



Lifting the Fog

Civil Grand Jury | Government, Audit, Oversight Committee

September 2024



SF Governance & Budget are Complex

San Francisco's governance structure, and therefore the budget structure, is complex and overly siloed.

- Cross-departmental coordination requires a strong central manager, and flexible or shared technology systems
- Mayor's office leads coordination where appropriate, but needs to prioritize and delegate where appropriate



Overhaul requires Broad Reform

Governance structure (together with Commissions) should be evaluated holistically

- Budget oversight, including set asides, spending controls, and policy priorities are spread across MBO, CON, and Departments, with BOS oversight
- Reform work must be considered in public partnership, and must not be conducted in a piece-meal fashion



Recommendation Implementation

Broad-based Charter reform process, led by Controller, will facilitate analysis of these recommendations in context

- Charter reform process will consider the following recommendations through that process:
 - Department / Agency structure, including City Administrator
 - Baseline reform
 - Shared services cost allocation



Recommendation Implementation

The Charter Reform Group will move on

- The following recommendations will not be prioritized:
 - December 2024 timelines
 - Cost-Benefit Analysis
 - Benefits are subjective and potentially political
 - Additional cost analysis (beyond BLA fiscal impact) would add significant staffing requirements