



OFFICE OF THE CONTROLLER

CITY AND COUNTY OF SAN FRANCISCO

Greg Wagner
Controller
ChiaYu Ma
Deputy Controller

Public Budget Meeting

Friday, February 6, 2026

9:30 AM to 10:00 AM

VIRTUAL WEBEX MEETING

Join link: <https://sfppublic.webex.com/sfppublic/j.php?MTID=m8924d269d745286ec6d558c53f8aae50>

Webinar number: 2664 658 7910

Webinar password: SFtheCity

Join by phone

+1-415-655-0001 United States Toll (San Francisco)

Access code: 2664 658 7910 #, Attendee ID 73843248 #

AGENDA

1. Review of the Controller's Office Proposed Budget for FY 2026-27 & FY 2027-28
2. Public Comment:
 - To submit **oral** public comments **by phone**:
 - Dial 415-655-0001 and use access code 2664 658 7910 '#', then 73843248 '#' again.
 - Dial *3 to line up to speak.
 - A system prompt will indicate you have "raised your hand," please wait until the system indicates "you have been unmuted" and you may begin your comments.
 - You will have 2 minutes to speak.
 - To submit **oral** public comments **in WebEx**:
 - Raise your hand or indicate in chat you would like to provide public comments.
 - To submit **written** public comments, before, during or after the meeting use the City & County of San Francisco's NextRequest portal:
<https://sanfrancisco.nextrequest.com/requests/new>
3. Adjournment

Our Office welcomes feedback throughout the year. For more information and contact information for the Controller's Office, please reference our website: <https://www.sf.gov/departments/controllers-office>

Controller's Office

FY 2026-2027 and FY 2027-2028 Proposed Budget

Public Access, Input & Materials

Online Meeting: 2/6/2026 at 9:30AM

WebEx Link:

<https://sfpublic.webex.com/sfpublic/j.php?MTID=m8924d269d745286ec6d558c53f8aae50>

Call-in number: 415-655-0001

Webinar password: SFtheCity (73843248 from phone)

Access code/Webinar #: 2664 658 7910

Public input, comments and questions, can be submitted in writing, before, during or after the meeting through NextRequest: <https://sanfrancisco.nextrequest.com/>

Information of the Public Budget Meeting is Located at:

<https://www.sf.gov/resource--2022--public-budget-meeting-materials-controllers-office>



Proposed Budget FY 2026-27 & FY 2027-28



Office of the Controller
ChiaYu Ma, Deputy Controller

February 6, 2026

Our Mission:

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

Our Key Strategic Goals:

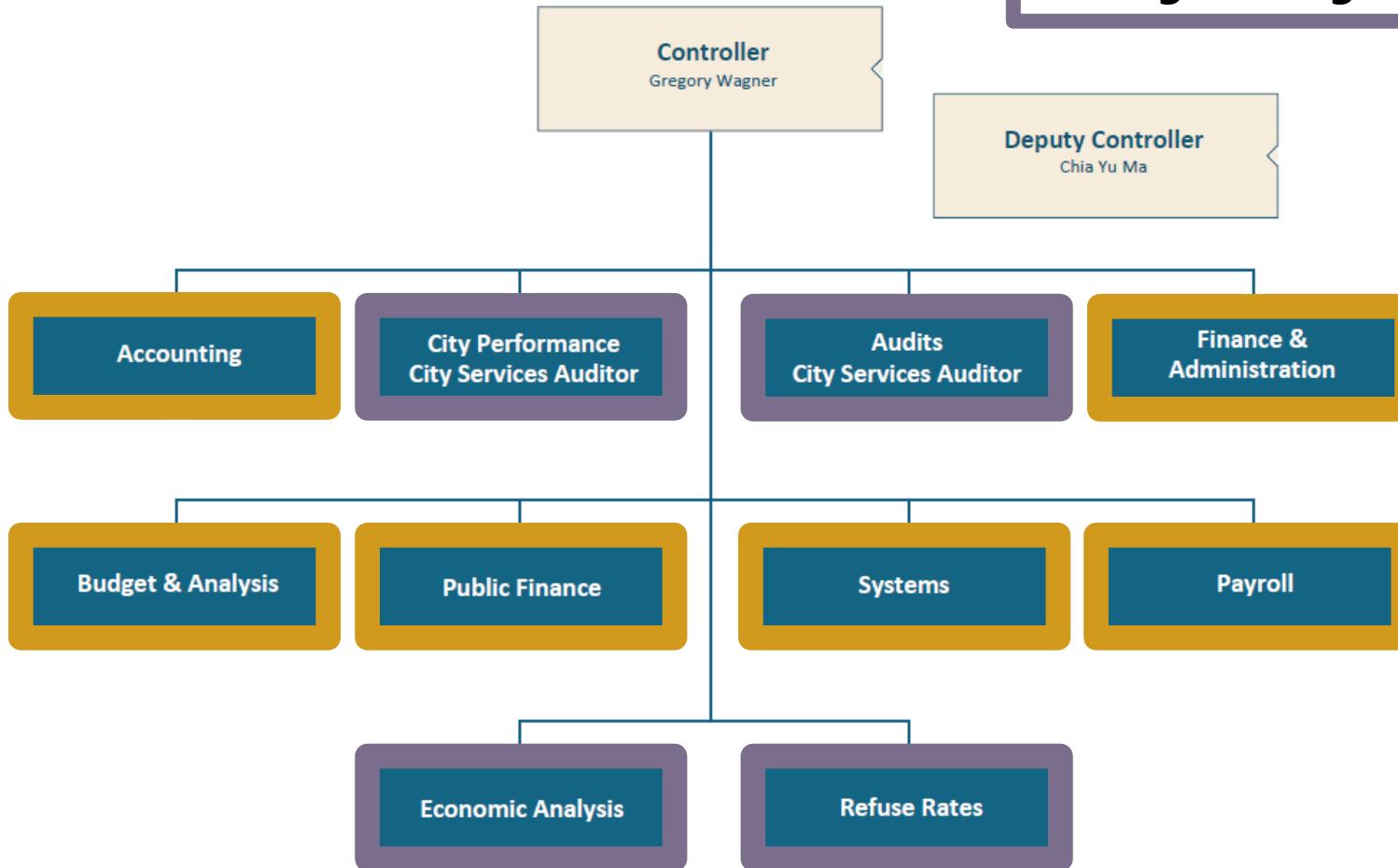
1. Promote best practices & accountability in city government
2. Provide high-quality financial services & systems
3. Safeguard the City's long-term financial health
4. Inform City policy decisions & promote access to information
5. Strengthen our department & invest in our employees



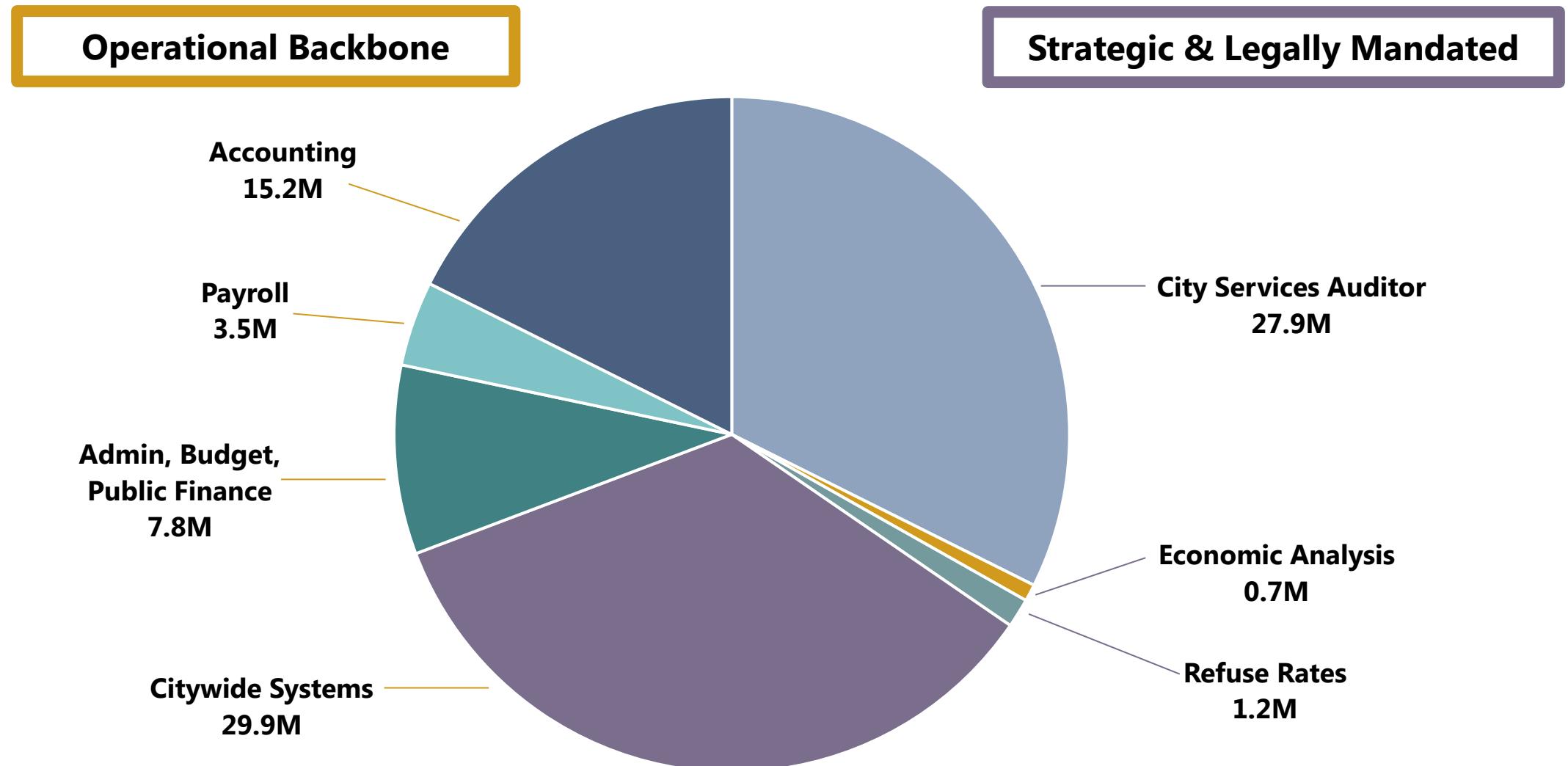
Our Teams:

Operational Backbone

Strategic & Legally Mandated



FY 2026 – 27 Base Budget: \$86.2M



Controller's Office Budget Snapshot

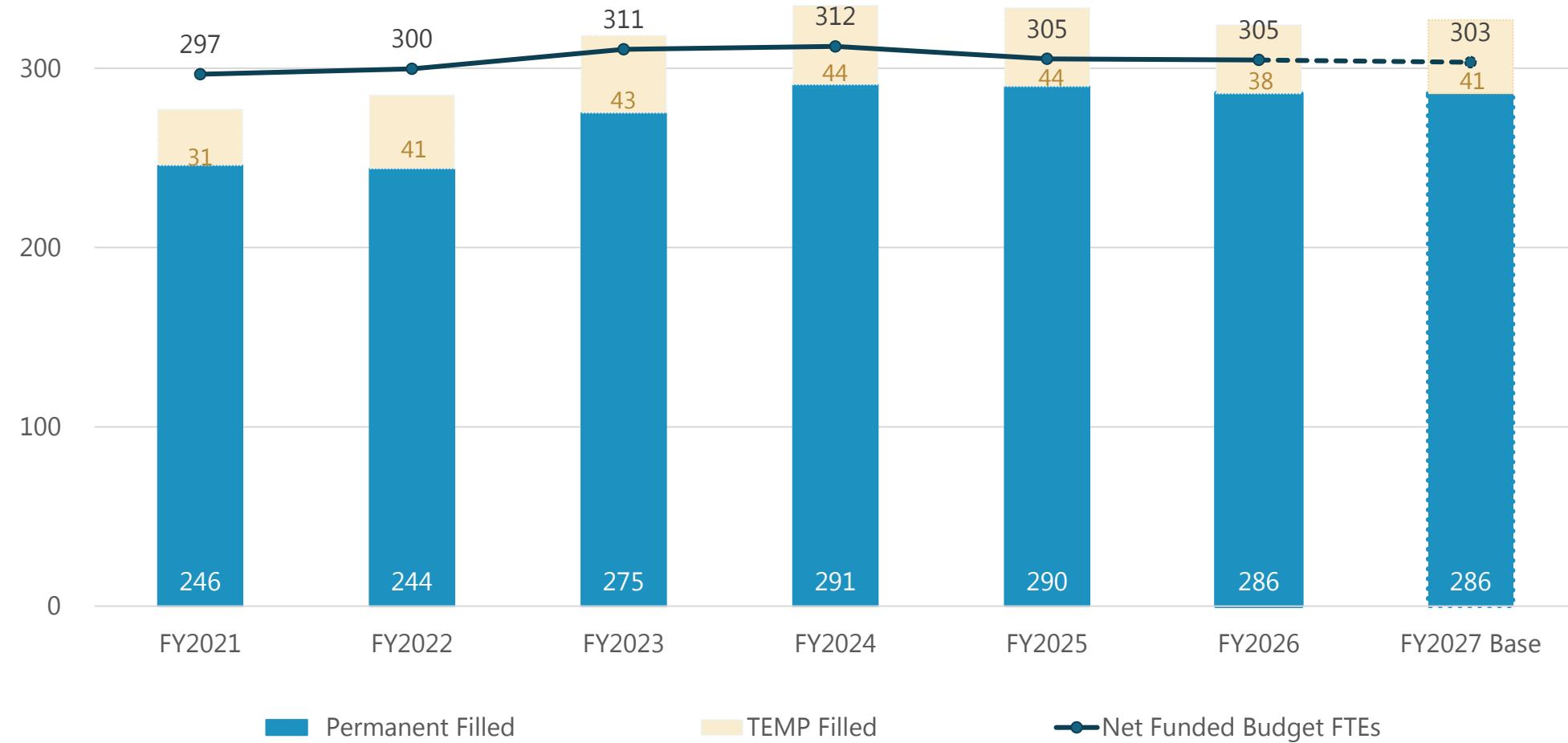
	FY 2025-26 Approved	FY 2026-27 Base	FY 2027-28 Base
Total Budget	\$86.3M	\$86.2M	\$91.5M
Change from Prior Year		-\$0.1M	+\$5.3M
General Fund Support	\$13.2M	\$14.0M	\$19.3M
Change from Prior Year		\$0.8M	\$5.3M
ASO Authorized Positions (FTEs)	326	326	326
Attrition Savings (FTEs)	-22	-22	-23
Attrition Savings (\$)	-\$4.2M	-\$4.5M	-\$4.6M

FY2022 to FY2026 Staffing: Filled vs Vacant FTEs

Fiscal Year	Authorized	Attrition Savings	Total Net Funded	Permanent Filled	Temp Filled	Total Filled	Total Vacant	Vacant %
2026	327	-22	305	286	38	324	-19	-6%
2025	333	-28	305	290	44	334	-29	-9%
2024	339	-26	313	291	44	335	-23	-6%
2023	337	-26	311	275	43	318	-7	-2%
2022	323	-23	300	244	41	285	15	6%

Filled and vacant FTE counts as of January 13, 2026. Majority of the temporary positions are funded by work orders requested by other departments.

Department Positions: Budgeted vs Filled



Filled FTE counts as of January 13, 2026.

FY 2025 – 26 Major Changes

- **Eliminated 18 Positions from ongoing budget**
 - Deleted 15 positions
 - Converted 3 funded positions to off-budget
- **Reduced \$2.5M from FY 2024 – 25**
 - Reduce Overtime Budget
 - Reduce Non-Personnel Spending
- **Added New Mandatory Compliance Functions** (No General Fund Impact)
 - 3 Inspector General, 1 City Business Tax Reform, 1 Refuse Rate Reform
- **Structural Personnel Realignment** (Primarily Cost Neutral)
 - Offset by reductions in non-personnel spending by \$2M
 - Strengthen in-house technology expertise
- **Centralize intra-departmental Shared Services**

FY 2026 – 27 Planned Budget Changes

The Controller's proposed budget aligns with the Mayor's FY 2026 – 27 Budget Instructions to

- Restructure depts around current staffing levels
- Reduce Citywide workorders and / or overhead
- Shift duplicative or common services toward a centralized model

\$ Million	Description
86.2	Base Budget
-3.3	Ongoing structural savings
+1.1	Increase due to contractual obligations
84.0	Department Proposed Budget





FY 2026 – 27 Priorities and Key Initiatives

Strengthening Centralized Services

- **Launch SF Payroll Academy:** Building on the success of the **SF Budget Academy** and **1649 Accounting Internship Program**, introduce the SF Payroll Academy in FY 2026–27 to strengthen core payroll services and proactively address Citywide payroll staffing challenges
- **Centralize Administrative Services:** Continue consolidating and streamlining intra-departmental services within the Administration Division to optimize resources and enable divisions to focus on City-serving missions



FY 2026 – 27

Priorities and Key Initiatives

Driving Citywide Cost Savings

- **Audit and Close-Out of Projects:** Identify and return unused project funds to departments, reducing reliance on the General Fund (\$27.2M identified to date)
- **State Sales & Use Tax Audit:** Recover overpayments to the State, generating an average annual savings of \$0.8M
- **GO Bond Audit and Close-Out:** Identify unspent bond proceeds and interest for reallocation, reducing General Fund needs (\$126.4M identified from bonds issued since 2015)



FY 2026 – 27 Priorities and Key Initiatives

Modernizing Citywide Systems

- **Upgrade Core HR and Payroll Platforms:** Modernize the City's HR, Payroll, Benefits, and Learning systems from 2021 versions to deliver an improved user experience, enhanced functionality, and strengthened security
- **Transition to Unified Data Platform:** Migrate the legacy business intelligence system to DataSF's Unified Data Platform, enabling departments to leverage advanced data warehousing, analytics, and visualization tools for better financial, procurement, and workforce reporting
- **Automate Financial Reporting:** Deploy automated, cloud-based financial reporting solutions to streamline processes and ensure compliance with legally mandated reporting requirements



FY 2026 – 27 Priorities and Key Initiatives

Effectively Managing Public Financing

- Oversee issuance of approximately 20 financings totaling \$1.7B—including General Obligation Bonds, Commercial Paper, Special Tax Bonds, and Certificates of Participation—while completing formation of two new Enhanced Infrastructure Financing Districts (EIFD): Stonestown and 3333/3700 California Street
- Continue managing the EIFD Public Financing Authority, San Francisco Finance Corporation, and the City's \$5.0B debt portfolio, and administer 16 development finance districts with authority to issue over \$22B in debt



FY 2026 – 27 Priorities and Key Initiatives

Increasing Accountability

- **Enhance Oversight and Transparency:** Drive accountability through compliance and performance audits and whistleblower investigations to safeguard public trust
- **Establish Inspector General Function:** Build and develop a dedicated team to lead investigations into potential fraud, waste, and abuse under the newly voter-approved Inspector General authority
- **Strengthen Nonprofit Oversight:** Implement a Citywide monitoring program to ensure contracted nonprofits meet financial and performance standards, including the introduction of a new policy requiring performance measures in all nonprofit contracts



FY 2026 – 27

Priorities and Key Initiatives

Supporting City Charter Reform

In addition to Controller Greg Wagner's role as co-chair, the CSA Performance Team supports this key Citywide initiative via:

- **Data-Driven Analysis:** Identifying issues like fragmented authority and diffuse accountability, which lead to service inefficiencies, providing clear, evidence-based insights
- **Proposal Development:** Assisting in drafting common sense reform options, analyzing impacts, and advising on ballot language and implementation strategies
- **Public Engagement:** Supporting transparency through facilitating the public Charter Reform Working Group meetings, including public comment

Questions?

Appendix

- Controller Reports Samples
- Key Performance Measures

Planning & Measuring Results

Office of the Controller

ANNUAL WORK PLAN
FY 2025-26



Promote Best Practices and Accountability in City Government

- Strengthen accountability by developing policies and audit standards for city-funded nonprofit organizations. Update accounting guidance, coordinate the citywide nonprofit monitoring program, and continue to conduct audits to bolster transparency, compliance, and impact.
- Publish department and citywide annual performance reports, update the Mayor's Budget Book measures, refresh the Scorecards website, and release annual standards reports to promote transparency and continuous improvement in city services.
- Organize annual citywide payroll and timekeeping training, focusing on disaster recovery, FEMA-compliant practices, and best practices.
- Complete at least 70 audits, assessments, and deliverables on high-risk areas including procurement and contracting, cybersecurity and information technology, construction projects, and meeting government law and

- Maintain 99.9% system uptime for the City's budget, financial, procurement, human resources, and learning system.
- Support city departments by better aligning Controller enterprise systems and support services with city business processes to enable improved delivery of client services.

Safeguard the City's Long-Term Financial Health

- Provide regular updates on the status of the City's economic and financial recovery, including quarterly budget projections, and forecasts for the recovery of the City's property tax.
- Support the development of the City's Ten-Year Capital Plan by modeling capacity for General Obligation (G.O.) bonds and General Fund debt. Provide as-needed assistance to fund identified priority projects and assist with rate modeling for G.O. bond elections, as applicable.
- Maintain the City's strong credit ratings, including a AAA rating from at least one of the three major rating agencies.
- Continue to resolve and address material weakness or significant deficiencies in internal control over financial reporting, implementing policies, and continuous monitoring.

City & County of San Francisco

Five Year Financial Plan Update: FY 2026-27 through FY 2029-30

Joint Report for General Fund Operations by the Controller's Office, Mayor's Office, and Board of Supervisors' Budget Analyst



Services and Systems

- Integrate new systems and processes, including implementing department restructuring and
- Projections and reporting. Maintain property tax rolls and in light of 2024 business tax overhaul.
- the Office of Public Finance's \$5 billion debt portfolio
- ment Bonds, Commercial Paper, and COPs. Pursue
- Community Facilities District (CFD)/Infrastructure Finance explore opportunities to improve efficiency through
- 5% accuracy, while increasing adoption of self-service

Racial Equity Action Plan

January 1, 2021 through December 31, 2023



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

CITY AND COUNTY OF
SAN FRANCISCO, CALIFORNIA

Annual Comprehensive Financial Report
Year ended June 30, 2025



Prepared by:
Office of the Controller

Greg Wagner
Controller

Key Performance Measures

Provide High-Quality Financial Services	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Projected	2026-27 Target	2027-28 Target
Number of days to complete the City's Annual Comprehensive Financial Report (ACFR) for the previous fiscal year	231	182	150	150	149	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	98.09%	98.89%	98.86%	99.0%	99.0%	99.0%	99.0%
Provide High-Quality Financial Systems	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Projected	2026-27 Target	2027-28 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	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Projected	2026-27 Target	2027-28 Target
Percentage by which actual revenues vary from mid-year estimates	9.5%	-0.5%	1.7%	1.5%	1.5%	1.5%	1.5%
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	8.5%	-0.8%	-0.5%	2.0%	2.0%	2.0%	2.0%
Stabilization reserve balance as a percentage of General Fund revenues	6.0%	6.3%	6.13%	10.0%	10.0%	10.0%	10.0%
Ratings of the City's General Obligation Bonds from Moody's	Aaa	Aaa	Aa1	Aaa	Aa1	Aaa	Aaa

Key Performance Measures

Ensure Government is Accountable to City Residents	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Projected	2026-27 Target	2027-28 Target
Percent of audit recommendations implemented within 2 years after report issuance.	95%	90%	99%	85%	85%	85%	90%
Percent of auditee ratings that are good or excellent	88%	74%	96%	85%	85%	85%	85%
Percent of client ratings for technical assistance projects that are good or excellent	100%	100%	97.5%	95%	95%	95%	95%
Support Informed Policy Decisions	2022-23 Actual	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Projected	2026-27 Target	2027-28 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	632	1,367	1,539	1,500	1,500	1,500	1,500

For Public Comment at Today's Online Meeting

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Interested in additional information?

- In addition to the budget information contained in this presentation, the Public can also access Budget, Contract, Supplier Payment, Audit & Other Controller's Office Reports, 24/7 online at:
 - SFOpenBook at <https://openbook.sfgov.org/>
 - DataSF at <https://datasf.org/opendata/>
 - SFController at <https://sf.gov/departments/controllers-office>
 - CCSF Budget at <https://sf.gov/topics/budget>