



# Proposed Budget FY 2025-26 & FY 2026-27



Office of the Controller

June 11, 2025



# Mission and Key Strategic Goals

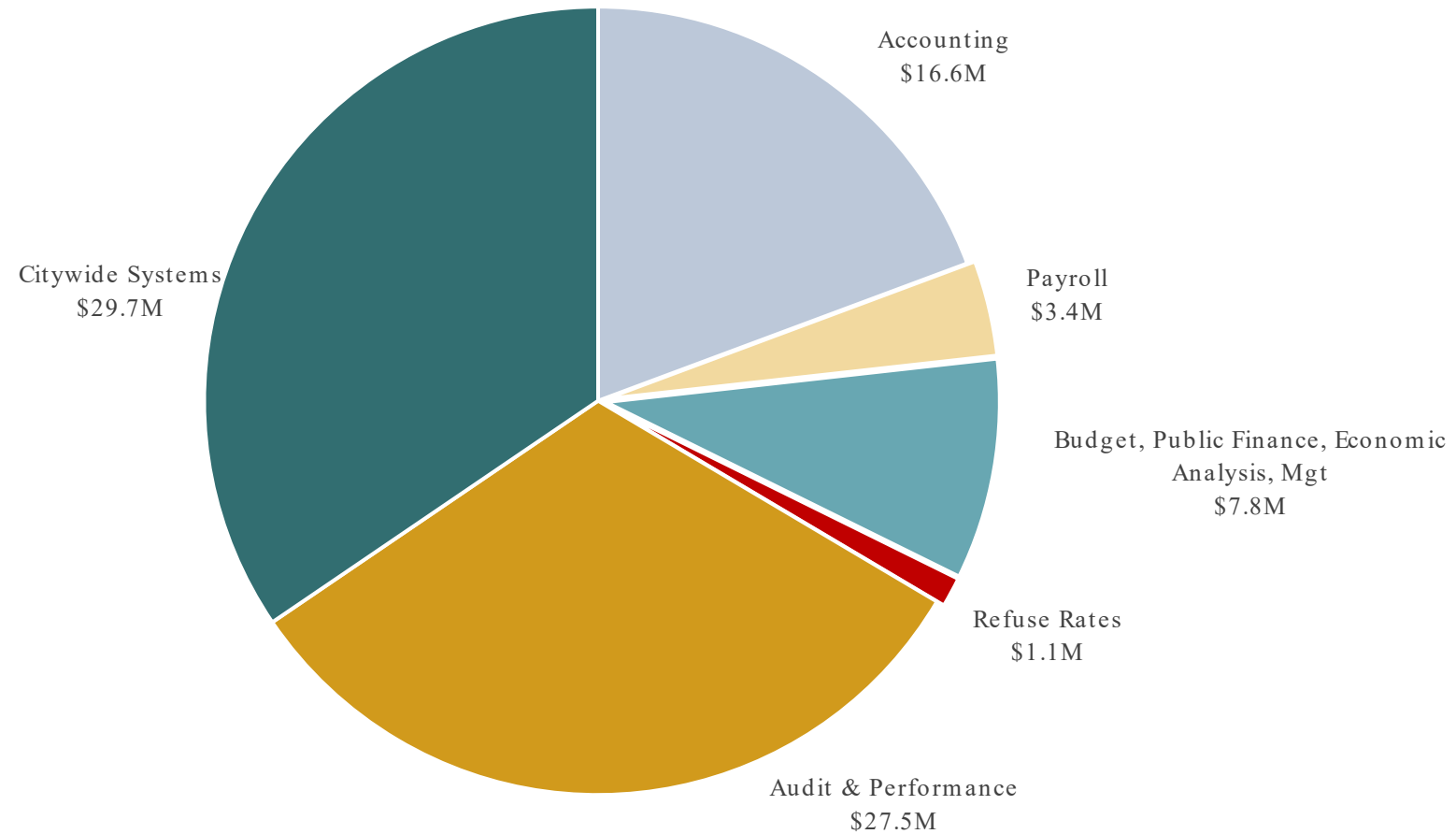
## Our Mission:

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 2025-26 Budget



Total Budget \$86.1M

# Controller's Office Budget Snapshot

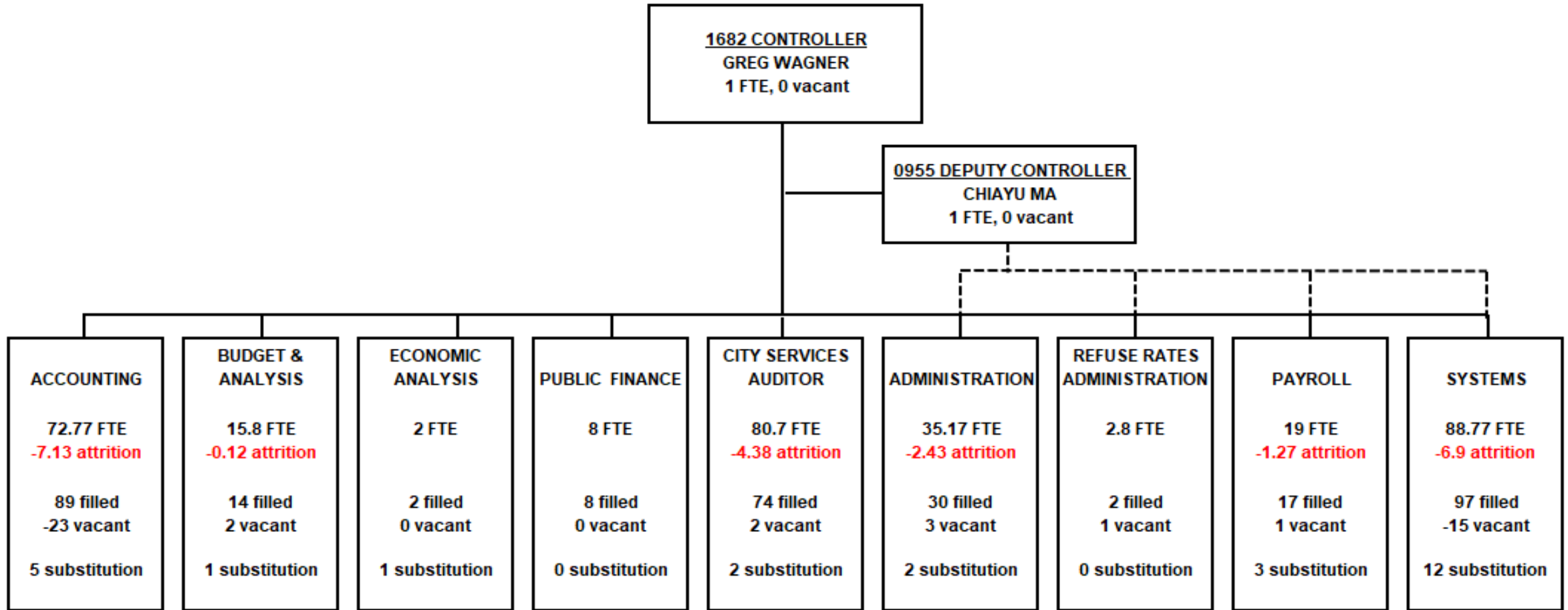
	FY 2024-25 Approved	FY 2025-26 Proposed	FY 2026-27 Proposed
Total Budget	\$88.7M	\$86.1M	\$85.5M
Change from Prior Year		-\$2.6M	-\$0.6M
General Fund Support	\$12.5M	\$13.0M	\$13.3M
Change from Prior Year		+\$0.5M	\$0.3M
ASO Authorized Positions (FTEs)	333	325	324
Attrition Savings (FTEs)	-28	-22	-23
Attrition Savings (\$)	-\$5.1M	-\$4.2M	-\$4.5M

# Meeting Budget Targets – Major Changes in FY 2025-26

- Eliminate Positions
  - Deletion of 17 Positions
  - Converted 3 Funded Positions to Off-Budget
- Total Reduction From FY 2024-25: Savings of \$2.6M
  - Reduce Overtime Budget
  - Reduce Non-Personnel Spending
- New Mandatory Compliance Support (No General Fund Impact)
  - 3 Inspector General, 1 City Business Tax Reform, 1 Refuse Rate Reform
- Structural Personnel Realignment (Primarily Cost Neutral)
  - Strengthen In-House Expertise
  - Offset by Reductions in Non-personnel Spending by \$2.2M

# OFFICE OF THE CONTROLLER

## PROPOSED FY 2025-26 ORGANIZATIONAL CHART



Reflects proposed FY 2025-26 position deletions, off-budget addition, temp hires, and vacancies as of May 26, 2025.

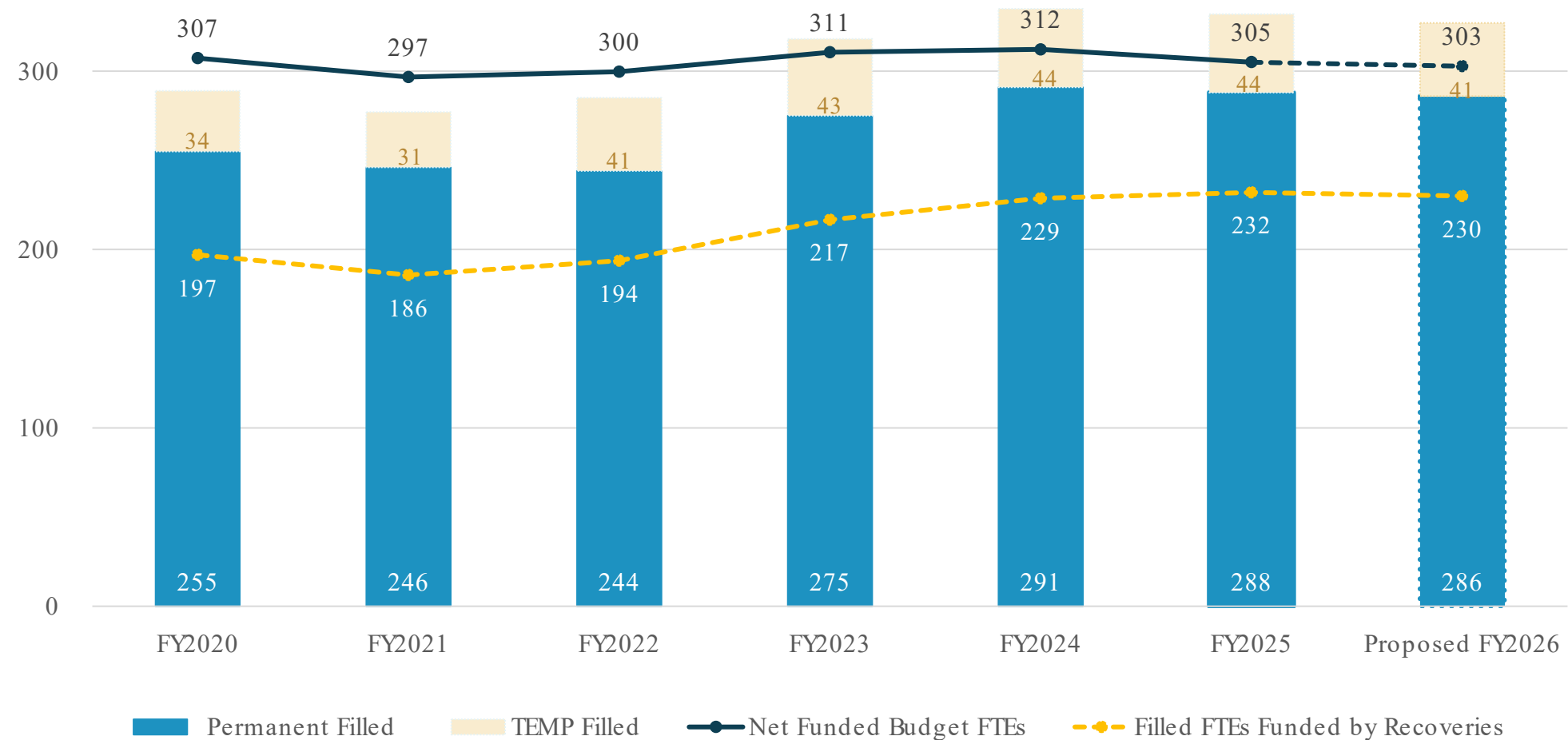
## FY2020 to FY2025 Staffing: Filled vs Vacant FTEs

Fiscal Year	Authorized FTEs	Attrition Savings FTEs	Total Net Funded FTEs	Permanent FTEs Filled	Temp Filled	Total Vacant FTEs	Vacant FTE %
2025	333	-28	305	288	44	-27	-9%
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%

Filled and vacant FTE counts as of May 28, 2025. Majority of the temporary positions are funded by work orders.



# Department Positions - Budgeted vs Filled



Reflects proposed FY2025-26 new positions, deletions, and FY2024-25 temp hires as of May 28, 2025.



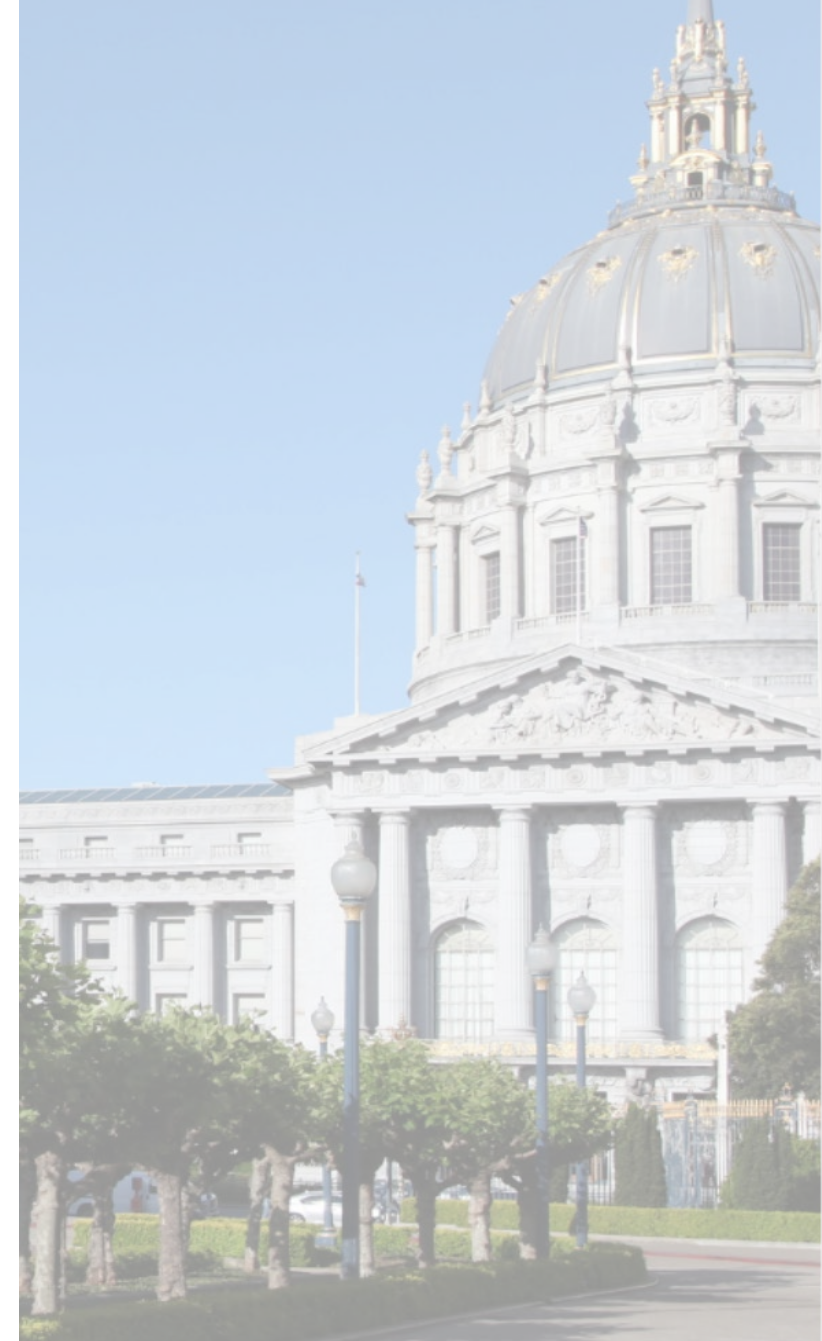
# Budget Priorities and Key Projects

## Public Integrity, Transparency & Accountability

- Promote accountability and transparency through compliance and performance audits and whistleblower investigations.
- Prop C (November 2024) expands capability with the new Inspector General function.
- Hire Inspector General – will initiate and lead investigations of potential violations of laws or policies to prevent and detect fraud, waste and abuse.

## City Business Tax Reform

- Prop M (November 2024) reforms City's business tax structure. New structure affects over \$1.4B in annual revenue.
- Supports General Fund and homelessness services.
- Proposed new analyst position to support managing new structure. Funded by revenue. No General Fund impact.



## Public Financing

- Expect issuance of ~26 financings totaling \$1.9B
  - Includes General Obligation Bonds, Commercial Paper, Special Tax Bonds, Tax Increment Bonds and Certificates of Participation.
- Formation of new Enhanced Infrastructure Financing Districts (EIFD) at 3333 and 3700 California Street.
- Manage EFIDs for the Public Financing Authority, San Francisco Finance Corporation and City's existing debt portfolio, consisting of 78 financings totaling \$5.25B; administer 16 development finance districts with authority to issue over \$22B in debt.

## Nonprofit Monitoring

- Assist in providing transparency to and oversight of City Services.
- Support City departments in improving efficiency and effectiveness of these services.
  - Support Citywide Nonprofit Monitoring and Capacity Building Program.

## Refuse Rates Reform

- Issue proposal to Refuse Rate Board for projected ratepayers' cost savings of \$50M between Rate Years 2026-2028.
- Proposed new analyst to support maturing function. Rate Order funds administration. No General Fund impact.

# Questions?

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# Appendix

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- Controller Reports Samples
- Key Performance Measures

# Planning & Measuring Results

CITY AND COUNTY OF  
SAN FRANCISCO, CALIFORNIA

Annual Comprehensive Financial Report  
Year ended June 30, 2024

Office of the Controller

ANNUAL PERFORMANCE PLAN

FY 2023-24







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 management practices, develop options to control city healthcare costs, and other budget planning management activities as requested by the Mayor's Office.
- Implement a multi-year audit and project work plan for citywide activities addressing homelessness.

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



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, sidewalks, 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 tools.

Provide High-Quality City Financial Services and Systems


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


Safeguard the City's Long-Term Financial Health

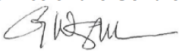
- Review the impacts on the City's tax base and structure resulting from past and future City leaders and the public recommendations for change.
- Produce bimonthly updates of key economic indicators to track and report on risks and regular public reports regarding the City's current and future year.
- Help the Mayor and Board of Supervisors prepare a balanced budget for 2026, closing a forecasted deficit expected to exceed \$500M.
- Complete cost recovery claiming of the City's COVID emergency response federal (FEMA) emergency response grant funds.
- Support stalled large-scale development projects with new financial tools and infrastructure financing district for the Potrero powerplant redevelopment.
- Treasure Island development plan.
- Maintain current high ratings of the City's general obligation bonds from credit rating agencies.

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  
  
Greg Wagner  
Controller

# Key Performance Measures

Provide High-Quality Financial Services	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Projected	2025-26 Target	2026-27 Target
Number of days to complete the City's Annual Comprehensive Financial Report (ACFR) for the previous fiscal year	217	231	182	150	150	150	150
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Number of findings of material weakness in annual City audit	0	0	0	0	0	0	0
Percent of payroll transactions not requiring correction	98.2%	98.09%	98.89%	99.0%	99.0%	99.0%	99.0%
Provide High-Quality Financial Systems	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Projected	2025-26 Target	2026-27 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%	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%	99.9%
Safeguard the City's Long-Term Financial Health	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Projected	2025-26 Target	2026-27 Target
Percentage by which actual revenues vary from mid-year estimates	0.5%	9.5%	-0.5%	1.5%	0%	1.5%	1.5%
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	1.8%	8.5%	-0.8%	2.0%	2.0%	2.0%	2.0%
Stabilization reserve balance as a percentage of General Fund revenues	6.7%	6.0%	6.3%	10.0%	6.1%	10.0%	10.0%
Ratings of the City's General Obligation Bonds from Moody's	Aaa	Aaa	Aaa	Aaa	Aa1	Aaa	Aaa

# Key Performance Measures

Ensure Government is Accountable to City Residents	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Projected	2025-26 Target	2026-27 Target
Percent of audit recommendations implemented within 2 years after report issuance.	95%	95%	90%	85%	85%	85%	85%
Percent of auditee ratings that are good or excellent	94%	88%	74%	85%	85%	85%	85%
Percent of client ratings for technical assistance projects that are good or excellent	100%	100%	100%	95%	95%	95%	95%
Support Informed Policy Decisions	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Projected	2025-26 Target	2026-27 Target
Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%	100%	100%
Completion rate of ballot analysis by hearing date	100%	100%	100%	100%	100%	100%	100%
Number of Data Academy Training Participants	72	632	1,367	1,500	1,500	1,500	1,500