



*San Francisco Public Library*

# SAN FRANCISCO PUBLIC LIBRARY

FYs 21 & 22 Budget

June 18, 2020

Maureen Singleton, Chief Operating Officer



# February 2020 Summary of Proposed Investments: Review

Option 2: approved at February 6, 2020 Library Commission meeting						
Strategic Priority	One-time/ Ongoing	FY 21	FY 21	FY 21	FY 22	FY 22
		Original Budget	Proposed Investment Amount	Proposed Budget Amount	Proposed Investment Amount	Proposed Budget Amount
Premier Urban Library	One-Time	-	25,000	25,000	460,000	460,000
	Ongoing	75,000	25,000	100,000	5,000	105,000
<b>Premier Urban Library Total</b>		<b>75,000</b>	<b>50,000</b>	<b>125,000</b>	<b>465,000</b>	<b>565,000</b>
Literacy & Learning <sup>(1)</sup>	One-Time	850,000	(848,250)	1,750	850,000	850,000
	Ongoing	19,275,509	314,876	19,590,385	1,000,000	20,565,510
<b>Literacy &amp; Learning Total</b>		<b>20,125,509</b>	<b>(533,374)</b>	<b>19,592,135</b>	<b>1,850,000</b>	<b>21,415,510</b>
Youth Engagement	Ongoing	65,000	15,000	80,000	-	80,000
<b>Youth Engagement Total</b>		<b>65,000</b>	<b>15,000</b>	<b>80,000</b>	<b>-</b>	<b>80,000</b>
Digital Strategies	One-Time	-	880,000	880,000	-	-
	Ongoing	-	9,500	9,500	-	9,500
<b>Digital Strategies Total</b>		<b>-</b>	<b>889,500</b>	<b>889,500</b>	<b>-</b>	<b>9,500</b>
Partnerships for Excellence	Ongoing	25,000	112,000	137,000	-	137,000
<b>Partnerships for Excellence Total</b>		<b>25,000</b>	<b>112,000</b>	<b>137,000</b>	<b>-</b>	<b>137,000</b>
Organizational Excellence	Ongoing	500,000	177,000	677,000	-	677,000
<b>Organizational Excellence Total</b>		<b>500,000</b>	<b>177,000</b>	<b>677,000</b>	<b>-</b>	<b>677,000</b>
Facilities Maintenance & Infrastructure	One-Time	20,000,000	11,666,000	31,666,000	15,000,000	15,000,000
	Ongoing	120,250	215,000	335,250	-	335,250
<b>Facilities Maintenance &amp; Infrastructure Total</b>		<b>20,120,250</b>	<b>11,881,000</b>	<b>32,001,250</b>	<b>15,000,000</b>	<b>15,335,250</b>
<b>Grand Total</b>		<b>40,910,759</b>	<b>12,591,126</b>	<b>53,501,885</b>	<b>17,315,000</b>	<b>38,219,260</b>

**Note: (1)** See Attachment I for detailed investment proposals by Strategic Priority for FY 21 & 22 that the Library Commission approved on February 6, 2020

# February 2020 Summary of Proposed Investments: Review

Budget Option 2: as of February 21, 2020	FY20 Approved Budget	FY21 Base Budget	FY21 Proposed Budget (as of Feb 21, 2020)	Variance FY21 Proposed Budget to FY20 Budget	Variance FY21 Proposed Budget to FY21 Base Budget	FY22 Proposed Budget (as of Feb 21, 2020)	Variance FY22 Proposed Budget to FY21 Proposed Budget
<b>SOURCES</b>							
Property Tax Setaside	65.30	69.52	69.52	4.22	-	72.62	3.10
General Fund Baseline	96.13	101.66	101.66	5.53	-	96.11	(5.55)
<b>Total LPF</b>	<b>161.43</b>	<b>171.18</b>	<b>171.18</b>	<b>9.76</b>	<b>-</b>	<b>168.73</b>	<b>(2.45)</b>
Misc. Annual Sources	0.58	0.58	0.60	0.01	0.01	0.60	0.00
Library Fines & Fees	0.44	0.37	0.37	(0.08)	-	0.37	-
Fuhrman Trust	0.10	0.10	0.10	-	-	0.10	-
LPF Fund Balance	9.04	5.02	10.19	1.15	5.17	0.46	(9.73)
<b>Total Other Fund Sources</b>	<b>10.17</b>	<b>6.07</b>	<b>11.25</b>	<b>1.09</b>	<b>5.19</b>	<b>1.52</b>	<b>(9.73)</b>
<b>Grand Total Sources</b>	<b>171.59</b>	<b>177.25</b>	<b>182.43</b>	<b>10.84</b>	<b>5.19</b>	<b>170.26</b>	<b>(12.18)</b>
<b>USES</b>							
Salaries	61.81	63.81	64.12	2.31	0.31	66.36	2.24
Benefits	29.94	32.25	32.33	2.39	0.08	33.19	0.85
Health Service-Retiree Subsidy	5.38	5.70	5.70	0.32	-	6.06	0.36
<b>Total Labor</b>	<b>97.14</b>	<b>101.76</b>	<b>102.15</b>	<b>5.01</b>	<b>0.40</b>	<b>105.60</b>	<b>3.45</b>
Collections	17.62	20.46	19.80	2.18	(0.66)	21.65	1.85
Services of Other Depts.	12.41	12.66	13.07	0.66	0.41	12.76	(0.31)
Non-Personnel Services	7.60	7.16	7.75	0.14	0.59	7.42	(0.32)
BLIP Debt Service	1.72	1.74	1.74	0.01	-	1.74	-
Community Based Organization Services	0.60	0.50	0.62	0.02	0.12	0.62	-
Materials & Supplies	3.94	3.71	4.14	0.21	0.44	3.97	(0.18)
Capital	29.01	20.80	32.45	3.44	11.65	15.50	(16.95)
Equipment	1.55	0.69	0.71	(0.84)	0.02	1.00	0.29
<b>Total Non-Labor</b>	<b>74.45</b>	<b>67.72</b>	<b>80.28</b>	<b>5.83</b>	<b>12.56</b>	<b>64.66</b>	<b>(15.63)</b>
<b>Grand Total Uses</b>	<b>171.59</b>	<b>169.48</b>	<b>182.43</b>	<b>10.84</b>	<b>12.96</b>	<b>170.26</b>	<b>(12.18)</b>
<b>Surplus/ (Shortfall)</b>	<b>-</b>	<b>7.77</b>	<b>-</b>			<b>-</b>	

# Evolving Budget Climate

## City Budget Climate:

Projected City General Fund Deficit				
As of	FY 20	FY 21	FY 22	Total
Dec 2019		(195.40)	(224.10)	(419.50)
May 2020	(246.20)	(753.90)	(735.40)	(1,735.50)

### Key Assumptions in deficit estimates:

- Labor wage increase delay triggered
- No additional COVID-19 related costs in budget years
- No additional support or loss of Federal and State monies
- No ERAF monies

### Risks & Uncertainty:

- Duration & intensity of public health risks
- Slower or later economic recovery than assumed
- Level of City response to COVID-19 sustained in coming years
- Federal and State revenue risks

### Revised Budget Schedule:

- August 1: Mayor submits balanced budget to Board of Supervisors
- August: Board Budget & Appropriations Committee budget hearings
- September: Full Board of Supervisors considers budget
- October 1: Mayor signs budget

# Evolving Budget Climate

## Library Preservation Fund:

LPF Projection Comparisons							FY 21 & 22
Source	FY 21 as of Dec 2019	FY 21 as of May 2020	Var FY 21 Projections	FY 22 as of Dec 2019	FY 22 as of May 2020	Var FY 22 Projections	Projection Var Total
GF Baseline	101.66	86.00	(15.66)	96.11	85.50	(10.61)	(26.27)
Property Tax	69.52	66.70	(2.82)	72.62	67.30	(5.32)	(8.14)
<b>Grand Total</b>	<b>171.18</b>	<b>152.70</b>	<b>(18.48)</b>	<b>168.73</b>	<b>152.80</b>	<b>(15.93)</b>	<b>(34.41)</b>

**Note:** May projection data source: Budget Outlook Update FY 2019-20 through FY 2023-24 issued by the Board of Supervisors Budget & Legislative Analyst, Mayor's Budget Office, and Controller's Office on May 13, 2020

## Mayor's Budget Guidance:

- Prioritize core services
- Prioritize services for vulnerable populations
- Prioritize providing equitable services for underserved populations
- Streamline operations
- Align operations with COVID-19 operating measures and guidelines
- Non-General Fund departments & funds must balance within allocated revenue
- General Fund department reduction requirements:
  - FY 21: 10% of adjusted general fund support with a 5% contingency
  - FY 22: grow reductions to 15%, an additional 5% over 10% in FY 21

# Evolving Budget Climate

## Approach to bridging the funding gap:

- Plan for reopening in alignment with Department of Public Health guidance
- Prioritize core services and services to vulnerable populations
- Re-evaluate budget investment proposals approved in February 2020
- Prioritize capital asset renewals
- Limit Fund Balance use given economic uncertainty
- Plan for economic uncertainty



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# Reduction Proposals: Re-evaluated Budget Investments

Strategic Priority	Proposal Title	Proposal Summary Description	Impact of Proposed Reduction/ Delayed Prior Investment Proposal	One-time/ Ongoing	FY 21 Original Budget	FY 21 Proposed Investment Amount	FY 21 Proposed Budget Amount	May 2020 (Reduction) Amt FY 21	FY 22 Proposed Investment Amount	FY 22 Proposed Budget Amount	May 2020 (Reduction) Amt FY 22
Premier Urban Library	Promote the Library for All	Increase public awareness of key system wide programming, partnership, and learning initiatives such as Summer Stride, youth workforce development, digital inclusion, Night of Ideas, and other library milestone activities	The Library will reconfigure its public awareness program and determine how to fund the activities within the base budget allocation	Ongoing	75,000	25,000	100,000	(25,000)	5,000	105,000	(25,000)
	Affirm the Main Library as the Tenderloin Branch Library	Though the Main Library is known widely as the flagship branch of the San Francisco Public Library both for its deep collections and uniquely specialized services, it is also the neighborhood branch for its nearest community, the Tenderloin. In order to spotlight the Main as a local family-friendly branch library for the Tenderloin, this project will leverage the experience of a cohort of Main staff working with the Harwood Institute to offer a special kind of community facilitation – the Harwood Method – where participants from the Tenderloin will share aspirations for their community and discuss challenges and solutions in a comfortable, open environment. The goal is to learn the needs & aspirations of our neighbors & help the Main to better serve the Tenderloin, one of the City’s most economically-disadvantaged community	Affirming the Main Library as the Tenderloin Branch Library could be deferred to a future budget cycle	One-Time	-	25,000	25,000	(25,000)	-	-	-
<b>Premier Urban Library Total</b>					<b>75,000</b>	<b>50,000</b>	<b>125,000</b>	<b>(50,000)</b>	<b>5,000</b>	<b>105,000</b>	<b>(25,000)</b>
Literacy & Learning	Increase adult physical collections to offset tariffs	Increase the physical collection budget for adult material by 2% to cover price increases. Due to new tariffs with China, the cost of printing there has increased significantly so much that publishers are moving printing back to North America. Book prices saw average increases by format as high as 10% in 2019, compared to 2018. The 2% figure excludes the \$550K Mission Opening Day figure since that will shift to FY 22	The Library anticipates that costs will not increase given the evolving economic status	Ongoing	6,663,054	133,500	6,796,554	(133,500)	-	6,796,554	(133,500)
	Increase youth physical collections to offset tariffs	Increase the physical collection budget for youth material by 2% to cover price increases. Due to new tariffs with China, the cost of printing there has increased significantly so much that publishers are moving printing back to North America. Book prices saw average increases by format as high as 10% in 2019, compared to 2018. The 2% figure excludes the \$300K Mission Opening Day figure since that will shift to FY 22	The Library anticipates that costs will not increase given the evolving economic status	Ongoing	2,816,474	56,500	2,872,974	(56,500)	-	2,872,974	(56,500)
<b>Literacy &amp; Learning Total</b>					<b>9,479,528</b>	<b>190,001</b>	<b>9,669,529</b>	<b>(190,001)</b>	<b>-</b>	<b>9,669,529</b>	<b>(190,001)</b>
Youth Engagement	Inspire interactive learning at libraries	Refresh and maintain Play-to-Learn equipment and furnishing at all 28 library locations plus add new benches needed at Main Children’s Center	Refreshing the interactive learning equipment and furnishings can be deferred to a future budget cycle	Ongoing	65,000	15,000	80,000	(15,000)	-	80,000	(15,000)
<b>Youth Engagement Total</b>					<b>65,000</b>	<b>15,000</b>	<b>80,000</b>	<b>(15,000)</b>	<b>-</b>	<b>80,000</b>	<b>(15,000)</b>
Digital Strategies	Refresh branch laptop lending kiosks	Refresh branch laptop lending kiosk program. Kiosks themselves have built-in upgrade through maintained and support program; however, the laptops upgrades are not included. Refresh 90 laptops that are end of life in six kiosks at \$2K each, including all software	Refreshing branch laptop lending kiosks can be deferred to a future budget cycle	One-Time	-	180,000	180,000	(180,000)	-	-	-
<b>Digital Strategies Total</b>					<b>-</b>	<b>180,000</b>	<b>180,000</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Organizational Excellence	Engage an expert survey consultant to perform annual patron satisfaction work	Engage an expert survey consultant to conduct, analyze, and report on the annual patron satisfaction survey (users and non-users) and free up staff time currently allocated to conducting the survey to public service	The start of the consultant survey can be deferred to FY 22	Ongoing	-	50,000	50,000	(50,000)	-	50,000	-
	Establish a gender-neutral public restroom at the Main	Establish a gender-neutral public restroom at the Main. Expand the Main Library’s restroom monitoring program to add one additional practitioner to monitor existing single-stall restrooms on 4th or 5th floors, which can then be opened as gender-neutral	The Library anticipates that the gender-neutral restroom service would be rolled out later when the Department of Public Health approves reopening and therefore base level funding would be sufficient to cover this cost	Ongoing	500,000	120,000	620,000	(120,000)	-	620,000	(120,000)
<b>Organizational Excellence Total</b>					<b>500,000</b>	<b>170,000</b>	<b>670,000</b>	<b>(170,000)</b>	<b>-</b>	<b>670,000</b>	<b>(120,000)</b>

**Note: (1)** Attachment II provides the FY 21 & 22 reduction proposals by Strategic Priority in larger print

# Reduction Proposals: Re-evaluated Budget Investments

Strategic Priority	Proposal Title	Proposal Summary Description	Impact of Proposed Reduction/ Delayed Prior Investment Proposal	One-Time/ Ongoing	FY 21 Original Budget	FY 21 Proposed Investment Amount	FY 21 Proposed Budget Amount	May 2020 (Reduction) Amt FY 21	FY 22 Proposed Investment Amount	FY 22 Proposed Budget Amount	May 2020 (Reduction) Amt FY 22	
Facilities Maintenance & Infrastructure	Provide the additional funding for the Ocean View branch project	Provide additional funding for a new Ocean View branch library. Public Works October 2019 feasibility study estimated a new Ocean View branch library could cost between \$42.5M - \$47.0M. The project is still in development and the scope and cost are not final. In prior budget cycles \$10.5M was allocated towards the project budget. The proposed budget would allocate an additional \$8M in FY21 and \$13.5M in FY22, bringing the total project allocation to \$32M. The Ocean View branch project, like Chinatown & Mission, are anticipated to address community needs, expand teen space, address program rooms, actualize innovations in service delivery and collections management, and include ADA improvements, and energy efficiency work	The Library proposes budgeting \$2.5M in FY 21 for a total project allocation of \$13M by FY 21. Full funding of the Ocean View branch project would be deferred to future budget cycles. This would delay the capital project	One-Time	-	8,000,000	8,000,000	(5,500,000)	13,500,000	13,500,000	(13,500,000)	
	Provide the final funding needed for the Chinatown branch renovation project	Provide the remaining \$2.4M needed for the Chinatown renovation project budget. Public Works estimated the Chinatown branch library renovation would cost between \$24.1M - \$29.4M. In the prior budget cycle the approved funding was \$7M in FY 20 and \$20M in FY 21, which funded 92% of an assumed budget of \$29.4M. The FY 21 proposed budget would allocate the remaining \$2.4M needed to fully fund the renovation. Branch renovations are anticipated to address community needs, expand teen space, revamp program rooms, actualize innovations in service delivery and collections management, and include ADA improvements, preservation or restoration of historic features, & energy efficiency work	The Library proposes budgeting \$2.5M in FY 21 for a total project allocation of \$9.5M by FY 21. Full funding of the Chinatown branch renovation project would be deferred to future budget cycles. This would delay the capital project	One-Time	20,000,000	2,400,000	22,400,000	(19,900,000)	-	-	-	
	Create a senior playground at the Richmond branch library	Co-locate a senior playground with the youth playground at the Richmond branch library. Senior playgrounds can help improve balance, build muscle, strength and tone muscle, extend range of motion, and improve manual dexterity	The current project cost estimate for the senior playground is approximately \$100K. Supervisor Fewer's Office previously funded \$50K via an add-back in a prior budget cycle. The remaining funding needed is only \$50K, therefore the proposed budget could be reduced by \$200K.	One-Time	-	250,000	250,000	(200,000)	-	-	-	
	Refresh and update restroom accessories and faucets	Replace current restroom accessories (towel dispensers, soap dispensers) and faucets that have reached their end of life cycle with automated systems to reduce waste	The Library will reconfigure its supplies budget and determine how to fund this cost within the base budget allocation	Ongoing	-	25,000	25,000	(25,000)	-	25,000	(25,000)	
<b>Facilities Maintenance &amp; Infrastructure Total</b>						<b>20,000,000</b>	<b>10,675,000</b>	<b>30,675,000</b>	<b>(25,625,000)</b>	<b>13,500,000</b>	<b>13,525,000</b>	<b>(13,525,000)</b>
<b>Grand Total</b>						<b>30,119,528</b>	<b>11,280,001</b>	<b>41,399,529</b>	<b>(26,230,001)</b>	<b>13,505,000</b>	<b>24,049,529</b>	<b>(13,875,001)</b>

# Reduction Proposals: Re-evaluated Budget Investments

Summary Reduction Proposals of approved budget investments from February 6, 2020							
Strategic Priority	One-time/ Ongoing	FY 21	FY 21	May 2020	FY 22	FY 22	May 2020
		Proposed Investment Amount	Proposed Budget Amount	(Reduction) Amt FY 21	Proposed Investment Amount	Proposed Budget Amount	(Reduction) Amt FY 22
Premier Urban Library	One-Time	25,000	25,000	(25,000)	-	-	-
	Ongoing	25,000	100,000	(25,000)	5,000	105,000	(25,000)
<b>Premier Urban Library Total</b>		<b>50,000</b>	<b>125,000</b>	<b>(50,000)</b>	<b>5,000</b>	<b>105,000</b>	<b>(25,000)</b>
Literacy & Learning	Ongoing	190,001	9,669,529	(190,001)	-	9,669,529	(190,001)
<b>Literacy &amp; Learning Total</b>		<b>190,001</b>	<b>9,669,529</b>	<b>(190,001)</b>	<b>-</b>	<b>9,669,529</b>	<b>(190,001)</b>
Youth Engagement	Ongoing	15,000	80,000	(15,000)	-	80,000	(15,000)
<b>Youth Engagement Total</b>		<b>15,000</b>	<b>80,000</b>	<b>(15,000)</b>	<b>-</b>	<b>80,000</b>	<b>(15,000)</b>
Digital Strategies	One-Time	180,000	180,000	(180,000)	-	-	-
<b>Digital Strategies Total</b>		<b>180,000</b>	<b>180,000</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Organizational Excellence	Ongoing	170,000	670,000	(170,000)	-	670,000	(120,000)
<b>Organizational Excellence Total</b>		<b>170,000</b>	<b>670,000</b>	<b>(170,000)</b>	<b>-</b>	<b>670,000</b>	<b>(120,000)</b>
Facilities Maintenance & Infrastructure	One-Time	10,650,000	30,650,000	(25,600,000)	13,500,000	13,500,000	(13,500,000)
	Ongoing	25,000	25,000	(25,000)	-	25,000	(25,000)
<b>Facilities Maintenance &amp; Infrastructure Total</b>		<b>10,675,000</b>	<b>30,675,000</b>	<b>(25,625,000)</b>	<b>13,500,000</b>	<b>13,525,000</b>	<b>(13,525,000)</b>
<b>Grand Total</b>		<b>11,280,001</b>	<b>41,399,529</b>	<b>(26,230,001)</b>	<b>13,505,000</b>	<b>24,049,529</b>	<b>(13,875,001)</b>

## Summary of Reduction Proposals of Previously Approved Budget Investments:

- FY 21: \$26.23M
- FY 22: \$13.88M

# Reduction Proposals: Other

## Reduction Proposals of Base Budget:

Cost Center	FY 21	FY 22
	Reduction Proposal Amount	Reduction Proposal Amount
Travel	(95,000)	-
Training	(125,000)	-
Minor Furnishings	(100,000)	-
Office Supplies	(50,000)	-
Public Programming Food	(10,000)	-
Entertainment/Programming	(50,000)	-
Central Shops Maintenance & Fuel	(50,000)	-
Other Materials and Supplies	(300,000)	(300,000)
Public Copy Machine	(180,000)	(180,000)
Public Works: Building Design & Construction Work Order	(239,315)	(239,315)
Workers' Compensation	(600,000)	(600,000)
<b>Total</b>	<b>(1,799,315)</b>	<b>(1,319,315)</b>

## Estimated Reduction Totals – Budget Proposals & Base Budget:

- FY 21: \$28.03M
- FY 22: \$15.19M

## Goal of Proposed Reductions:

- Prioritizes core services & services to vulnerable populations
- Reduces Fund Balance use
- Allows the Library to plan for economic uncertainty
- Maintains capital renewals & allows partial investment in branch projects

# Estimated revised budget with proposed reductions:

	FY21 Proposed Budget (as of Feb 21, 2020)	FY21 Proposed Budget (as of June 12, 2020)	Variance of FY21 Proposed Budgets June to Feb 2020	FY22 Proposed Budget (as of Feb 21, 2020)	FY22 Proposed Budget (as of June 12, 2020)	Variance of FY22 Proposed Budgets June to Feb 2020
<b>SOURCES</b>						
Property Tax Setaside	69.52	66.70	(2.82)	72.62	67.30	(5.32)
General Fund Baseline	101.66	86.00	(15.66)	96.11	85.50	(10.61)
<b>Total LPF</b>	<b>171.18</b>	<b>152.70</b>	<b>(18.48)</b>	<b>168.73</b>	<b>152.80</b>	<b>(15.93)</b>
Misc. Annual Sources	0.60	0.49	(0.11)	0.60	0.49	(0.11)
Library Fines & Fees	0.37	0.25	(0.12)	0.37	0.26	(0.11)
Fuhrman Trust	0.10	0.10	-	0.10	0.10	-
LPF Fund Balance	10.19	1.50	(8.70)	0.46	2.03	1.57
<b>Total Other Fund Sources</b>	<b>11.25</b>	<b>2.34</b>	<b>(8.92)</b>	<b>1.52</b>	<b>2.88</b>	<b>1.36</b>
<b>Grand Total Sources</b>	<b>182.43</b>	<b>155.04</b>	<b>(27.40)</b>	<b>170.26</b>	<b>155.68</b>	<b>(14.57)</b>
<b>USES</b>						
Salaries <sup>(1)</sup>	64.12	63.08	(1.04)	66.36	66.35	(0.01)
Benefits	32.33	32.19	(0.15)	33.19	33.81	0.63
Health Service-Retiree Subsidy	5.70	5.70	-	6.06	6.06	-
<b>Total Labor</b>	<b>102.15</b>	<b>100.96</b>	<b>(1.19)</b>	<b>105.60</b>	<b>106.22</b>	<b>0.62</b>
Collections	19.80	19.61	(0.19)	21.65	21.46	(0.19)
Services of Other Depts.	13.07	12.50	(0.57)	12.76	11.92	(0.84)
Non-Personnel Services	7.75	7.22	(0.53)	7.42	7.24	(0.18)
BLIP Debt Service	1.74	1.74	-	1.74	1.74	-
Community Based Organization Services	0.62	0.50	(0.12)	0.62	0.50	(0.12)
Materials & Supplies	4.14	3.44	(0.71)	3.97	3.60	(0.37)
Capital	32.45	8.35	(24.10)	15.50	2.00	(13.50)
Equipment	0.71	0.71	-	1.00	1.00	-
<b>Total Non-Labor</b>	<b>80.28</b>	<b>54.07</b>	<b>(26.21)</b>	<b>64.66</b>	<b>49.46</b>	<b>(15.19)</b>
<b>Grand Total Uses</b>	<b>182.43</b>	<b>155.04</b>	<b>(27.40)</b>	<b>170.26</b>	<b>155.68</b>	<b>(14.57)</b>
<b>Surplus/ (Shortfall)</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	

(1) FY 21 salary figure as of June 12, 2020 includes the deferred wage increase per the labor MOUs

# Next Steps

- August:
  - Board's Budget & Appropriations Committee Hearings
- September:
  - Board of Supervisors considers budget
- October:
  - Mayor signs budget



# Questions?

