

**Budget Years 2018-2019 & 2019-2020**



**City & County of  
San Francisco**

**Mayor's Office  
Budget  
Instructions**

December 20, 2017

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# Budget Schedule

Date	Two-Year Rolling & Fixed June 1 Department Budgets	Two-Year Fixed May 1 Department Budgets
<b>Friday, January 12, 2018</b>	<ul style="list-style-type: none"> <li>• Technology Project Proposals, Form 5, due to COIT for all IT projects greater than \$100,000</li> <li>• Fleet requests due to Mayor’s Office and City Administrator’s Office through SharePoint forms</li> <li>• Capital Budget requests, Form 6, due to the Capital Planning Committee via the Capital Planning &amp; Reporting Database (CPRD)</li> </ul>	
<b>Wednesday, February 21, 2018</b>	<ul style="list-style-type: none"> <li>• All departments submit budget in system and all forms to the Mayors Budget Office (electronically) and to the Controller’s office (hard copy and electronic copy)</li> <li>• Non-fleet equipment requests due through SharePoint to MBO</li> <li>• All capital projects funded with non-General Fund money loaded by departments into the budget system</li> </ul>	
<b>Monday, April 2, 2018</b>		<ul style="list-style-type: none"> <li>• All budget-related legislation due to the Mayor’s Office for May 1 departments</li> </ul>
<b>Tuesday, May 1, 2018</b>	<ul style="list-style-type: none"> <li>• Capital Budget submitted by City Administrator’s Office to Capital Planning Committee for final review and adoption</li> <li>• All budget-related legislation due to Mayor’s Office for June 1 departments</li> </ul>	<ul style="list-style-type: none"> <li>• Mayor’s Office introduces proposed budgets for fixed two-year budgets to the Board of Supervisors</li> <li>• MTA budget due to the Board of Supervisors</li> </ul>
<b>May 2018</b>		<ul style="list-style-type: none"> <li>• The Budget and Legislative Analyst’s Office reviews May 1 departmental budgets</li> </ul>
<b>Friday, June 1, 2018</b>	<ul style="list-style-type: none"> <li>• Mayor's Proposed Budget to the Board of Supervisors</li> </ul>	
<b>Tuesday, July 31, 2018</b>	<ul style="list-style-type: none"> <li>• Last day for Board of Supervisors to adopt the two-year budget</li> </ul>	
<b>Monday, August 27, 2018</b>	<ul style="list-style-type: none"> <li>• Department Budget Certification Letter Due</li> </ul>	

# Introduction – User Guide

This document contains the Mayor's Office policy instructions, technical instructions, and submission forms for preparation of the Fiscal Year 2019-20 (BY) and Fiscal Year 2019-20 (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, including specific instructions for the departments required to submit fixed two-year budget requests and guidance for the new PeopleSoft system.

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

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

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

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

The following documents may be useful to you as you prepare your budget submission:

- Chart of Accounts Crosswalk from FAMIS to PeopleSoft
  - (1) <https://sfemployeeportalsupport.sfgov.org/support/solutions/articles/22000206853-chart-of-accounts>
  - (2) Controller's Office, City Hall, Room 316
- Budget System, electronic versions of Instructions and Budget Forms, and other helpful links
  - (1) <http://budget.sfgov.org/>
  - (2) Controller's Office, Budget and Analysis Division, City Hall, Room 312

Please note that the Controller's Office will release a separate document providing technical guidance for using the City's Budget System in early January.

For questions concerning the Mayor's Office Policy Instructions, contact the Mayor's Budget Office. For questions concerning technical guidance or the budget system, contact the Controller's Budget Office. Your department's designated analyst in the Mayor's Budget Office and Controller's Budget Office is listed in Appendix D at the end of this document.

# New Instructions & Key Reminders

## Changes to Instructions:

**Budget System Technical Instructions:** Due to the conversion of the financial system and resulting updates to the budget system, the Controller's Office technical instructions will be released to departments in early January. Departments will also receive access to the budget system at this time. Departments will have access to FY 2018-19 and 2019-20 base phase reports with FAMIS and PeopleSoft crosswalk codes through BPMS 15.10 reports from December 8, 2017.

**Performance Measures:** The Mayor's Office and the Controller's Office will continue to work with departments to better align budget with strategic planning. We are asking each department to revise its current, publicly reported performance measures to create a set of measures that align more closely with its updated strategic plan. Departments will be contacted by the Controller's Office to initiate this process, with the goal of having all department performance measures mapped to updated strategic plans prior to publication of the budget book.

**Departments with Fixed Two-Year Budgets:** The FY 2018-19 and FY 2019-20 budget process will include some City departments that will submit a fixed two-year budget. The departments that will submit fixed two-year budgets are still being determined. Departments should all prepare their budget and appropriately project their needs in the second year to the best of their ability. It will be more clear which departments will be rolling and which will be fixed in January 2018. There are unique instructions, provided at the end of this section for fixed two-year budget departments.

**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 year 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 when the Mayor or the Board of Supervisors reduces expenditures in department's budget after the department phase of the budget. Departments should be aware of this provision before adjusting 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, both surplus transfers and supplemental appropriation adjustments to restore the appropriation will require approval of two-thirds

of the Members of the Board of Supervisors. Departments are always welcome to discuss potential increases with their Mayor's Budget Analyst ahead of loading in the Budget System.

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.

**Budget Year (BY) and Budget Year plus 1 (BY+1):** Included in the Budget Instructions is reference to Fiscal Year 2018-19 and Fiscal Year 2019-20 as BY and BY+1 respectively.

**Prior Year (PY) and Current Year (CY):** Included in the Budget Instructions is reference to Fiscal Year 2016-17 and Fiscal Year 2017-18 as PY and CY respectively.

**Position Chart of Accounts:** Whereas in FAMIS, temporary salaries and permanent salaries were distinguished by different subobjects 00101 and 00501 respectively in the new PeopleSoft structure, these exist under the same account 501010 and are distinguished by job classification. Departments will need to track temporary salary expenditures by job class TEMPM E/TEMPM E rather than by account.

**Project and Activity Titles:** Code titles, specifically for projects and activities, should reasonably articulate their purpose. Titles should never contain ambiguous text such as "placeholder" in the title.

**Account 519010 Fringe Adjustments-Budget:** This account should not be used by Departments. The Controller's Office may move budget entries in account 519010 to other accounts and/or remove balancing entries in this account. During the department phase, please remove all 519010 entries.

**Job Class 9995M\_Z:** This job class should not be used, please replace this job class with actual job classes in the Department budget submission.

**Work Orders – Interdepartmental Services:** Please note the change in terminology from "Work Orders" to "Interdepartmental Services" and see "Interdepartmental Services Balancing and Entries" below, which provides detailed instructions on interdepartmental services. A key change to balancing includes budgeting recoveries under revenue with chart of account (486xx) rather than as negative expenditures.

**Index Code:** Index codes do not have a direct analog in the new PeopleSoft structure and have been replaced by combinations of the fund, department, authority, project, and activity chartfields.

**Authority:** The Authority code in PeopleSoft is a new, required field that did not crosswalk directly from a code in FAMIS. However, the authority code used with authority-controlled funds corresponds to the six-character project code in FAMIS. More detail will be available in the forthcoming Controller's technical guidance document.

**Children's Baseline:** Children's baseline spending was previously tracked by using FAMIS Programs FAY and FAL. In PeopleSoft, this spending will be tracked using the Activity Type embedded in Activity chartfield. Children's baseline, formerly FAL, is coded as Activity Type 00008, and Transitional-aged youth baseline, formerly FAY, is coded as Activity Type 00009. More detail will be available in the forthcoming Controller's technical guidance document.

**IPIC Projects – Capital Load:** Similar to last year, please load Interagency Plan Implementation Committee (IPIC) capital projects in department phase (both expenditures and revenues). You should still coordinate with

IPIIC and Capital Planning on these expenditures and revenues to ensure they are correct.

**Grant Status and Start Dates:** Departments should confirm that the project start dates for grant-funded projects in the PeopleSoft Grant and Project Coding modules precede July 1, 2018 and that the projects are activated prior July 1 2018 for the interim budget interface. Please work with your Controller's Office Fund Accountant to verify the status, start dates, and end dates of grant-funded projects and create new project codes as needed.

**Budget Submission:** Please only submit an electronic copy of your budget submission to the Mayor's Budget Office; a hard copy is no longer needed. However, you do need to submit both an electronic and one hard copy to the Controller's Office.

**Action Indicator "P":** Please use this action indicator for Limited to Permanent Reclassifications – reclassify a limited position to a permanent position. Reference numbers must be used to link positions with "P" indicators.

**Technology purchases:** For all technology purchases (either Commodity or Service) that will be conducted via the City's Technology Store, departments are reminded to add 1.9% of total cost including sales tax to the total budgeted amount to account for the "City's Technology Fee". The Fee is authorized under Admin Code Sec 21.8.(b). For further information, please contact your Controller or Mayor's Office Analyst.

**Organizational Charts:** Departments are reminded that Organizational Charts are due to the Mayor's Office with the budget submission in two forms. The first, a high-level chart that discusses only major departmental structures, is for publication in the budget book. The second is a chart for all major divisions down to the position level, with indication of if the position is filled or not.

## Financial System (PeopleSoft) Conversion Impact on Budget Development

Due to the implementation of the new financial system, the budget system is undergoing updates and will be open to departments in early January for entries. In the interim, departments will be able to run reports displaying the base phase for the FY 2018-19 and 2019-20 budget cycle.

In addition to the specific changes described above, below are general process changes due to the implementation of the PeopleSoft system.

**Coding:** Budget development for this FY 2018-19 and FY 2019-20 budget cycle will be entirely in PeopleSoft chartfield coding. For reference, please review the F\$P crosswalk files which map FAMIS codes to PeopleSoft codes.

**E-Lists:** Budget entry is categorized and simplified by creating unique combinations called E-Lists. Under the FAMIS coding structure, the e-Lists are combinations of Department-Division-Program-Subfund. In the PeopleSoft structure, E-Lists follow the hierarchy of the department chartfield, then the fund chartfield, Department-Division-Section-Fund.

For example, the budget E-List for the Budget and Analysis Division of the Controller's Office is CON-207672-10000 CON Budget & Analysis\GF Annual Account Ctrl; the three-letter department followed by the

department chartfield value for the division, followed by the related fund value. If department's hierarchy has section, the eList will then include section after the division; example MTA-103745-103742-22870 MTASM Street Management\MTASMEN Transportation Eng\MTA SM OP Annual Account.

**Appropriation Control:** There are three levels of appropriation control in the PeopleSoft system. The fund field determines the level of appropriation control at the account, project, or authority level. For example, funds mapped from AAA in FAMIS will be controlled at the account level in PeopleSoft.

**Mapping Subobject and Character to Account:** Expenditure-related characters and subobjects in FAMIS had a prefix of 0. In Peoplesoft, expenditure-related accounts now begin with 5, and revenue-related accounts now begin with 4. Many of the character codes have been preserved and embedded in these account codes. For example, property taxes, previously captured under FAMIS character 100, now fall under an account hierarchy of 4100.

**Budget Entry:** Budget entry will still be through the existing IBM Cognos Budget and Performance Monitoring System (BPMS), which is updated with PeopleSoft chartfield codes.

**SF Employee Portal:** Budget and Performance Measurement System (BPMS) and Budget Preparation Reports will be accessed through SF Employee Portal.

## Interdepartmental Services Balancing and Entries

**Similar to last year, the Controller's Office and the Mayor's Office want to emphasize that departments should make every effort possible to balance all interdepartmental services (IDS) and be in agreement on IDS prior to their budget submissions on February 21, 2018.**

**Interdepartmental Services Budget:** Controller's Office is evaluating the various billing mechanism available in PeopleSoft and their impact on budgeting Interdepartmental Services. For the budget submission, please keep the interdepartmental Service budgets the way it has been and Controller's Office will provide more guidance after the evaluation.

**Interdepartmental Services:** Departments shall contact and reach agreement with all departments with whom the department has an IDS relationship. Departments will ensure that budget submissions for sending, receiving and expenditure authority are agreed to and balanced across both departments. Departments that fail to do so will be contacted and asked to balance their IDS right away to avoid last-minute balancing by either the Controller's Office or Mayor's Office.

**Centrally Loaded Citywide Interdepartmental Services:** Departments should **not** adjust citywide IDS that are loaded centrally by the Mayor's Office in Mayor phase. The following list of IDS accounts and other citywide budget entries shall not be updated by departments in the Budget System. The Mayor's Budget Office will review the budget values in the Base Budget and update if needed during the Mayor's Budget Phase. General Fund departments will be held harmless for the changes in these IDS as they relate to employee wage and benefit cost increases at the performing departments.

**One exception to this rule** - If departments have service level changes (i.e., a department wants an increase in the amount of service provided through one of the citywide IDS below), adjustments must be discussed with the performing department well before budget submission at the end of February. The requesting department must be able to afford this increase within their base budget without increasing their general

fund support, and even then the department should not load this change, but rather discuss it with the performing department and ensure the performing department informs the Mayor’s Budget Office of this change, which (if approved) will then be loaded centrally in Mayor phase along with the rest of these work orders.

If any questions remain on these work order changes, please contact your Mayor’s Budget Office analyst.

**Centrally Loaded Interdepartmental Services**

<b>Type of Interdepartmental Services</b>	<b>Account Code and Title</b>
<b>Fleet</b>	581740 Is-Purch-CentrI Shop-FuelStock
	581710 Is-Purch-CentrI Shop-AutoMaint
	581730 Is-Purch-Vehicle Leasing (AAO)
<b>Real Estate</b>	581890 GF-Rent Paid To Real Estate
	581065 Adm-Real Estate Special Svcs
	581860 GF-Real Estate Service
	581410 GF-GSA-Facilities Mgmt Svcs
	581650 Leases Paid To Real Estate
<b>Contract Monitoring</b>	581500 GF-Human Rights Commission
<b>Risk Management</b>	581170 GF-Risk Management Svcs (AAO)
	581920 GF-HRc Surety Bond
<b>Reprographics</b>	581820 Is-Purch-Reproduction
	581790 GF-Purch-Mail Services
<b>Public Utilities Commission Rates</b>	581051 GF-PUC-Light Heat & Power
	581063 PUC Sewer Service Charges
	581064 Ef-PUC-Water Charges
<b>Worker’s Compensation</b>	581460 GF-HR-Workers' Comp Claims
<b>Department of Technology</b>	581210 Is-TIS-Isd Svcs-Infrast Cost
	581140 Is-TIS-Isd Services
	581280 TIS-Sfgtv Services (AAO)
	581360 GF-TIS-Telephone(AAO)
	581325 Enterprise Agreement
<b>Controller’s Office</b>	581620 GF-HR Mgmt-Benefits Admin Sys
	581130 GF-Con-Internal Audits
	581290 Con-Fin Systems Replacement Pr
	581245 GF-CON-Information System Ops

**Other Centrally Loaded Citywide Budget Entries:** Departments also should **not** load debt service on General Fund Certificates of Participation; equipment lease finance program costs; General Fund capital; or General Fund equipment expenses; COIT General Fund projects; or COWCAP expenses –these are loaded centrally by the Mayor’s Office in the Mayor’s phase. Non-general Fund capital, debt and equipment should be loaded in Department phase.

<b>Debt</b>	Account roll-up 5700	Debt Service
<b>Capital</b>	Account roll-up 5600	Capital Outlay (Includes Equipment)
	Account roll-up 5690	Carryforward budgets Only
	Account roll-up 5610	Facilities Maintenance
	Account roll-up 5060	Programmatic Projects
<b>COIT</b>	Please refer to Form 5 Instructions	
<b>COWCAP</b>	Account 520010	Indirect Cost reimbursement

# Departments Submitting Fixed Two-Year Budgets

The departments that will be starting a new fixed two year budget process for this BY and BY+1 cycle is still be determined. This will be determined by January 2018. Below are details for those departments submitting a fixed two-year budget compared to a rolling two-year budget.

Please note that per Charter section 8A.106.(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, 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 require a 2/3 vote of the full Board of Supervisors. For example, if during the FY2017-18 and 2018-19 budget process, the Board reduced a FY 2018-19 General Fund (PeopleSoft fund 10000) expenditure for Department ABC in character 5400, Department ABC could not increase these expenditures through the budget system. Instead, an increase to fund 10000, expenditures in character 5400 would need to be included on a supplemental ordinance to the Board of Supervisors, and the item 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	Affected Funds	Action
Total Budget Increase	Increasing expenditure authority	All	In BY+1, expenditure appropriation increases will be submitted to the Board of Supervisors on a supplemental ordinance.
Revenue projections >5%	Department revenues are projected to grow by more than 5%	All non-General Fund funds for fixed two-year budget departments	A supplemental appropriation ordinance will be submitted to the Board of Supervisors to address the revenue and associated expenditure increases in these funds.
Revenue Projects <5% and no new expenditure authority requested	Department revenues are projected to grow by less than 5% and the department does not wish to increase expenditure authority to use this revenue	All non-General Fund funds for fixed two-year budget departments	If a department does not elect to appropriate revenue increases, the incremental revenue will be budgeted in a reserve (i.e. accounts starting with 597 or 598) and the increase will not need Board of Supervisors approval.
Revenue projections >2.5%	The General Fund is projected by the Controller's Office to grow by more than 2.5%	General Fund	Introduction of a supplemental appropriation ordinance to address the revenue and associated expenditure increases in these funds
Increasing expenditure appropriations by moving appropriations between characters or projects within the same fund	Using the budget system to accomplish allowable mid-year administrative changes	All	Increases of expenditure lines of up to 10% of the original appropriation can be done administratively in the budget system. Increases in expenditure lines above 10% must be approved by the Board of Supervisors,  <b>Note: Not permitted if the appropriation was reduced by the Mayor or Board in the prior year's process.</b>
Substituting positions (aka TX-ing)	Using the budget system to accomplish mid-year position substitutions	All	Use the substitution action in the budget system with reference numbers to substitute positions up to 15% of the original position's salary cost. This threshold does not apply to fringe benefit costs as these fluctuate automatically in the system.
New positions (not substitutions)	Adding a new position that was not budgeted in the initial BY+1 budget	All	Introduction of an Annual Salary Ordinance (ASO) supplemental to increase positions
New Capital Appropriations	Adding a new capital project that was not budgeted in the original	All	By definition, a new capital project would exceed surplus transfer guidelines because it would be a

	BY+1 budget		100% increase and would therefore require Board of Supervisors approval via a supplemental appropriation ordinance.
Equipment changes	Adjusting the existing equipment budget by changing the specific types of equipment	All	Substituting types of equipment within the existing budget is acceptable provided that surplus transfer rules are followed.

Please contact your department's MBO and/or Controller's Budget Office Analyst with any questions.

## Mayor's Office Policy Instructions

The Mayor's Budget Office projects a \$88.2 million General Fund shortfall for FY 2018-19 and a \$173.4 million shortfall for FY 2019-20, based on current operations, staffing levels, and estimated revenues. The following table shows contributing factors to the shortfall, which is the result of strong year-over-year local tax revenue growth in the short-term, offset by expenditures related to salaries and benefits, fiscal impacts of the In-Home Support Services program cost shift from the State Budget, and projected increases in baselines and set asides that exceed the projected revenue growth. For more information, please refer to the FY 2018-19 through FY 2021-22 Joint Report Update to the FY 2017-18 through FY 2021-22 Five Year Financial Plan.

<b>MAJOR CHANGES TO SOURCES</b>	<b>FY 18-19</b>	<b>FY 19-20</b>
Use of One-Time Sources	(62.6)	56.6
Regular Revenues, Transfers, & Other	252.5	394.1
<b>Subtotal - Sources</b>	<b>189.9</b>	<b>450.7</b>
<b>Major Changes to USES</b>	<b>FY 18-19</b>	<b>FY 19-20</b>
Salaries & Benefits	(132.7)	(290.8)
Baselines & Reserves	(78.2)	(117.0)
Other Citywide & Departmental Expenditures	(67.2)	(216.3)
<b>Subtotal - Uses</b>	<b>(278.1)</b>	<b>(624.1)</b>
<b>Projected Cumulative Surplus / (Shortfall)</b>	<b>(88.2)</b>	<b>(173.4)</b>

### Financial Targets and Policy Instructions

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. **Please note:** due to the conversion of the financial system and resulting impacts to the budget system, forms will be released in early January along with technical instructions from the Controller's Office.

What follows are specific policy instructions to departments:

**Instruction #1: Submit a budget including ongoing savings equal to 2.5% of base General Fund support for FY 2018-19 as well as on-going savings equal to 2.5% of base General Fund support for FY 2019-20.**

For Fiscal Year 2018-19, departments are instructed to submit budget requests that reflect a 2.5% reduction in General Fund support. The entire 2.5% savings proposal should be ongoing.

For Fiscal Year 2019-20, departments are instructed to submit budget requests that reflect an *additional* 2.5% reduction in General Fund support. The cumulative 5% savings proposal over the two years should be ongoing.

Departments are instructed to utilize Form 1A (Major Changes Table) to explain major changes in their budget submission including how they met target. Departments should load their target submission into the budget system.

Departments should absorb any known revenue losses. Non-General Fund departments are instructed to absorb all known costs increases within their proposed budget submissions by increasing revenues and/or reducing expenditures. General Fund departments should also absorb cost increases above regular employee costs and citywide work order cost increases loaded centrally by the Mayor's Office.

**Instruction #2: Departments should not increase their total FTE count in their budget submissions.**

Despite positive revenue performance in the short-term, the City faces a persistent structural deficit, projected to reach \$709.3 million by FY 2021-22. Salary and benefits cost increases continue to be the largest driver of the City's growing deficit, accounting for nearly half of the projected increased costs. This is in part due to the fact that benefits costs have, and are projected to continue, to grow at rates much faster than inflation. In addition, the City has significantly expanded FTE in recent years. The City's revenue growth projections slow in outer years and are out paced by expenditure growth nearly 3 to 1, making it unsustainable for the City to continue to grow at its current rate.

Consequently the Mayor's Office is again instructing departments **not** to increase their total FTE count with their budget submission. If a department wants to increase existing services or add new services, then it needs to identify lower priority costs within its existing budget that can be reallocated. To be clear, the Mayor's Office is not asking departments to do layoffs, a hiring freeze, or keep positions vacant as an instruction, but simply to not request to create new positions.

Departments should submit organizational charts with their budget submissions to the Mayor's Office - denoting proposed position changes, if any. Please refer to the description of the organizational charts in the "New Instructions and Key Reminders" on page 6 of this document and consult your Mayor's Office Budget Analyst with any questions.

**Instruction #3: Consider long-term savings and cost avoidance initiatives in developing budget submissions**

Since the 2014 publication of the update to the Five Year Financial Plan, the deficit in the final year of the projection has increased from \$339 million to \$709 million in the latest publication through FY 2021-22.

Given the City's significant structural deficit, departmental budget submissions should be mindful of cost growth and consider ways to decrease long-term liabilities where at all possible. Such initiatives could include, but are not limited to: identifying and implementing more efficient business processes; reducing waste through thoughtful utilization of technology; repurposing existing assets to maximize cost effectiveness.

**Instruction #4: Department submissions should be reflective of the five vision areas set forth in the citywide strategic planning process (for more information please visit <http://sfmayor.org/strategy-and-performance>). For the future, departments should update their strategic plans for submission to the Mayor's Office by September 2018 and prepare their one-page summaries to be included in the Five-Year Financial Plan to be released in fall 2018. These plans and summaries should be aligned with the elements of San Francisco's vision outlined below:**

- 1. Resident and Families That Thrive** – A strong City is one in which all residents and families thrive. San Francisco residents and families should have access to high quality education, job opportunities, and health care in order to thrive in our City.
- 2. Clean, Safe, and Livable Communities** – San Francisco is a city that is clean, safe and livable for residents, businesses, and visitors. The City should encourage community engagement and local pride, ensuring that neighborhoods have clean air and water, healthy ecosystems, as well as well-maintained roadways and physical infrastructure.
- 3. A Diverse, Equitable, and Inclusive City** – San Francisco remains committed to lifting up all in our diverse city and creating access and opportunity for everyone to share in the prosperity. The City must develop strategies to address the problems of poverty and homelessness while at the same time acknowledging the impact of the intersection of gender, gender identity, race, and national origin. All neighborhoods should receive high-quality benefits and services.
- 4. Excellent City Services** – Excellent city services are central to helping us achieve our full vision. Our services must be well managed, embrace modern tools and technology, and be delivered by engaged and committed employees.
- 5. A City and Region Prepared for the Future** – San Francisco must prepare for coming changes and challenges over multiple time horizons to ensure that the City is resilient environmentally, economically, and educationally now and for future generations.

Although the above deadlines are outside the budget submission process this winter, it is important to use the above strategic initiatives as well as your departmental strategic plans when working to build your departmental budgets this year.

**Instruction #5: Do not propose raising fees or fines for individual San Franciscans and families without strongly considering whether the fee or fine is fair, practical, efficient to collect, and does not disproportionately impact low income communities and communities of color.**

The Mayor's Budget Office is working in consultation with the Treasurer-Tax Collector's Financial Justice Project to complete an extensive review of existing fees and fines in the fall and winter of Fiscal Year 2017-18. Every year, Mayor Lee has instructed departments not to raise or create new fees or fines for San Franciscans. This year, as we face great uncertainty at the federal level, it is more important than ever that our budget reflect our deep commitment to equity and justice-- the San Francisco values we all hold dear. Please keep this in mind when considering any new fees and fines and when looking at existing fees

and fines to ensure fair collection practices and that the fees and fines do not disproportionately impact poor and minority communities.

**Instruction #6: Departments are encouraged to apply to participate in the City’s talent development programs including the San Francisco Fellows Program (formerly City Hall Fellows), the 1249 Personnel Analyst Training Program, and the Mayor’s Senior Fellows Program, which serve as talent development pipelines for the City. These programs are likely to continue in FY 2018-19; however, consistent with the instruction to not grow FTEs, it is unlikely that the programs will be larger than the FY 2017-18 level of positions.**

**San Francisco Fellows** – The San Francisco Fellows Program is one that engages recent college graduates to learn about and work in local government in an 11 ½ month placement in a City Department. Fellows work on a project in a Department and also participate in weekly learning sessions. Departments may propose sponsoring a fellow and should identify whether funding will come from existing resources in the base budget, or whether it is a proposed enhancement. In the current year, there are 18 Fellows working in various City departments.

**1249 Personnel Analyst Training Program** – This program is designed to develop highly-skilled personnel analysts for city departments. These trainees rotate through DHR divisions, receive training, and then are placed at the sponsoring department. DHR anticipates this may be a major pipeline for personnel analysts for the City in the future. Eleven trainees participated in the FY16-17 cohort.

**Senior Fellows** – The Mayor’s Senior Fellows Program places private sector executives into various City departments for an 11 ½ month, full-time assignments that are designed to help accelerate high-impact strategic projects. Once a given project has been selected and defined, an executive search by a nonprofit recruitment partner is conducted to help attract some of the most talented individuals in the country. Fellows are given training and support from the nonprofit partner throughout the course of their fellowship. All departments are encouraged to compete for this highly competitive program.

For additional information about these programs, please contact Jason Yamamoto, Talent & Acquisition & Development Manager in the Workforce Development Division, 415 557-4926 or [Jason.Yamamoto@sfgov.org](mailto:Jason.Yamamoto@sfgov.org), or your Mayor’s Budget Analyst. It is likely that interest in these programs will be greater than program capacity; as a result only selected departments will be able to participate.

**Instruction #7: Foster community engagement in the budget development process**

Departments are encouraged to foster community engagement in the budget development process. This includes clearly describing and publicizing (on departmental websites) each department’s budget development and community engagement process. In addition, departments are instructed to engage community stakeholders and non-profit partners through commissions, advisory boards, and/or additional community meetings.

**Instruction #8: Consider independent reviews and audits in developing budget submissions**

Departments are to consider independent reviews and audits such as Civil Grand Jury reports, audits by the Controller’s Office, and reports by the Budget Analyst’s Office in developing their budget submissions.

# Technical Instructions

## Required Departmental Submissions and Deadlines

### Committee on Information & Communication Technology: January 12, 2018

Submit your department Technology Project Proposals (see budget Form 5D and 5E) for all IT projects exceeding \$100,000, to the Committee on Information Technology (COIT). Complete Form 5D and 5E for each project.

### Capital Budget Request

Submit Capital Budget Requests greater than \$50,000 to the Capital Planning Committee using the Capital Planning & Reporting Database (see Budget Form 6) by Friday, January 12, 2018. These requests also must be included in the Annual Departmental Budget Request to the Controller's Office on Wednesday, February 21, 2018.

### Annual Departmental Budget Request: February 21, 2018

All departments must submit one hard copy and one electronic copy of their budget requests and supporting documents to the Controller's Budget Office. Please submit **ONLY** an electronic copy (via email) to the Mayor's Budget Office. Departments must have completed changes to the budget system at this time, as access to make entries in the budget system will end by the close of business on February 21st. Documents required in the budget submission include:

- Form 1A Summary of Major Changes Reflected in the Departments Proposed Budget
- Form 2A Department Revenue Report
- Form 2B Schedule of Licenses, Permits, Fines & Service Charges
- Form 2C Fee Cost Recovery Form
- Form 2D Local Legislative Changes Assumed in Budget Submission
- Form 3A Program Expenditure Report
- Form 3B Interdepartmental Services Balancing Report
- Form 3C Position Changes
- Form 4 Equipment and Fleet
- Form 5 IT Requests
- Form 6 Capital Budget Request Form (submitted online)
- Form 7A Major Contract Changes (Non-ICT)
- Form 7B Major Contract Changes – Enterprise IT and Telecom Contracts
- Form 8A PeopleSoft ChartFields Requests Summary
- Form 8B PeopleSoft Department Coding Request
- Form 8C PeopleSoft Fund Coding Request
- Form 8D PeopleSoft Project Coding Request
- Form 8E PeopleSoft Project-Activity WBS Coding Request
- Form 8F PeopleSoft Project Example (IT)
- Form 8G PeopleSoft Authority Coding Request

- Form 8H PeopleSoft Agency Use Coding Request
- Form 8I PeopleSoft Account Coding Request
- Form 8J PeopleSoft TRIO (Transfer In-Out) Coding Request
- Prop J Several forms for proposals to contract out services

You may download all templates and forms from the Controller's website located at <http://openbook.sfgov.org/webreports/details3.aspx?id=2528> or you may request an electronic copy via email from the Controller's Budget Office.

**Budget Certification Letter:** San Francisco Charter Section 9.115 and San Francisco Administrative Code Section 3.14 require that all departments and agencies of the City and County be required to conduct their departmental operations with such moneys as are provided in the various departmental and agency budgets. In conformance with Charter Section 9.115, the head of each agency shall, within 30 days of the adoption of the annual budget by the Board of Supervisors, by letter addressed to the Mayor, Board of Supervisors and Controller, agree that the funding provided is adequate for his or her department, board, commission or agency unless otherwise specifically noted by the appointing officer and acknowledged in writing by the Board. Appendix B contains a template for the certification letter.

<p style="text-align: center;"><b>Section IV</b></p>
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# Budget Submission Forms and Instructions

## Form 1A High-level Summary

### **Form 1A: Summary of Major Changes Reflected in the Department’s Proposed Budget**

To be completed by: Departments without commissions; departments with commissions may submit a copy of their budget presentation to their commission in lieu of completing this form, if preferred.

Instructions: Using Budget Form 1A, departments should provide specific dollar and FTE amounts associated with major changes in operations in the proposed budget. Examples of these include: changes in staffing levels, items responsive to the Mayor’s Office reduction targets, and any administrative changes. Where applicable, identify resulting service impact with specific estimates, if available, and fiscal impact of the major changes. Changes that result in an increase in general fund support (enhancement requests) should not be loaded in the system. A ‘brief description’ column is on this form to assist departments in grouping together and explaining multiple budget changes into one policy change or initiative if applicable.

# Forms 2A, 2B, 2C & 2D: Sources & Legislative Changes

Additional information on budgeting for sources, including City policies and definitions, will be provided in the forthcoming Controller's technical guidance document.

## Form 2A: Department Revenue Report

To be completed by: All Departments (including departments with a fixed two-year budget).

Overview: Form 2A should reflect all revenues including state and federal revenues and grants (Characters 4300, 4350, 4400, 4450, and 4490), but exclude revenue from licenses, permits, fines and service charges (Characters 4200, 4250, 4600, and 4750) as these will be listed separately on Form 2B. For multi-year grants, budget only the FY 2018-19 and FY 2019-20 portions of the grant award.

Instructions: This Form should be submitted using data from the 15.40.007 report from the budget system. Please run this report and use the data to fill in the following columns:

- **CY Projected**
- **BY Base Budget**
- **BY Department Proposed**
- **Change from Base budget**
- **BY+1 Department Proposed**
- **Revenue Description and Explanation of Change**

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 complete to allow for revenue assumption confirmation.

If you need assistance running the 15.40.007 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: Schedule of Licenses, Permits, Fines, and Service Charges

To be completed by: All Departments (including departments with a fixed two-year budget).

Overview: 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.

Instructions: 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 Characters (PeopleSoft's Level 3 Account) 4200 and 4750, fines in Character 4250, and charges for service in Character 4600.

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

To be completed by: Departments submitting new and/or modified fees, fines, or service charges, in BY or BY+1 (including departments with a fixed two-year budget).

Instructions: 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 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 2 (for fixed two-year budget departments) or May 1 (for rolling two-year budget departments).

With prior approval from their Mayor's Budget Office analysts, departments may use proposed and projected increases in revenues from fees and fines to meet their BY and BY+1 General Fund 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 Request 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.

### **Form 2D: Local Legislative Changes Assumed in Budget Submission**

To be completed by: All departments. Details must be provided by departments assuming or proposing legislative changes in their budget proposal, including any fee changes requiring legislation. However, even departments that are not proposing legislative changes should check the box stating this to make it clear that they reviewed this form.

Overview: To provide departments with increased flexibility with which to plan and budget resources in BY and BY+1, departments are allowed to submit a budget that assumes local legislative changes. Departments should propose changes that achieve cost recovery, facilitate efficient service delivery and maximize returns on investment of City resources. **Departments should consult with and obtain approval from their Mayor's Budget Analyst prior to assuming any legislative changes in their budget submission.**

Instructions: Examples of legislative changes include departmental and program reorganization, new

proposals to contract for service delivery, **and increasing fees, fines, and charges for service**. Departments should provide a general discussion of the need for and value of such changes assumed in their budget **submissions**. Please note that if a department is proposing a change in fees, fines or charges for service, the Fee Cost Recovery Form, Form 2C, is also required.

Departments are responsible for drafting and submitting all budget-related legislation to their Mayor's Budget Analyst. The Mayor's Budget Office will coordinate the introduction of legislation to the Board of Supervisors for changes proposed in the budget. **Departments should not introduce authorizing legislation independently**. Please submit a signed original, plus three copies of the legislation, in addition to an electronic copy. For ordinances, please remember to include a legislative digest with your submission. If you do not plan on proposing any legislation with the budget, please check the box at the top of the form.

Departments must submit all budget related legislation to the Mayor's Budget Office by **April 2, 2018 for all May 1 budget departments and by May 1, 2018 for all June 1 budget departments**.

# Form 3A, 3B & 3C: Uses (Including Position Changes)

## Form 3A: Program Expenditure Report

To be completed by: All Departments.

Instructions: This Form should be submitted using the 15.40.005 and 15.40.006 reports from the budget system. Please run these reports, export them to Excel, manually paste the data into Form 3A, and fill in the column labeled “Explanation of Change.” 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. If necessary, departments may increase program expenditure budgets by increasing departmental revenues or by rearranging expenditures from one program to another. Increases based upon new revenue require prior authorization from your Mayor’s Budget Office analyst before loading into the budget system.

All interdepartmental services (IDS) recoveries and expenditures should be detailed at the account detail level, i.e., 581xx, 487xx or 486xx. Do not use 581990 (Misc Dpt (AAO)-Discontinued), 487990 (Exp Rec-Unallocated Non-AAO Fd), or 486990 (Exp Rec-General Unallocated). Replace existing 581990, 487990, and 486990 accounts with the actual IDS account that references a specific department. Use the Chart of Accounts coding that specifies the requesting or performing department in the account title. As in CY, the requesting departments drive spending authority for IDS departments.

**Please Note:** If disagreements arise on IDS amounts, the Controller’s Budget Office, in consultation with the Mayor’s Budget Office, will balance IDS funds to the best of our ability. However, we would much prefer departments come to agreement and balance on their own prior to their budget submission.

## Form 3B: Interdepartmental Services Balancing Report

To be completed by: All Departments.

Instructions: This Form should be submitted using the 15.20.012 (requesting & performing) from the budget system. The report will display all imbalanced work order relationships with other departments.

Ensure you run the report as either the performing or requesting department (or both) as appropriate for your department. Ensure you select department phase, and the ‘show exceptions only’ check box.

The resulting report will highlight work orders that are imbalanced (via the variance column) or IDS that don’t have a corresponding 581xx/486xx (missing column.) Cut and paste the results into form 3B. When complete – ensure you give a narrative to all lines that are marked as “Y” in the missing or variance columns.

**Please Note:** If a work order is out of balance or missing due to a pending citywide rate change (PUC, DT, Fleet, Real Estate, Risk Management, REPRO, Workers Comp, Emerge, CMD) annotate the reason column as 'Pending Citywide IDS Load'

## Form 3C: Position Changes

To be completed by: All Departments.

Instructions: This Form should be submitted using budget system report “15.40.025 Form 3C: Position Changes.” Please run the report, export it to Excel, and fill in the columns labeled “does this change result in a layoff” and “Explanation.”

Departments must indicate whether a proposed deletion or substitution of position will result in a layoff or whether the changes are being applied to vacant positions. **Departments must contact their Mayor’s Budget Analyst prior to deleting any filled position in the budget system.**

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.

New positions should be entered to begin no earlier than Pay Period 7 and/ or no greater than 0.77 FTE. New positions should only be entered to begin in Pay Period 1 and /or 1.0 FTE if departments are requesting an interim exception from the Mayor’s Budget Office. Please include all new positions and associated FTE’s that will be entered into the budget system on Form 3C.

# Form 4: Equipment & Fleet

Links to and access to the SharePoint forms will be shared via email.

**FLEET DEADLINE: Friday, January 12, 2018**

**OTHER EQUIPMENT DEADLINE: Wednesday, February 21, 2018**

Completed equipment requests will be evaluated in accordance with 1) the 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 and b) the Department's prioritization of equipment. Requests will also be evaluated in light of budget requests made in previous Fiscal Years and associated funding levels.

Department requests should be reasonable in both size and scope – reflecting on past equipment allocation amounts and the fiscal realities of the City as a whole.

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/>.

Definition of Equipment:

- Items with a unit cost of \$5,000 or more; 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 4.

Equipment requests that are part of a Technology Project Proposal should be included on Form 5 only.

- Please do not list the same equipment requests in equipment form submissions and capital form submissions.

Instructions: Requests should be placed on the appropriate table and include the following information:

- Fiscal year
- Priority
- Equipment Number (if Applicable)
- PS Department ID
- PS Activity
- PS Project ID
- PS Fund ID
- PS Authority ID
- Price per Unit
- Item description

- New/Replace
- Type of equipment (e.g. IT, Vehicle, Other)
- If the request is for a replacement vehicle, the department must provide information about the vehicle being replaced. All replaced vehicles need to be tied to a vehicle currently assigned to the Department. Departments should only list one vehicle per form submission.
  - VIN
  - Make and Model
  - In-service date
  - Total mileage
  - Cost per unit
  - Total cost
  - Justification of need

**Note:** Departments are encouraged to work with Fleet Management prior to submitting your vehicle requests. All vehicle requests will be reviewed by Fleet Management during Mayor phase. Please review Appendix A for further information.

All departments requesting equipment must complete the Equipment SharePoint form.

### **Table 4A: Equipment Approved during Last Year’s Budget Process (and included in the FY 2018-19 base budget)**

To be completed by: Departments with any equipment already reviewed and approved by the Mayor's Budget Office, the Budget and Legislative Analyst, and the Board of Supervisors during last year’s budget process.

Instructions: Enter equipment previously funded as submissions in Table 4A in the Excel forms. This is the only information you will submit in the Excel forms for equipment. All new requests should be submitted through SharePoint. Please be sure to indicate the approved equipment number on each line item. The fund, department, authority, project, and activity codes, along with the equipment number, title, base units, and base amount can be copied from an equipment report.

Fill out the vehicle information section for all vehicles that will be replaced. Vehicle requests will be reviewed by Fleet Management. Please contact your Mayor’s Budget Office analyst if you have any questions.

### **General Fund Equipment Request**

To be completed by: Departments with General Fund equipment requests that cannot be purchased within the department’s proposed base budget. **Equipment requests should not be entered in the budget system during department phase.**

Instructions: These submissions will be used by the Mayor’s Budget Office to prioritize and allocate equipment needs citywide. Include installation costs, where applicable, in the total amount requested.

**Please Note:** Before completing the Request Form, departments should:

- Review the Virtual Warehouse for available equipment; and
- Contact their Purchasing Representative to obtain recent and accurate estimates of equipment life cycle costs (e.g. purchase, installation, maintenance).

**Vehicles:** Information about Basic costs and clean air vehicle requirements per the Healthy Air and Clean Transportation Ordinance are included in *Appendix A*. If a program requires a specialized vehicle, the equipment item description should detail the need for additional outfitting and the according cost. Pursuant to the amendment of Administrative Code Section 4.10-1, all new vehicle purchases, rentals or leases must be approved by the City Administrator, Fleet Management. In general, the City's fleet policy aims to reduce the size of fleet and encourage the utilization of the central vehicle pool.

**Equipment Numbers:** The Mayor's Budget Office will work with the Controller to assign equipment numbers to all approved items after departmental equipment allocations are finalized.

## **Equipment Funded in Operating Budget**

To be completed by: General Fund Departments proposing to fund equipment within the department's proposed budget submission may complete submissions for those equipment items. **General Fund departments may only submit currently funded equipment if they meet their reduction targets; however, requests will be reviewed in accordance with the Policy Instructions detailed above.**

Instructions: Equipment numbers will be finalized following allocation of citywide equipment during Mayor phase. Departments may enter preliminary equipment numbers in the system based on the following logic: The first two characters are the two-letter code for the department (for example, "AD" for Administrative Services), the next two characters indicate the SECOND half of the fiscal year (i.e., "18" for FY 2017-18), and the last two positions are sequencing numbers. A separate field indicates whether the item is new "N" or replacement "R" equipment.

### **Departments should not budget in accounts beginning with 563 and 564**

- Expenditure accounts beginning with "563" are for proposed lease revenue program purchases. Proposed purchases should be listed in Form 4B and not entered in the budget system. If the Mayor's Office proposes to issue lease revenue bonds in the Budget Year, the Mayor's Office will enter equipment numbers into these accounts.
- Expenditure accounts beginning with "564" are for the repayment of existing lease purchase debt. The payments will be entered into the budget system by the Controller's Office.

Please see the equipment section in Appendix A for further information concerning equipment purchases.

## **Vehicle Acquisition Requests**

To be completed by: Departments proposing to replace an existing City vehicle or add a vehicle to the City's fleet.

Instructions: Complete form in SharePoint. Indicate that the request is for a new vehicle as prompted in the form.

# Form 5: Technology Project Proposals

Instructions: All new technology projects with expected costs \$100,000+ must be submitted to COIT.

To submit a request form, please go to [COIT's Budget and Performance SharePoint Site](#).

Full URL: <https://sfgov1.sharepoint.com/sites/ADM-COIT/SitePages/COITBudgetPerformanceSystem.aspx>

**Please Note:** Do not submit duplicative requests to Capital Planning and COIT.

**Deadline** All documents are to be submitted by **Friday, January 12, 2018**.

If you have any questions, please contact COIT staff:

Matthias Jaime

Director

[Matthias.Jaime@sfgov.org](mailto:Matthias.Jaime@sfgov.org)

(415) 554-4568

Jacalyn Mah

Budget & Performance Analyst

[Jacalyn.Mah@sfgov.org](mailto:Jacalyn.Mah@sfgov.org)

(415) 554-6698

Lily Liang

Admin Support

[Lily.Liang@sfgov.org](mailto:Lily.Liang@sfgov.org)

(415) 554-4577

## Definitions

**Technology Project:** An initiative to build, adopt, or significantly update a technology to improve Department operations. Projects require additional resources such as materials & supplies, staffing, or professional services for initial development, which is limited within a defined 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. Unless these expenditures are included as part of a larger technology project.

**Technology Equipment:** Expenditures related to basic maintenance of technology systems or equipment. Unless expenditures are included as part of a larger technology project, all equipment requests should be made on Form 4A of the Budget Instructions. For example, PC refresh is not considered a project.

**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

## F\$P Project Costing for Technology Project

The new 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: pp. 760-780).

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

Waterfall		Agile	
WBS ID	Activity Name	WBS ID	Activity Name
<b>1</b>	<b>Initiating</b>	<b>1</b>	<b>Initiating</b>
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
<b>2</b>	<b>Planning</b>	<b>2</b>	<b>Planning</b>
2.1	Verify & Validate User Requirements	2.1	Verify & Validate User 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
<b>3</b>	<b>Implementing</b>	<b>3</b>	<b>Iteration A &lt;development sprints&gt;</b>
3.1	Design	3.1	Design
3.2	Procure Hardware/Software/Staffing	3.2	Prototype
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	<b>4</b>	<b>Iteration B &lt;duplicates Iteration A&gt;</b>
<b>4</b>	<b>Closing</b>	<b>5</b>	<b>Closing</b>
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 & Support	5.4	Transition to Maintenance & 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.

# Form 6: Capital Budget Request Form

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

Instructions: Submit FY 2018-19 and FY 2019-20 Capital Budget requests to the Office of Resilience and Capital Planning Program (ORCP) via the [NEW Capital Planning & Reporting System \(CPRS\)](#) by **Friday, January 12<sup>th</sup>, 2018**.

The new CPRS entry form enables departments to capture information that will tie Capital Budget requests to the funding principles of the 10-Year Capital Plan and Resilient SF strategy. The most recent Capital Plan renewed the City’s commitment to resilience and sustainability by formally incorporating them into the funding principles for capital projects: (1) Address legal or regulatory mandate; (2) Protect life safety and enhance resilience; (3) Ensure asset preservation and sustainability; (4) Serve programmatic needs; and (5) Promote economic development. The Resilient SF strategy lists six leading challenges that we aim to address as a City: Earthquakes, Sea Level Rise, Climate Change, Aging Infrastructure, Inequity, and Unaffordability. Departments will have an opportunity, with dropdown menus and project justifications, to include these priorities in their budget requests.

Funding is not guaranteed for projects that are already in the Capital Plan or funded for FY2018-19 in the last budget cycle; therefore, **be sure to submit a formal budget request for each project**. Even for projects that have been funded for FY 2019 according to the FY 2018 – 2019 Capital 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, and be thoughtful about expected project spending (i.e. prioritize projects that can be executed in a timely manner).

The Capital Planning Committee (CPC) will review Capital Planning staff recommendations from February to March 2018. Once projects are approved by Capital Planning Committee, they will be loaded into the Budget System centrally. **New Capital Authority, Project, and Activity codes will be included during the budget load process following to-be-released Controller’s instructions.**

The Capital Budget includes three main types of capital projects:

<p><b>1. Renewals &amp; Replacements</b></p>	<p>Repairing or replacing facility components and infrastructure to maintain an asset’s current use or value and/or preserve its useful life. For example, repaving a street and replacing a building’s roof or HVAC equipment are renewals/replacements.</p> <p><b>Requests for renewals/replacements at City facilities should align with data in the City’s <a href="#">Facilities Renewal Resource Model (FRRM)</a></b></p>
<p><b>2. Enhancements</b></p>	<p>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 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.</p> <p><b>Requests for enhancements should be projects or programs approved in the Capital Plan.</b></p>

<b>3. Maintenance</b>	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. Maintenance allocations for eligible departments are handled by CPP staff. <b>Departments should budget additional funds to meet maintenance needs if applicable.</b>
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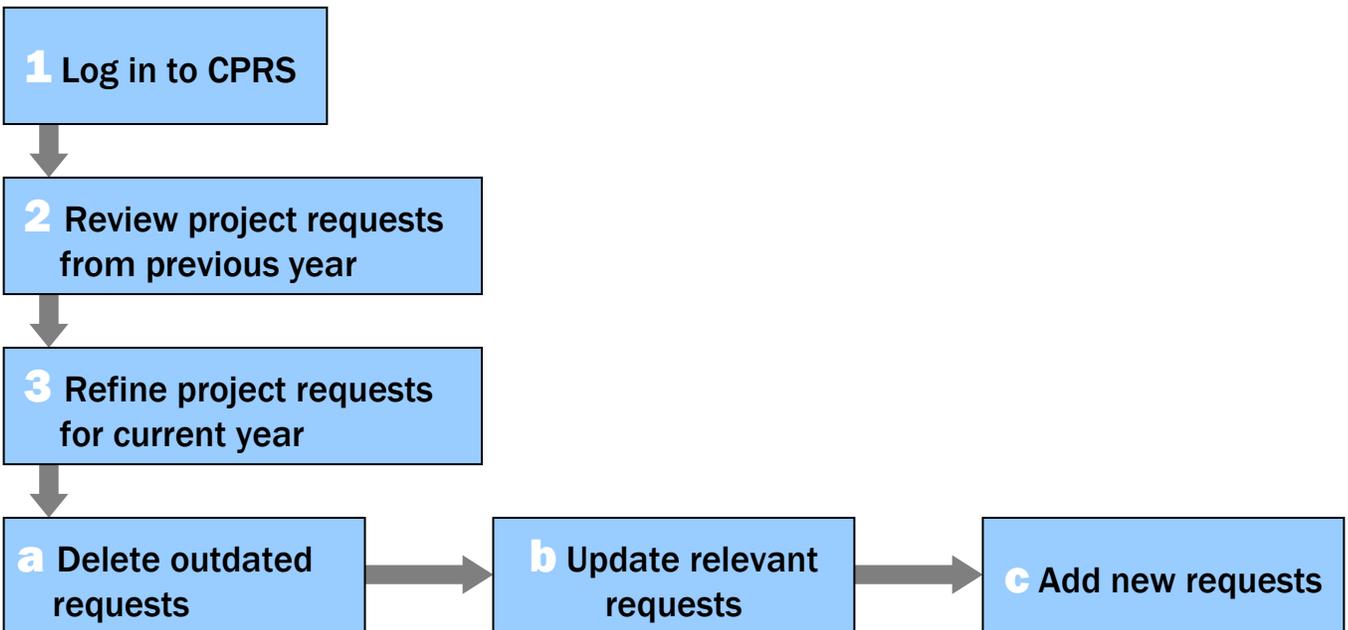
Please note:

1. Requests for IT software, IT Capital Investment, and related equipment should be submitted to the Committee on Information Technology using Form 5.
2. Requests for ADA-related projects should be coordinated through the Mayor's Office on Disability. Contact Arfaraz Khambatta ([Arfaraz.Khambatta@sfgov.org](mailto:Arfaraz.Khambatta@sfgov.org)).

**WE HAVE A NEW AND IMPROVED CAPITAL BUDGET REQUEST FORM! CPRD is NOW CPRS.**

## How to update CPRS for the Capital Budget

### OVERVIEW



### INSTRUCTIONS

**1** Log in to CPRS

1. Go to the [Capital Planning and Reporting System \(CPRS\)](http://dev-sfcapitalrequests.pantheonsite.io/) at the following link: <http://dev-sfcapitalrequests.pantheonsite.io/>
2. Log in (Please reach out to Hemiar Alburati – [hemiar.alburati@sfgov.org](mailto:hemiar.alburati@sfgov.org) – for your credentials)

## 2 Review project requests from previous year

Once you log in, you will see the home page with a table with project requests from the previous year.

Please note:

- **Year 1 Request** will show initially as the amount **PLANNED** for FY 2018-19 in the previous Capital Budget. Please update this amount to reflect the current need for FY 2018-19 (*instructions on the following pages*).
- **Year 2 Request** should be updated to reflect the current need for FY 2019-20.

Capital Budget Project Request				
<a href="#">Add new Project Request</a>				
Department	Project Name	Expenditure Type	Year 1 Request	Year 2 Request
DPW – Public Works	<a href="#">Embarcadero Irrigation</a>	R – Streets and ROW Renewal	\$0	\$0
DPW – Public Works	<a href="#">25th Street Pedestrian Bridge Project</a>	R – Streets and ROW Renewal	\$975000	\$0
DPW – Public Works	<a href="#">Vehicular Guardrail Repair</a>	R – Streets and ROW Renewal	\$250000	\$0
DPW – Public Works	<a href="#">Stair and Wall Replacement Program</a>	R – Streets and ROW Renewal	\$2344430	\$0
DPW – Public Works	<a href="#">Islais Creek Bridge Rehabilitation</a>	R – Streets and ROW Renewal	\$0	\$0
DPW – Public Works	<a href="#">3rd Street Bridge Counterweight</a>	R – Streets and ROW Renewal	\$0	\$0
DPW – Public Works	<a href="#">Street Tree Establishment</a>	R – Streets and ROW Renewal	\$750000	\$0
DPW – Public Works	<a href="#">Street Structure Inspection Program</a>	R – Streets and ROW Renewal	\$294760	\$0
DPW – Public Works	<a href="#">Curb Ramp Inspection and Replacement</a>	R – Streets and ROW Renewal	\$877176	\$0
DPW – Public Works	<a href="#">Median Maintenance Supplement</a>	R – Streets and ROW Renewal	\$0	\$0
DPW – Public Works	<a href="#">Street Structure Repair</a>	R – Streets and ROW Renewal	\$2552560	\$0
DPW – Public Works	<a href="#">Plaza Maintenance Supplement</a>	R – Streets and ROW Renewal	\$0	\$0

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### 3 Refine project requests for current year

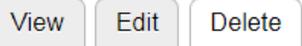
The project requests from the previous year have been rolled forward to assist with making project requests for the upcoming year.

- If the project is no longer relevant, it should be **DELETED**
- If the project is still relevant, it should be **UPDATED**
- Additional projects may be **ADDED**

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#### a Delete outdated requests

1. Review the project list displayed and delete requests that are not applicable to the upcoming fiscal year.
  - For example, projects that were previously funded and do not require further funding should be deleted
2. To delete a project, click on the project name in the table, followed by the “Delete” tab.



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#### b Update relevant requests

1. On the home page, click on the project request to be updated for the upcoming fiscal year, followed by the “Edit” tab.



2. Review and update the necessary fields following the instructions below. Required fields are marked with \*

Field	Instructions
<p><b>Department *</b></p> <p>DPW – Public Works ▼</p>	<p>Select your department</p>
<p><b>Service Area *</b></p> <p>INF – Infrastructure and Streets ▼</p> <p><i>Please select the service area associated with this project request.</i></p>	<p>Select the Capital Plan Service Area in which your project/program appears</p>
<p><b>Project Name *</b></p> <p>Street Resurfacing and Reconstruction</p>	<p>Enter a descriptive name for the project (&lt;30 characters)</p>
<p><b>Project Type *</b></p> <p>One-Time Project ▼</p>	<p>Select the Project Type from the following:</p> <ul style="list-style-type: none"> <li>▪ One-time project</li> <li>▪ Recurring Program</li> </ul>
<p><b>Expenditure Type *</b></p> <p>R – Streets and ROW Renewal ▼</p>	<p>Select the Expenditure Type from the following:</p> <ul style="list-style-type: none"> <li>▪ Critical Project Development (<i>only for bond projects seeking preplanning funding</i>)</li> <li>▪ ADA Facilities</li> <li>▪ ADA Public Right-of-Way</li> <li>▪ Enhancement</li> <li>▪ Maintenance (<i>no new maintenance project may be added</i>)</li> <li>▪ Other</li> <li>▪ Facility Renewal</li> <li>▪ Streets and Right-of-Way Renewal</li> <li>▪ Street Resurfacing</li> </ul>
<p><b>Funding Principle *</b></p> <p>– Select a value – ▼</p> <p><i>Please select the Funding Principle that most accurately describes the rationale for this project.</i></p>	<p>Select the Capital Plan Funding Principle that <i>most accurately describes the rationale for this project</i>:</p> <ol style="list-style-type: none"> <li>1. Addresses Legal or Regulatory Mandate</li> <li>2. Protects Life Safety and Enhances Resilience</li> <li>3. Ensures Asset Preservation</li> </ol>

	<p>and Sustainability</p> <ol style="list-style-type: none"> <li>4. Serves Programmatic or Planned Needs</li> <li>5. Promotes Economic Development</li> </ol> <p>If more than one principle applies, please select the one highest in the list.</p>
<p><b>Resilience challenges addressed</b></p> <div style="border: 1px solid gray; padding: 5px;"> <p>- None -</p> <p>Earthquakes</p> <p>Aging Infrastructure</p> <p>Climate Change</p> </div> <p><i>Select all that apply. To select multiple values hold down 'Ctrl' while clicking on selections.</i></p>	<p>Select all the resilience challenge(s) addressed by this project. Ctrl + Click to make multiple selections.</p> <ul style="list-style-type: none"> <li>▪ Earthquakes</li> <li>▪ Aging Infrastructure</li> <li>▪ Climate Change</li> <li>▪ Sea Level Rise</li> <li>▪ Social Inequity</li> <li>▪ Unaffordability</li> </ul>
<p><b>Project Contact (Last, First) *</b></p> <input style="width: 460px; height: 20px;" type="text"/>	<p>Provide a primary point-of-contact for questions regarding this project</p>
<p><b>Project Priority *</b></p> <div style="border: 1px solid gray; padding: 2px;"> <p>- Select a value - ▾</p> </div> <p><i>Select appropriate value (in relation to all other projects entered)</i></p>	<p>All project requests for your department should be ranked in order of priority. Please select the rank that applies to this project.</p> <p><i>Please note: The priority of PLANNED FY 2018-19 projects will not be assumed. If projects with planned 2018-19 funding are still the department's highest priority, they should be ranked as such.</i></p>
<p><b>Project Description *</b></p> <div style="border: 1px solid gray; padding: 2px;"> <p>To reach and maintain an average PCI of 70, which is a "good" rating, on acce</p> </div> <p><i>Max 254 characters</i></p> <p><b>Project Description (long)</b></p> <input style="width: 460px; height: 20px;" type="text"/>	<p>Use the "Project Description" field to describe the project in brief, including high-level details such as location and purpose of the project (&lt;254 characters).</p> <p>Use the optional "Project Description (long)" field for additional information.</p>
<p><b>Project Justification *</b></p> <div style="border: 1px solid gray; padding: 2px;"> <p>Maintain quality of city streets in a cost-effective manner through the repaving</p> </div>	<p>Describe why this project is necessary and important to fund in the upcoming Capital Budget cycle.</p>
<p><b>Project Cost Justification *</b></p> <input style="width: 460px; height: 20px;" type="text"/>	<p>Describe how the cost estimates for this project were determined. Examples include a DPW-vetted cost estimate, vendor estimate(s), previous project</p>

	experience, etc.
<p><b>District *</b></p> <p>Various ▾</p>	<p>Select the Supervisorial District in which this project is located. Use the “Unknown” and “Various” options only as needed.</p>
<p><b>Facility Name</b></p> <p>- None -</p> <p><i>If facility is not listed, please state so in the text box below.</i></p> <p><b>Facility Name (if not in the list above)</b></p> <p><input type="text"/></p> <p><i>Enter facility correction feedback here.</i></p>	<p>If this project is located at an existing City facility, select that facility from the list. Use the “Unknown” and “Various” options only as needed.</p> <p>If the facility in question does not appear in the list, please type the facility name into the text box provided below.</p>
<p><b>Fund Source 1 *</b></p> <p>1.01 – General Fund ▾</p> <p><b>Year 1 Request *</b></p> <p>\$ 46430000</p> <p><b>Year 2 Request *</b></p> <p>\$ 0</p> <p><b>Fund Source 2 (if applicable)</b></p> <p>6.01 – State ▾</p> <p><b>Year 1 Request</b></p> <p>\$ 15069800</p> <p><b>Year 2 Request</b></p> <p>\$ 0</p>	<p>Indicate the expected fund source for this project. For most requests the fund source will be “1.01 – General Fund,” with exceptions such as IPIC projects, Open Space projects, etc.</p> <p>Enter the amounts requested for Year 1 (FY 2018-19) and Year 2 (FY 2019-20).</p> <p><i>Please note: The amount pre-populated in the “Year 1 Request” field is the amount PLANNED for FY 2018-19 in the FY 2017-18 &amp; 2018-19 Capital Budget. Please update this amount to reflect the current need for FY 2018-19.</i></p> <p>For projects with multiple fund sources, use the optional fields below to add as needed.</p>
<p><b>FSP Dept *</b></p> <p><input type="text"/></p> <p><i>Must be numeric, 6 characters in length, and depts must use lowest level code.</i></p> <p><b>FSP Dept Title *</b></p> <p><input type="text"/></p> <p><i>Max 30 characters.</i></p>	<p>Enter the Dept code as it appears in FSP, i.e. numeric and 6 characters in length. Enter the lowest level Dept code as it applies to this project.</p> <p>Enter the FSP Dept Title corresponding with the Dept Code entered above.</p>

<p><b>FSP Fund 1 *</b></p> <p>- Select a value - ▾</p> <p><b>FSP Fund 2 (if applicable)</b></p> <p>- None - ▾</p>	<p>Select the FSP Fund from the dropdown menu.</p> <p>For projects with multiple fund sources, use the optional fields below to list all sources.</p>
<p><b>FSP Authority</b></p> <p><input type="text"/></p> <p><i>Must be numeric, 5 characters in length, and depts must use lowest level code.</i></p> <p><b>FSP Authority Title *</b></p> <p><input type="text"/></p> <p><i>Max 30 characters.</i></p>	<p>For existing projects, provide the Authority Code and Authority Title from FSP.</p> <p>For new project requests, enter this information if Authority Code and Authority Title already exist in FSP. If Authority Code needs to be set up, leave “FSP Authority” blank, but develop a new Authority Title and provide in the “FSP Authority Title” field.</p> <p>Remember to provide the lowest level code.</p>
<p><b>FSP Project</b></p> <p><input type="text"/></p> <p><i>Must be numeric, 8 characters in length, and depts must use lowest level code.</i></p> <p><b>FSP Project Title *</b></p> <p><input type="text"/></p> <p><i>Max 30 characters.</i></p>	<p>For existing projects, provide the Project Code and Project Title from FSP.</p> <p>For new project requests, enter this information if Project Code and Project Title already exist in FSP. If Project Code needs to be set up, leave “FSP Project” blank, but develop a new Project Title and provide in the “FSP Project Title” field.</p> <p>Remember to provide the lowest level code.</p>
<p><b>FSP Activity</b></p> <p><input type="text"/></p> <p><i>Must be numeric, 4 characters in length, and depts must use lowest level code.</i></p> <p><b>FSP Activity Title *</b></p> <p><input type="text"/></p> <p><i>Max 30 characters</i></p>	<p>For existing projects, provide the Activity Code and Activity Title from FSP.</p> <p>For new project requests, enter this information if Activity Code and Activity Title already exist in FSP. If Activity Code needs to be set up, leave “FSP Activity” blank, but develop a new Activity Title and provide in the “FSP Activity Title” field.</p> <p>Remember to provide the lowest level code.</p>

<p><b>FSP Chart of Account Code and Title *</b></p> <p>- Select a value - ▾</p>	<p>Select the appropriate Chart of Account Code and Title from the dropdown.</p> <p>Selections must match Expenditure Types i.e.</p> <ul style="list-style-type: none"> <li>▪ <b>567000</b> for Critical Project Development, ADA, Enhancements, Other</li> <li>▪ <b>584030</b> for Facility Renewals, Street and ROW Renewals, Street Resurfacing</li> <li>▪ <b>500010</b> for Maintenance</li> </ul>
<p><b>Upload Picture</b></p> <p>Choose File No file chosen</p>	<p>Upload a recent picture of the project / facility, if available.</p>

3. Click “Save”, then “Home” to return to the project list.

## C Add new requests

Add new Project Request

1. On the home page, click Add new Project Request to open a new project request form.
2. Follow the instructions on the preceding pages to fill out the form.
3. Click “Save”, then “Home” to return to the project list.

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You may log out once you have:

- **DELETED** projects that are no longer relevant
  - **UPDATED** existing project requests that are still relevant
  - **ADDED** new project requests
-

# Form 7: Contract Changes

The Mayor's Office and the Controller's Office are seeking information about all contracts, with additional emphasis on Information and Communication Technology (ICT) contracts. On Forms 7A and 7B, departments should provide summaries of the major contract changes assumed in the Proposed Budget under accounts beginning with 527 (Professional and Specialized Services) and accounts beginning with 536, 537 and 538 (City Grants Programs).

Instructions: In completing forms 7A and 7B, please include the following:

- Name the contract agency. **NOTE:** Individual contracts should be itemized; do not aggregate multiple contracts with a given contractor.
- Indicate whether the contract agency is a non-profit organization.
- Will the contract go through an RFP in the Fiscal Year?
- Provide a brief description of the services purchased through this contract. Please be specific but concise (e.g., "shelter beds for homeless families").
- Indicate the PeopleSoft Chartfields in which the contract is budgeted.
- What type and number of Units are covered under the contract? (E.g. licenses, desktops)
- Contractor Budget/Hours. **NOTE:** Reported contract amounts should be annual, regardless of whether a multi-year contract agreement exists.
- Calculate the change in total contract amount and contractor hours between fiscal years.
- Provide a brief explanation for the change, if any. Explanations of change in proposed contract amounts should be precise and should indicate whether direct services are being expanded, enhanced, or cut.

## Form 7A: Major Contract Changes (non-ICT)

To be completed by: All departments with non-ICT contract changes.

Instructions: Provide a summary of the major non-Information and Communication Technology (non- ICT) contract changes assumed in the Proposed Budget under accounts beginning with 527 (Professional and Specialized Services) and 538 (City Grants Programs).

## Form 7B: Major ICT Contract Changes

To be completed by: All departments with ICT contract changes.

Instructions: Provide a summary of the major contract changes assumed in the Proposed Budget under the appropriate IT account codes (e.g. 527610 Systems Consulting Services). Contracts of particular interest include: ESRI, IBM, Adobe, Cisco, Microsoft, Motorola, AT&T, and Avaya.

This information will help the Mayor's Office, in concert with the Department of Technology, determine what enterprise agreements to pursue in FY 2017-18 and FY 2018-19. Such agreements are consistent with the Mayor's Executive Directive to consolidate, standardize and optimize the technology operations, services, and applications of the City and County of San Francisco (City).

# Form 8A & 8B: PeopleSoft Coding Requests

Instructions: The Controller's Office requests departments seeking to code new codes into PeopleSoft fill out the forms and submit completed form(s) to their Controller's Office Fund Accountant. Coding setup request in connection with the Capital Project Committee and COIT are coordinated by the respective committees, in collaboration with the Mayor's Budget Office and Controller's Budget Office and independent from these forms.

## **Form 8A: Chart of Accounts – New Requests, Change Requests Summary Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft Chartfield set up.

Instructions: This form should be completed when requesting new codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

## **Form 8B: Department Code Request Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft Department code setup.

Instructions: This form should be completed when requesting new department codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

## **Form 8C: Fund Code Request Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft Fund code setup.

Instructions: This form should be completed when requesting new fund codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

## **Form 8D: Project Code Request Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft project code setup.

Instructions: This form should be completed when requesting new project codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

## **Form 8E: Project Work Breakdown Structure (WBS) Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft activity code setup.

Instructions: This form should be completed when requesting new activity codes to be added to

PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

### **Form 8G: Authority Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft authority code setup.

Instructions: This form should be completed when requesting new authority codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

### **Form 8H: Agency Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft agency code setup.

Instructions: This form should be completed when requesting new agency codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

### **Form 8I: Account Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft account code setup.

Instructions: This form should be completed when requesting new account codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

### **Form 8J: Transfer In-Out (TRIO) Form**

To be completed by: All Departments requiring Controller's Office new PeopleSoft TRIO code setup.

Instructions: This form should be completed when requesting new TRIO codes to be added to PeopleSoft by the Controller's Office. Following completion, email the form to your Controller's Office Fund Accountant.

# 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 is 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. If your department received FY 2018-19 Prop J approval from the Board of Supervisors during the prior year’s budget process, it is not necessary to request approval for FY 2018-19 again if none of the assumptions or costs have changed. If this is the case, it is only necessary to submit FY 2019-20 Prop J documents. Any revisions to previously approved, or new Prop J activities should be submitted for both FY 2018-19 and FY 2019-20 as applicable by fixed two-year departments and for FY 2018-19 only for departments submitting annual rolling two-year budgets.

## 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) 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;
- (3) The department's proposed or, for contract renewals, current oversight and reporting requirements for the services covered by the contract;
- (4) 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;
- (5) 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);

- (6) The department's plan for City employees displaced by the contract; and,
- (7) 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 this year's Prop J form as there are two additional tabs. 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

\* Obtain biweekly wage rates from the Human Resources Classification and Compensation Database, available online at <http://www.sfdhr.org/index.aspx?page=32>.

\*\* Obtain fringe benefits rates by contacting your analyst in the Controller's Budget Office or by using the fringe benefit costs in budget system report 15.15.002. Enter estimated fringe benefit costs. These costs will be recalculated once the Controller's Office inputs the fringe benefit rates.

\*\*\* 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.

# Appendices

## Appendix A: Vehicle Leasing Program and Vehicle Purchases

The Fleet Management Department of the General Services Agency is authorized by the Mayor and the City's Administrative Code to conduct fleet management programs. The Director of Fleet Management has the primary responsibility to approve requests and purchases of both new and replacement vehicles. The Department has also administered a vehicle leasing program since FY 2003-04 for general purpose light duty vehicles.

### Vehicle Leasing Program

Fleet Management administers an internal Vehicle Leasing Program for general-purpose sedans and light-duty pickup trucks/vans (up to 10,000 pounds gross vehicle weight rating). Enterprise departments whose light duty vehicles are not maintained by Central Shops are not covered by this program, nor are emergency response vehicles. Fleet Management acquires vehicles, and then charges departments annually for them on a pay-as-you-go basis. Lease rates cover maintenance and normal repair.

- **Lease rates:** BY lease rates have not yet been determined. Fleet Management will send out the lease rates and recommended amounts once the rates have been set.
- **Lease term:** The leasing term is generally one year. Departments interested in leasing vehicles for a shorter term should contact Fleet Management. We will accommodate shorter term leases if practical.
- **Fuel:** Lease rates do not include fuel. Departments must budget fuel separately.
- **Insurance:** As with most city owned vehicles, lease program vehicles are covered under the City's self-insurance program.
- **Accidents or neglect:** Lease rates cover routine maintenance and repairs, except for those related to accidents, vandalism and driver abuse or neglect, which will be charged to the department.
- **Fleet reduction:** Many departments have turned in vehicles since the inception of the vehicle leasing program. Fleet Management strongly encourages departments to continue to review their transportation needs to identify opportunities for reducing fleet size. If your department chooses to turn in any of the leased vehicles, then you will be able to reduce your vehicle leasing budget request accordingly.

Departments also may request to increase the number of vehicles they lease. Such requests will be reviewed by Fleet Management and the Mayor's Budget Office. Departments should not submit budget

requests for purchase of vehicles that are already available through the vehicle leasing program. Departments seeking to acquire such vehicles should contact Tom Fung, Fleet Management, at (415) 550-4600 for program information and budgeting considerations.

**Budget Requests for Vehicles not Covered by Vehicle Leasing Program:** For general purpose light duty vehicles not covered by the vehicle leasing program, and for all other classes of vehicles, budget instructions are as follows below. Please note: the **Mayor's budget office will not approve budget requests for vehicles without Fleet Management recommendation.**

## **Vehicle Purchasing Program**

### **Vehicle Purchase – replacing an existing City vehicle**

1. Complete Vehicle Acquisition Request Form (included in Equipment SharePoint Form).
2. Prepare vehicle final specifications or preliminary specifications (a purchase request under a citywide term contract does not require final specifications).
3. Submit completed Equipment SharePoint Form and vehicle final specifications (or preliminary specification) by Department Budget Request submission deadline.
4. Conditional Fleet Approval may be granted once preliminary specifications have been submitted.
5. Final Fleet Approval cannot be granted until final specifications have been submitted.
6. It is the responsibility of the requesting department, following Fleet Approval of a vehicle acquisition request, to ask Fleet Management for any needed HACTO waiver.

### **Vehicle Purchase – adding a vehicle to the existing City fleet**

1. Complete Vehicle Acquisition Request Form (included in Equipment SharePoint Form).
2. Determine and justify the business needs to add a new vehicle to the fleet.
3. Prepare vehicle final specifications or preliminary specifications (a purchase request under a citywide term contract does not require final specifications).
4. Submit completed Equipment SharePoint Form and vehicle final specifications (or preliminary specification) by Department Budget Request submission deadline.
5. Conditional Fleet Approval may be granted once preliminary specifications have been submitted.
6. Final Fleet Approval cannot be granted until final specifications have been submitted.
7. It is the responsibility of the requesting department, following Fleet Approval of a vehicle acquisition request, to ask Fleet Management for any needed HACTO waiver.

**Fleet Standardization:** 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 and 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.

**Car Sharing Vehicles:** The City has a car-sharing contract in place, allowing departments to approve employees to use a car-share vehicle. A department should examine this car-sharing option prior to budgeting for an additional or replacement city vehicle. Car-sharing could reduce your overall vehicle budget when properly managed. Departments interested in car-sharing should contact Fleet Management.

**Used Vehicle Purchases:** Fleet Management will grant the purchase of used vehicles meeting City

standards when operationally and economically feasible. Departments interested in purchases of used vehicles should contact Fleet Management for further instructions.

**Alternative Fuel Vehicles: Executive Directive 05-103, dated September 23, 2005, requires:** 1) 75% of new non-emergency passenger automobiles to be alternative fuel vehicles; and, 2) 90% of new non-emergency passenger automobiles to be either alternative fuel vehicles or high efficiency vehicles. Departments should be familiar with ED05-103 and make purchase and budget plans accordingly.

**Implementation of Healthy Air and Clean Transportation (HACTO) Ordinance:** HACTO 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 and was recently amended by the Board of Supervisors on July 7, 2015 in adopting Ordinance No. 16-15.

**The amended ordinance requires the adoption and implementation of policies to:**

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.

### **Exemptions**

Pursuant to the ordinance, certain qualifying circumstances are exempted from HACTO requirements including emergency vehicles of Public Safety Departments (Police, Sheriff, Fire, Animal Care and Control and Medical Examiner) and buses of the San Francisco Municipal Transportation Authority.

### **Waivers**

1. Waivers will be handled on a vehicle by vehicle basis.
2. Justification for waivers from the vehicle reduction portion of the HACTO will need to be submitted as part of the department's annual HACTO plan.
3. Justification for waivers from the AFV requirement will be submitted on the Equipment Acquisition Request Form. AFVs will be deemed to be interchangeable with Non-AFV options in the same vehicle class. It will be the requesting department's responsibility to provide sufficient justification to warrant a waiver approval.

If you have questions regarding the Healthy Air and Clean Transportation Program Ordinance or the clean air vehicle policy please contact Fleet Management.

**Standard Vehicle Equipment Unit Costs & Purchasing:** The Office of Contract Administration, Purchasing Division, has awarded two vehicle term contracts: Sedans, TC72304 and Trucks, Vans and SUVs, TC72502. Please visit <http://admweb/AdminServices/fleetmgmt/Workshops.htm> for "Guidelines for Vehicle Purchasing" and contact the City's Fleet Buyers for questions regarding estimated unit costs and vehicle purchases.

Requests for these vehicles and equipment must be submitted to the Mayor's Budget Office, with a copy to the Controller's Budget Office, using Budget Form 4 found in the Technical Instructions. The department should assign a unique equipment number to any proposed purchases for medium and heavy-duty vehicles and equipment. Refer to Section V (Equipment Purchase and Equipment Lease-Purchase) in the Budget Instructions for guidelines on assigning equipment numbers.

# Appendix B: Sample Budget Certification Letter

{Date}

Melissa Whitehouse, 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 2018-19 & FY 2019-20

Ladies and Gentlemen:

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 2018-19 and FY2019-20 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: Kelly Kirkpatrick, Acting Mayor's Budget Director  
cc: Michelle Allersma, Controller's Office, Budget and Analysis Division Director

# Appendix C: Interdepartmental Services (IDS) Certification and Summary Forms

Requesting departments drive spending authority for IDS departments. Both requesting and performing departments must sign an Interdepartmental Services Certification Form and complete the Interdepartmental Services Summary Form before submitting the department's budget to the Controller's Budget Office.

To allow departments time to budget for work order changes within the Department Phase, performing departments must notify requesting departments of the IDS requirements for BY before the Department Budget Request submission deadline.

All departments are encouraged to use the Interdepartmental Services Certification Form to document all IDS agreements between performing and requesting departments. Performing departments may run an IDS report in the budget system to complete the Interdepartmental Services Summary Form. For instructions on running budget system reports, see the system user guide.

**The Departments listed below are required to complete, sign and submit the Interdepartmental Services Certification form with the Department Budget Request submission:**

- City Administrator
- City Attorney
- Department of Technology
- Environment
- Human Rights Commission
- Fire Department
- Police Department
- Treasurer Tax Collector

**Interdepartmental Services Certification Form**

**TO:**

**FROM:**

**DATE:**

**SUBJECT:** FY 2018-19 Interdepartmental Services Certification Form

The purpose of this document is to provide a written agreement between the requesting and performing departments for services to be provided through interdepartmental services. Performing departments must initiate this form and have it signed by requesting and performing department heads. Both departments should retain copies for audit purposes.

**Work Order Amount:** \$ \_\_\_\_\_

**Requesting Department:**

**Program:** \_\_\_\_\_

**Department Code:** \_\_\_\_\_

**Account:** 5081

**Fund Code:** \_\_\_\_\_

**Authority Code:** \_\_\_\_\_

**Project Code:** \_\_\_\_\_

**Activity Code:** \_\_\_\_\_

(To be completed by Requesting Dept)

-----  
**Performing Department\*:**      **Name and Address**

**Description of Services:**

**Performing Department Code:** \_\_\_\_\_

**Account:** 486

**Performing Fund Code:** \_\_\_\_\_

**Performing Authority Code:** \_\_\_\_\_

**Performing Project Code:** \_\_\_\_\_

**Performing Activity Code:** \_\_\_\_\_

-----  
**Signatures:**

\_\_\_\_\_  
Requesting Department Head

\_\_\_\_\_  
Print Name and Title

Date: \_\_\_\_\_

\_\_\_\_\_  
Performing Department Head

\_\_\_\_\_  
Print Name and Title

Date: \_\_\_\_\_

*\*Please return signed copy to Performing Department above.*



# Appendix D: Controller's Budget Office and Mayor's Budget Office Contacts

Dept. #	Code	Department Name	Controller's Office	Mayor's Office
62	AAM	Asian Art Museum	Woody Kongsamut	Marie Valdez
70	ADM	General Services Agency - Administrative Services	Edward de Asis	Ted Conrad
13	ADP	Adult Probation	Woody Kongsamut	Nereida Heller
27	AIR	Airport	Edward de Asis	Jillian Johnson
28	ART	Arts Commission	Yuri Hardin	Ashley Groffenberger
2	ASR	Assessor/Recorder	Jay Liao	Raven Anderson
1	BOS	Board of Supervisors	Edward de Asis	Marisa Pereira Tully
3	CAT	City Attorney	Yuri Hardin	Marisa Pereira Tully
64	CFC	Children & Families Commission	Yuri Hardin	Chris Muyo
23	CHF	Children, Youth & Their Families	Woody Kongsamut	Chris Muyo
9	CON	Controller	Woody Kongsamut	Raven Anderson
29	CPC	City Planning	Maggie Han	Raven Anderson
10	CRT	Superior Court	Maggie Han	Nereida Heller
30	CSC	Civil Service Commission	Michael Mitton	Kelly Kirkpatrick
17	CSS	Child Support Services	Woody Kongsamut	Chris Muyo
4	DAT	District Attorney	Edward de Asis	Jillian Johnson
19	DBI	Department of Building Inspection	Maggie Han	Raven Anderson
88	DPA	Department of Police Accountability	Edward de Asis	Jillian Johnson
81	DPH	Department of Public Health	Yuri Hardin	Ashley Groffenberger
90	DPW	General Services Agency - Public Works	Yuri Hardin	Ted Conrad
45	DSS	Human Services Agency	Jay Liao	Nereida Heller
77	ECD	Emergency Communications	Woody Kongsamut	Chris Muyo
21	ECN	Economic & Workforce Development	Edward de Asis	Raven Anderson
22	ENV	Environment	Edward de Asis	Chris Muyo
18	ETH	Ethics Commission	Maggie Han	Nereida Heller
61	FAM	Fine Arts Museum	Woody Kongsamut	Marie Valdez
31	FIR	Fire Department	Woody Kongsamut	Chris Muyo
97	GEN	General City Responsibility	Michelle Allersma	
4	HRC	Human Rights Commission	Edward de Asis	Ashley Groffenberger
33	HRD	Human Resources	Michael Mitton	Kelly Kirkpatrick
84	HOM	Dept. of Homelessness and Supportive Housing	Yuri Hardin	Nereida Heller
55	HSS	Health Service System	Michael Mitton	Kelly Kirkpatrick
12	JUV	Juvenile Probation	Woody Kongsamut	Nereida Heller
41	LIB	Public Library	Jay Liao	Jillian Johnson
63	LLB	Law Library	Yuri Hardin	Jillian Johnson
35	MTA	Municipal Transportation Agency (MTA)	Yuri Hardin	Raven Anderson
25	MYR	Mayor	Woody Kongsamut	Ted Conrad
37	PAB	Board of Appeals	Jay Liao	Chris Muyo

5	PDR	Public Defender	Edward de Asis	Jillian Johnson
38	POL	Police Department	Edward de Asis	Jillian Johnson
39	PRT	Port	Edward de Asis	Raven Anderson
40	PUC	Public Utilities Commission	Woody Kongsamut	Chris Muyo
	PUC-CLP	PUC - Clean Power	Woody Kongsamut	Chris Muyo
92	PUC-CWP	PUC - Clean Water	Woody Kongsamut	Chris Muyo
32	PUC-HHP	PUC - Hetch Hetchy	Woody Kongsamut	Chris Muyo
47	PUC-WTR	PUC - Water	Woody Kongsamut	Chris Muyo
42	REC	Recreation & Park	Edward de Asis	Raven Anderson
80	REG	Elections	Yuri Hardin	Ashley Groffenberger
44	RET	Retirement System	Michael Mitton	Kelly Kirkpatrick
65	RNT	Rent Arbitration Board	Jay Liao	Ted Conrad
60	SCI	Academy of Sciences	Jay Liao	Marie Valdez
6	SHF	Sheriff's Department	Edward de Asis	Nereida Heller
75	TIS	General Services Agency - Technology	Edward de Asis	Ashley Groffenberger
8	TTX	Treasurer / Tax Collector	Jay Liao	Raven Anderson
99	UNA	General Fund Unallocated	Michelle Allersma	
7	USD	County Office of Education	Yuri Hardin	
46	WAR	War Memorial	Yuri Hardin	Chris Muyo
48	WOM	Department on the Status of Women	Yuri Hardin	Jillian Johnson
	OCII	Office of Community Investment and Infrastructure		Raven Anderson
	TIDA	Treasure Island Development Authority		Ted Conrad

<b>Mayor's Budget Office</b>	
Raven Anderson	(415) 554-6617
Ted Conrad	(415) 554-6639
Ashley Groffenberger	(415) 554-6511
Nereida Heller	(415) 554-5169
Jillian Johnson	(415) 554-6659
Kelly Kirkpatrick	(415) 554-6125
Chris Muyo	(415) 554-6216
Marisa Pereira Tully	(415) 554-6656
Marie Valdez	(415) 554-5965
Laura Busch (on leave until Spring 2018)	(415) 554-6485

<b>Controller's Budget Office</b>	
Michelle Allersma	(415) 554-4792
Edward de Asis	(415) 554-7663
Maggie Han	(415) 554-5247
Yuri Hardin	(415) 554-7535
Theresa Kao	(415) 554-5253
Woody Kongsamut	(415) 554-7575
Jay Liao	(415) 554-5159
Carol Lu	(415) 554-7647
Michael Mitton	(415) 554-6626