



Proposed Budget FY 2024-25 & FY 2025-26



Office of the Controller

June 12, 2024



Mission and Key Strategic Goals

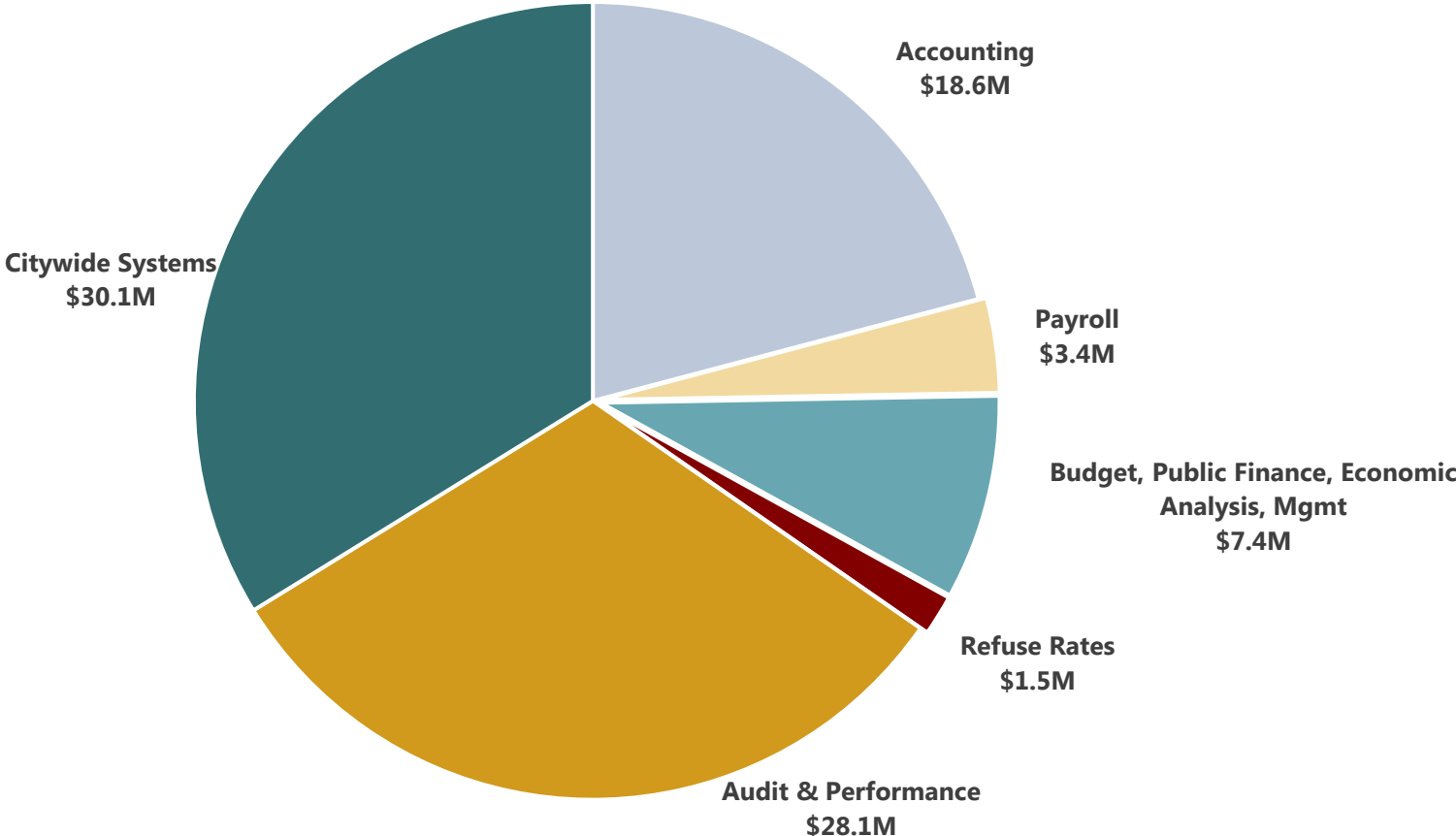
Our Mission:

We ensure the City's financial integrity and promote efficient, effective, and accountable government.

Our Key Strategic Goals:

- Promote Best Practices and Accountability in City Government
- Support Informed Policy Decisions
- Safeguard the City's Long-Term Financial Health
- Provide High-Quality Financial Services
- Support the City's Financial Systems and Infrastructure
- Sustain the City's Financial Operations in a Disaster
- Increase Public Access and Useful and Timely Information
- Invest and Value our Employees
- Manage the Controller's Office Effectively

Proposed FY 2024-25 Budget



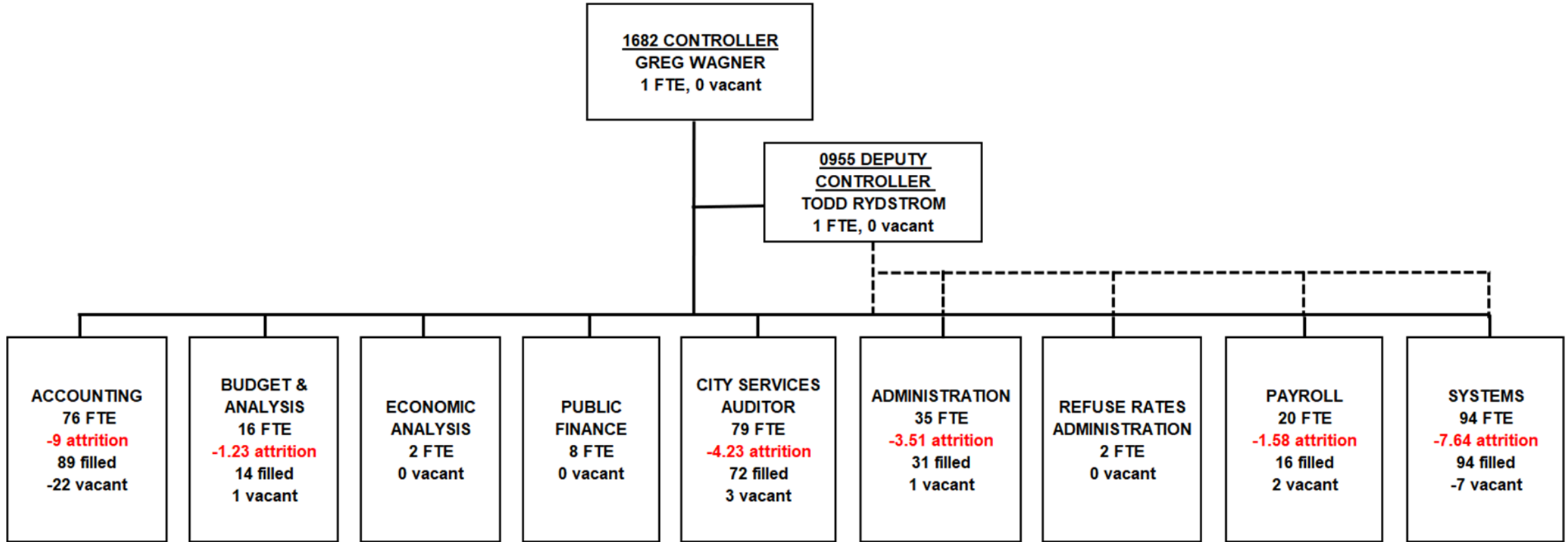
Total Budget \$89.0M

Controller's Office Budget Snapshot

	FY 2023-24 Approved	FY 2024-25 Proposed	FY 2025-26 Proposed
Total Budget	\$84.0M	\$89.0M +\$5.0M	\$87.0M -\$2.0M
General Fund Support	\$12.4M	\$12.7M +\$0.3M	\$11.0M -\$1.7M
ASO Authorized Positions (FTEs)	338	333	333
Attrition Savings (FTEs)	-26	-27	-27
Attrition Savings (\$)	-\$4.7M	-\$5.0M	-\$5.0M

OFFICE OF THE CONTROLLER

PROPOSED FY 2024-25 ORGANIZATIONAL CHART

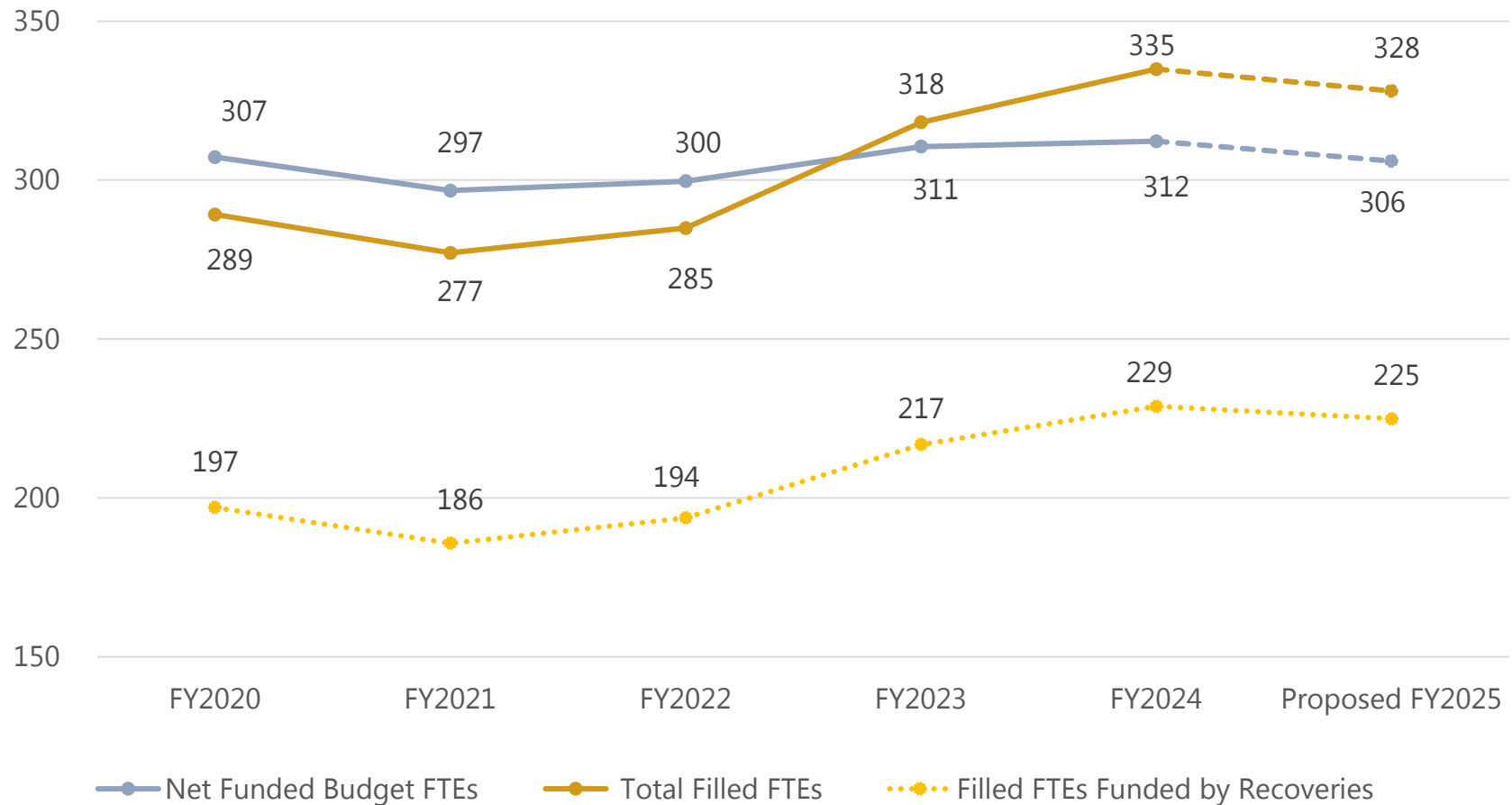


Reflects proposed FY 2024-25 position deletions, off-budget addition, temp hires, and vacancies as of May 28, 2024.

FY2020 to FY2024 Staffing: Filled vs Vacant FTEs

Fiscal Year	Authorized FTEs	Attrition Savings FTEs	Total Net Funded FTEs	Permanent FTEs Filled	Temp Filled	Total Vacant FTEs	Vacant FTE %
2024	339	-26	312	291	44	-23	-7%
2023	337	-26	311	275	43	-8	-2%
2022	323	-23	300	244	41	15	5%
2021	319	-22	297	246	31	20	7%
2020	327	-20	307	255	34	18	6%

Department Positions - Budgeted vs Filled



Reflects proposed FY 2024-25 position deletions, off-budget addition, temp hires, and vacancies as of May 28, 2024.

Meeting Budget Targets – Major Changes in FY 2024-25

1

Position elimination savings (\$0.5M)

Reduce operating and project-based FTEs by 5.21 FTEs

2

Attrition savings (\$0.5M)

Increase attrition savings

3

Non-Personnel budget savings (\$0.6M)

Reduce citywide Systems professional services

4

Work order project savings (\$0.6M)

General Fund savings from City Services Auditor

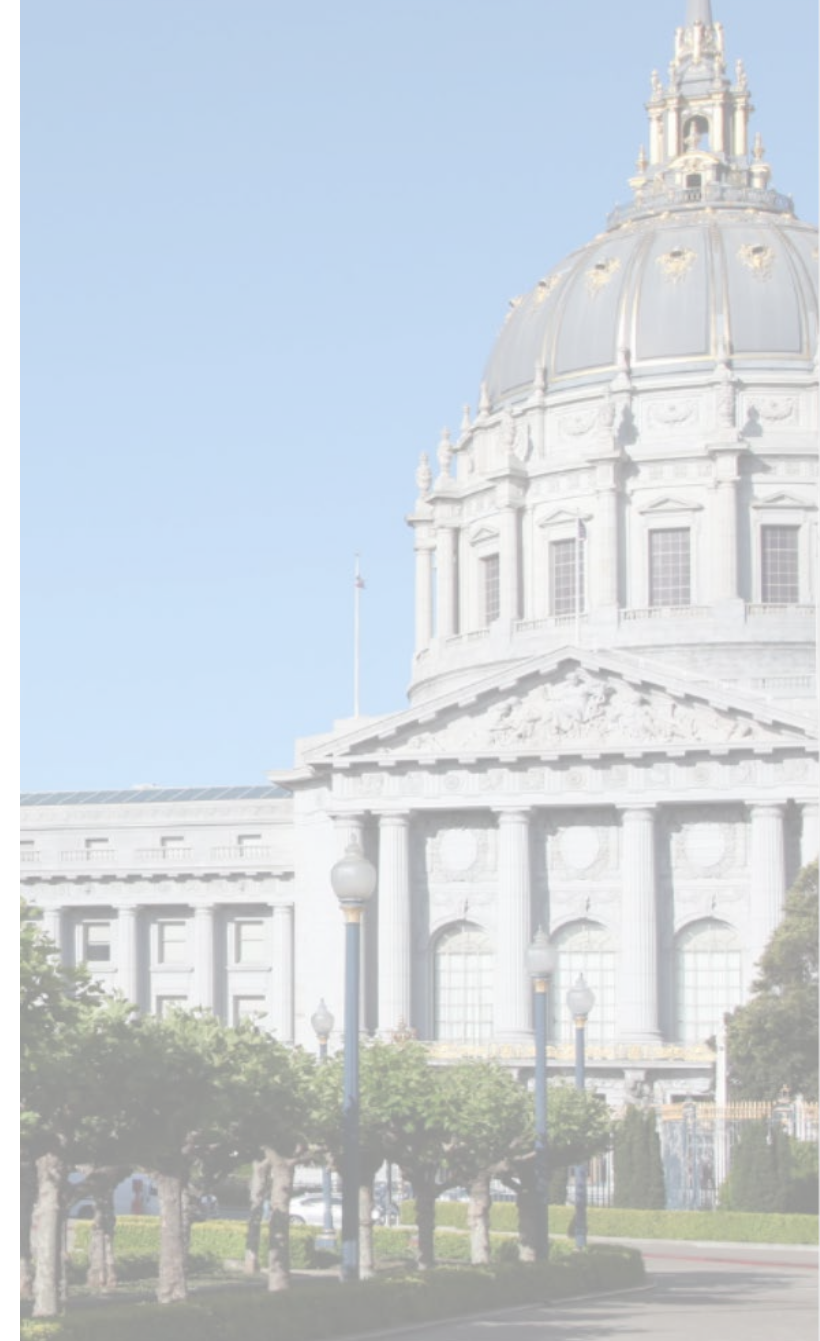
Budget Priorities and Key Projects

Public Integrity, Transparency & Accountability

- Promote accountability and transparency through compliance and performance audits and whistleblower investigations.

Government Operations Initiatives & Performance

- Implement system and user interface improvements to reduce redundancy and streamline financial, hiring, and contracting processes.
- Support efforts of the City Administrator, Department of Human Resources, and Controller's Office to implement initiatives to reduce barriers to hiring and contracting processes.



Public Financing

- Implement the City's new Infrastructure Financing District (IFD) policy.
- Coordinate with OEWD on the formation of the Power Station Enhanced Infrastructure Financing District (EIFD) and the evaluation and potential formation of other EIFDs.
 - Provide ongoing management of formed EIFDs and the Public Financing Authority (PFA), a new governing body for EIFDs consisting of three members of the Board of Supervisors and two members of the public.
- Assist with the issuance of \$1.5 billion General Obligation Bonds, Commercial Paper and Certificates of Participation, as needed, over FY25 and FY26 to meet project funding requirements and/or to provide refunding savings.

Refuse Rates Administration

- In 2022, voters approved Proposition F, that included making the Controller the Refuse Rates Administrator, replacing the Director of Public Works as the party responsible for monitoring and proposing new rates to the Refuse Rates Board.
- In 2023, the Refuse Rates Administrator conducted its inaugural rate-setting process and proposed a new Rate Order for Rate Years 2023-24 and 2024-25, approved by the Refuse Rate Board in August 2023 – 36% lower than Recology's proposed rate increases saving Ratepayers \$8.7 million.

Financial Professionals Development and Training Programs

- Implement expansion of Controller's Office programs for financial standards and proficiency training.
- Create pipelines of financial professionals with key skills and knowledge for senior-level accounting managers and budget analyst professionals.

Racial Equity, Gender Equity, Inclusion and Diversity

- Provide and support citywide reporting for Workforce and Contracts reporting.
- Support the Citywide Contracts Report, Supplier Inclusion Implementation Plan.
- FY 2024-25 focus: Departmental Racial Equity Framework, Racial Equity Staff Survey and Barriers to Employment.



Questions?

Appendix

- Controller Reports Samples
- Key Performance Measures

Planning & Measuring Results

Office of the Controller

ANNUAL PERFORMANCE PLAN
FY 2023-24



CITY AND COUNTY OF SAN FRANCISCO, CALIFORNIA

Annual Comprehensive Financial Report
Year ended June 30, 2023

Promote Best Practices and Accountability in City Government

- Together with the City Administrator's Office and the Department of Human Resource, drive the Government Recovery Project, designed to make hiring, contracting, and financial operations faster and easier.
- Implement policy changes around contracting, equitable wages and funding, monitoring and capacity building to improve \$1.6B of annual spending for nonprofit-delivered services.
- Support budget working groups established to monitor and improve police hiring and overtime pay, healthcare costs, and other budget planning

Inform Policies and Increase Public Access to Timely Information

- Publish a suite of public reporting products that track the performance of city services, including the Performance Scorecard dashboards and updated annual reports on the conditions of City streets, sidewalk and parks.
- Finalize a plan to migrate CON's report portal to SF.GOV and improve accessibility elements like organization, tagging, and searchability.
- Update publication templates to improve readability of our work.
- Develop and implement changes to our internal communication systems.

Provide High-Quality City Financial

- Prepare the City's Annual Comprehensive Financial Report by November 2023.
- Issue \$500M of bonds to fund major capital projects like street and transit improvements, and other infrastructure.
- Provide timely payroll services for over 35,000 employees and accurately report time and improve the adoption of new systems.
- Complete the SF Financials & SF Procurement system improvements to the City's core business systems.
- Finalize a new supplier portal design, in collaboration with vendors, to improve the experience for suppliers providing goods and services.

Safeguard the City's Long-Term Financial

- Review the impacts on the City's tax base and services from the COVID-19 pandemic and provide recommendations for recovery.
- Produce bimonthly updates of key economic indicators and regular public reports regarding the City's financial health.
- Help the Mayor and Board of Supervisors prepare the 2026 budget, closing a forecasted deficit expected to exceed \$1 billion.
- Complete cost recovery claiming of the City's COVID-19 federal (FEMA) emergency response grant funds.
- Support stalled large-scale development projects like the Potrero Bay development plan.
- Maintain current high ratings of the City's general obligation bonds.

City & County of San Francisco

CONTINUING DISCLOSURE ANNUAL REPORT

FISCAL YEAR ENDED JUNE 30, 2022

FOR THE
CITY AND COUNTY OF SAN FRANCISCO

AND THE
CITY AND COUNTY OF SAN FRANCISCO
FINANCE CORPORATION

Issued: March 10, 2023
Due: March 27, 2023



wide activities addressing homelessness. The Refuse Rate Board in August 2023, which will improve the quality of service standards, and other elements of the program.

integrity assessments and investigations regarding the program's performance.

Our Employees

achieved in the prior fiscal year. The department will continue to plan and refine application of the department's resources.

financial professionals, including the new Budget Department staffing support programs to help with the transition.

employee feedback, at least 85% of staff express that they are satisfied with the work and grow.

annual equity action plan, including design and implementation of the plan on racial equity matters and application to our programs.

surveys to assess staff sentiment and implement changes.

Racial Equity Action Plan

January 1, 2021 through December 31, 2023



December 31, 2020
City & County of San Francisco
Office of the Controller



Prepared by:
Office of the Controller

Ben Rosenfield
Controller

Key Performance Measures

Provide High-Quality Financial Services	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Projected	2024-25 Target	2025-26 Target
Number of days to complete the City's Annual Comprehensive Financial Report (ACFR) for the previous fiscal year	241	217	231	150	150	150
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes	Yes	Yes
Number of findings of material weakness in annual City audit	2	0	0	0	0	0
Percent of payroll transactions not requiring correction	98.7%	98.2%	98.09%	99.0%	99.0%	99.0%
Provide High-Quality Financial Systems	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Projected	2024-25 Target	2024-25 Target
Percent of scheduled time that financial systems are available for departmental use	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Percent of scheduled time that human capital systems are available for departmental use	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Safeguard the City's Long-Term Financial Health	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Projected	2024-25 Target	2024-25 Target
Percentage by which actual revenues vary from mid-year estimates	-3.6%	0.5%	9.5%	1.5%	1.5%	1.5%
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	-4.4%	1.8%	8.5%	5.6%	2.0%	2.0%
Stabilization reserve balance as a percentage of General Fund revenues	10.0%	6.7%	6.0%	6.5%	6.5%	6.5%
Ratings of the City's General Obligation Bonds from Moody's	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

Key Performance Measures

Ensure Government is Accountable to City Residents	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Projected	2024-25 Target	2025-26 Target
Percent of audit recommendations implemented within 2 years after report issuance.	94%	95%	95%	90%	85%	85%
Percent of auditee ratings that are good or excellent	69%	94%	88%	90%	85%	85%
Percent of client ratings for technical assistance projects that are good or excellent	N/A	100%	100%	100%	95%	95%
Support Informed Policy Decisions	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Projected	2024-25 Target	2024-25 Target
Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%	100%
Completion rate of ballot analysis by hearing date	100%	100%	100%	100%	100%	100%
Number of Data Academy Training Participants	N/A	72	632	300	300	300