward de Asis | Maricar Gratuito |
| 40 | PUC | Public Utilities Commission | Radhika Mehlotra | Kenyetta Hinton | Senna Osby |
| 42 | REC | Recreation & Park | Morgan Owens | Edward de Asis | Melson Mangrobang |
| 80 | REG | Elections | Camilla Taufic | Ysabel Catapang | Maricar Gratuito |
| 44 | RET | Retirement System | Anna Duning | Michael Mitton | Senna Osby |
| 65 | RNT | Rent Arbitration Board | Xang Hang | Ysabel Catapang | Maricar Gratuito |
| 60 | SCI | Academy of Sciences | Damon Daniels | Ysabel Catapang | Senna Osby |
| 6 | SHF | Sheriff's Department | Camilla Taufic | Edward de Asis | Janica Li |
| 75 | TIS | General Services Agency - Technology | Sally Ma | Ysabel Catapang | Maricar Gratuito |
| 8 | TTX | Treasurer / Tax Collector | Radhika Mehlotra | Michael Mitton | Janica Li |
| 99 | UNA | General Fund Unallocated | | Michelle Allersma/ Risa Sandler | Melson Mangrobang |
| 46 | WAR | War Memorial | Damon Daniels | Ysabel Catapang | Senna Osby |
| 48 | WOM | Department on the Status of Women | Sally Ma | Ysabel Catapang | Maricar Gratuito |
| | OCII | Office of Community Investment and Infrastructure | Radhika Mehlotra | Risa Sandler | Josephine Liu |

| Mayor's Budget Office | | | | |
|-----------------------|-----------------|--|--|--|
| Caroline Buhse | (415) 554-4793 | | | |
| Damon Daniels | Starting in Jan | | | |
| Anna Duning | (415) 554-6216 | | | |
| Ashley Groffenberger | (415) 554-6511 | | | |
| Xang Hang | (415) 554-6617 | | | |
| Adrian Liu | (415) 554-6659 | | | |
| Sally Ma | (415) 554-5965 | | | |
| Radhika Mehlotra | (415) 554-6125 | | | |
| Morgan Owens | (415) 554-6639 | | | |
| Camilla Taufic | (415) 554-6466 | | | |

| Controller's Accounting Operations | | |
|------------------------------------|----------------|--|
| Sally Chan | (415) 554-7418 | |
| Maricar Gratuito | (415) 554-6627 | |
| Janica Li | (415) 554-7516 | |
| Josephine Liu | (415) 554-7619 | |
| Melson Mangrobang | (415) 554-5158 | |
| Senna Osby | (415) 554-7567 | |
| Jane Yuan (Supervisor) | (415) 554-7546 | |

| Controller's Budget Office | | |
|----------------------------|----------------|--|
| Michelle Allersma | (415) 554-4792 | |
| Edward de Asis | (415) 554-7663 | |
| Ysabel Catapang | (415) 554-5253 | |
| Nick Leo | (415) 554-7575 | |
| Carol Lu | (415) 554-7647 | |
| Michael Mitton | (415) 554-6626 | |
| Kenyetta Hinton | (415) 554-7535 | |
| Risa Sandler | (415) 554-5254 | |

^{*} While we are working from home due to the COVID-19 pandemic, please reach out to your analysts via email.