Mission

• Facilitate voluntary compliance with the tax laws
• Provide efficient customer service
• Collect all taxes and fees
• Conserve city funds, prudently investing to achieve maximum yield, low risk, high liquidity

Objectives

• Fiscal Stewardship – Safe, sound investments that support the goals of CCSF
• Financial Equity – Remove barriers and develop safe financial products for residents and businesses
• Customer Service – Consistent, agile and responsive
• Innovation – Execute continuous improvement and be customer and staff-centric
• Operational Excellence – Optimize business effectiveness
• Rigorous Compliance – Digital, intelligent and rapid
COVID-19 Response

Deferred Taxes & Fees

Treasurer Co-Chaired Economic Recovery Task Force

Stepping Up as Disaster Service Workers

Financial Resources for Businesses & Workers

Seamlessly Continued Office Operations

Continued Timely Taxpayer Assistance
Outcomes & Performance Measures

• Implemented Property Tax Replacement Project
• Improved customer service and taxpayer compliance with increased communications, instructional videos, and renewed focus on taxpayer experience
• Quickly shifted to socially distant and contactless taxpayer payment and assistance strategies
• Continued investment in business process redesign to improve taxpayer and staff experiences
• Released groundbreaking reports on the impacts of COVID-19 on the City’s low-income residents
Priorities for the Future

• Implement voter-initiated tax measures such as Prop F, and tax & fee deferral efforts due to COVID-19 as directed by the Board and Mayor

• Provide high quality customer service using new modes of engagement that are direct, real time and contactless

• Extend contactless payments citywide while reducing costs and risks and improving banking practices

• Expand Smart Money Coaching and consumer protection to more in our community, including our small businesses

• Increase number of families saving to their Kindergarten to College accounts
## Three Year Comparison

<table>
<thead>
<tr>
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<th>FY19-20</th>
<th>FY20-21</th>
<th>FY21-22</th>
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</thead>
<tbody>
<tr>
<td>TTX Budget</td>
<td>$41.67M</td>
<td>$42.67M</td>
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<tr>
<td>General Fund Support</td>
<td>$24.78M</td>
<td>$24.72M</td>
<td>$24.75M</td>
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<tr>
<td>Budgeted FTE</td>
<td>209</td>
<td>206</td>
<td>202</td>
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</tbody>
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Expenditures for FY 21-22 - $42.5M

- Salary and Fringe, 29,874,452, 70%
- Materials & Supplies, 88,119, 0%
- Programmatic Projects, 800,000, 2%
- Professional Services, 5,579,948
- Services Of Other Depts (includes FTEs), 6,191,751, 15%
- Services Of Other Depts (includes FTEs), 6,191,751, 15%
Expenditures by Category

- General Fund: 80%
- Financial Empowerment and Justice Initiatives: 6%
- Treasury & Tax work performed for other departments: 14%
Advancing Racial Equity & Addressing Disparities

Recently released our Racial Equity Action Plan outlining Phase One of a two-phase plan. Phase One includes:

• Assessing via staff survey current conditions in six key internal focus areas for all employees, especially for Black, Indigenous, and People of Color;
• Identifying necessary staffing and resources;
• Holding ourselves accountable by setting timely, measurable goals and commitments; and
• Intentionally addressing interpersonal and institutional racism.

Phase Two will ensure that our office’s procurement, contracting/grants, and delivery of services and programs to San Franciscans are implemented in a way that advance racial equity.
COMMENTS

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Please limit your comments to two minutes

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