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
By the Numbers

- 102,000 Registered Businesses
- 181 Tax Types Collected (including licenses)
- $5.4 Billion in Tax Revenue Collected
- $12 Billion of Funds Invested
- 83,000 Customers Served Annually
- 1.7 million Transactions
- 1.2 million Taxpayer Contacts
- 99% Online Filings
Outcomes & Performance Measures

• Implemented Early Care and Education Commercial Rents Tax, Homelessness Gross Receipts Tax, and Traffic Congestion Mitigation Tax

• Improved customer service and taxpayer compliance with new website, instructional videos, and renewed focus on taxpayer experience

• Led efforts to centralize electronic payments and issued citywide policy to ensure that all departments meet credit card industry standards

• Continued investment in business process redesign to improve taxpayer and staff experiences

• Released groundbreaking reports on Municipal Bank Feasibility, Student Loan Debt, Criminal Justice Fines and Fees, and Child Support Debt

• In-sourced lock-box services from outside vendors to city staff
Priorities for the Future

- Complete Property Tax Replacement Project
- Begin Cannabis Tax implementation and collection
- Provide expertise on tax related matters to Business Tax Reform efforts and other proposed tax initiatives
- Swiftly and efficiently implement new tax measures as mandated by San Francisco voters
- Use our core competency to support citywide efforts, such as cashiering at the new Permit Center, increasing compliance with credit card industry standards, 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
## Six Year Comparison

<table>
<thead>
<tr>
<th></th>
<th>FY15-16</th>
<th>FY16-17</th>
<th>FY17-18</th>
<th>FY18-19</th>
<th>FY19-20</th>
<th>FY20-21 Initial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tax Revenue Collected</strong></td>
<td>$4.0B</td>
<td>$4.4B</td>
<td>$4.9B</td>
<td>$5.2B</td>
<td>$5.4B</td>
<td>$5.4B</td>
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<tr>
<td><strong>TTX Budget</strong></td>
<td>$39.24M</td>
<td>$42.21M</td>
<td>$41.10M</td>
<td>$39.41M</td>
<td>$41.95M</td>
<td>$42.47M</td>
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<td><strong>General Fund Support</strong></td>
<td>$23.22M</td>
<td>$24.78M</td>
<td>$24.06M</td>
<td>$23.97M</td>
<td>$25.06M</td>
<td>$25.33M</td>
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<tr>
<td><strong>Budgeted FTE</strong></td>
<td>219</td>
<td>219</td>
<td>207</td>
<td>207</td>
<td>209</td>
<td>209</td>
</tr>
</tbody>
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Expenditures for FY 20-21 - $42M

- Salary: 21,613,378, 50%
- Fringe: 9,671,653, 22%
- Programmatic Projects: 800,000, 2%
- Overhead: (317,379), -1%
- Professional Services: 4,329,987, 10%
- Material & Supplies: 85,781, 0%
- Services of Other Depts (includes FTEs): 6,291,631, 15%
Expenditures by Category

Treasury & Tax operations: 33,700,881, 76%

Treasury & Tax work performed for other departments: 6,902,565, 16%

Kinder2College: 1,150,457, 3%

OFE and FJP: 2,373,660, 5%
COMMENTS

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