

**Controller's Office Performance Plan for FY10-11**

<b>Vision</b>	<b>Goal</b>	<b>Strategy</b>	<b>Initiative</b>	<b>FY11 Key Deliverable</b>	<b>Division</b>	<b>Completion</b>		
1	<b>A Well-Run City</b>	Encourage best practices in city government	Provide effective consulting and technical assistance to City departments to improve their operations	Transportation - Support implementation of the Transit Effectiveness Project recommendations	Complete TEP implementation plan and award contract for CEQA environmental review	CSA Performance	March 2011	1
2			Public Health - Complete an evaluation of the City's substance abuse programs	Prepare and publish interim data analysis: Task 1 outgrowth and Task 2 early observations/demographics	CSA Performance	Jan 2011 / June 2011	2	
3			Public Health - Complete other planned projects; assist with integration of primary care/mental health services; Short-Doyle revenue maximization project	Completion of planned workplan projects, including publication of Primary Care Behavioral Health Project overview memo; Short Doyle Medi-Cal Project	CSA Performance	Dec 2010 Jan 2011	3	
4			Public Safety - Conduct review of the City's Traffic Court; recommend changes to improve the efficiency and effectiveness of citation processing	Complete and issue report and recommendations	CSA Performance	Dec 2010	4	
5			General Government - Recommend administrative and policy changes to improve the city's contracting process	Complete stakeholder report, recommend legislation, improve web portal, address backlog of compliance issues pending at Human Rights Commission	CSA Performance	Dec 2010	5	
6			Advise on citywide technology planning efforts	Provide policy guidance and analysis on citywide technology plan development resulting in completion of plan. Complete projection of need and cost of new and upgraded systems	Executive	June 2011	6	
7				Provide support to citywide DT initiatives, including email conversion, data center consolidation	Executive	June 2011	7	
8				Citywide - Complete other planned consulting and technical assistance projects	Completion of planned FY10-11 CSA workplan projects	CSA Performance	June 2011	8
9		Provide auditing services with significant financial and operational impact to the City	Transportation - Complete performance audit of the Sustainable Streets Division of the Municipal Transportation Agency	Complete and issue audit	CSA- Audits	March 2011	9	
10			Redevelopment - Complete planned audits of the Western Addition and Bayview redevelopment project areas	Complete Western Addition Area audit and begin Bayview Area audit	CSA - Audits	June 2011	10	
11			Construction - Review selected capital and construction management practices on major construction programs	Complete planned audits of San Francisco General Hospital Rebuild, Water System Improvement Program, Clean & Safe Neighborhood Parks Program Libray and BLIP	CSA - Audits	June 2011	11	
12		Support informed policy decisions	Audit departments, contractors, and concessions timely to minimize risk to the City	Cash Management - Design rotating cash management audit program, and complete initial cycle of department reviews	Complete design of program and conduct and issue ten initial departmental audits	CSA - Audits	June 2011	12
13				Payroll - Audit payroll practices to ensure adherence to adopted labor contracts and policies	Complete planned payroll audits of Fire Department and Human Services Agency	CSA - Audits	Mar 2011 / June 2011	13
14				Citywide - Complete other planned audits	Completion of planned FY10-11 CSA workplan projects	CSA - Audits	June 2011	14
15			Provide timely economic, performance, and operational analyses to inform legislation and management decisions	Assist with the transition of new policymakers, including guidance and assistance on financial, legislative, and management matters	Complete structured briefings on budget, organizational, and management issues for new policymakers	Executive	March 2011	15
16				Update the City's economic development plan	Complete draft plan and receive sign-off from Office of Economic and Workforce Development	Econ Analysis	June 2011	16

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17				Conduct the City Survey regarding constituents' perceptions of city services	Complete survey and publish results	CSA Performance	April 2011	17
18				Refine, standardize, and regularly issue economic and city performance barometer reports	Complete updates for first barometer issuance of FY11, and publish on established schedule for entire fiscal year	CSA Perf & OEA	June 2011	18
19				Pilot performance measurement dashboards for selected departments	Five department-specific dashboards reports and new tools for data collection and review	CSA - Performance	June 2011	19
20	<b>A Financially Sound City</b>	Safeguard the City's long-term financial stability	Recommend financial practices, policies, and procedures that support the City's long-term financial stability	Propose additional financial policies to the Mayor and Board of Supervisors	Propose financial policies for consideration of Mayor and Board of Supervisors	BAD	March 2011	20
21				Develop the City's first five-year financial plan	Completion of the plan, approval of the Mayor, and adoption by the Board of Supervisors	CSA Performance	June 2011	21
22				Support the shift to 2-year City budgets	Balanced FY 201-12 budget completed with 2-year budget presentation for Enterprise Departments and 2-year annualized base salary/fring benefits for all departments	BAD	June 2011	22
23		Support the City's financial infrastructure	Provide effective systems for Citywide payroll, budgeting, accounting, and purchasing functions	Replace and integrate the City's payroll, human resources, and benefits administration system (eMerge)	Complete 95% of data conversions	eMerge	Oct 2010	23
24					Complete 100 % of all required interfaces for Phase 1	eMerge	June 2011	24
25					Begin testing of HR and Payroll Modules	eMerge	Dec 2010	25
26					Formalize Phase 2 Time and Labor roll -out strategy and schedule	eMerge	March 2011	26
27					Implement JobAps and QuestionMark custom deliverables and go live with applications	eMerge	Dec 2010	27
28					Begin training of payroll supervisors in new Peoplesoft payroll functionality by December 2010; Payroll staff to perform testing of payroll-run processes Q1/Q2 2011	PPSD	Dec 2010	28
29					Develop plan for Systems Reporting and eMerge staff to identify the interfaces, extracts, testing, and documentation between FAMIS and Peoplesoft to integrate the systems	AOSD	Dec 2010	29
30				Replace the City's financial and purchasing system (FAMIS & ADPICS)	Complete scope and approach document	AOSD	June 2011	30
31				Complete Cognos upgrade for finance, budgeting, and payroll data integration	Complete Cognos and reporting upgrade.	AOSD	June 2011	31
32				Support the relocation of the mainframe from One Market Plaza to an alternate site	Relocation completed	eMerge	Dec 2010	32
33		Provide high-quality, cost-effective financial services	Ensure the City follows appropriate, cost-effective financial procedures	Develop and implement a two-year accounting operations and systems action plan	Plan complete and first year of recommended actions completed	AOSD	Dec 2010 / June 2011	33

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34			Complete departmentwide accounting procedure review and update	Complete review and update of posted intranet policies and procedures documents	AOSD	Dec 2010	34
35			Complete the Post Audit reorganization design	Update program, methods, procedures and focus to reflect risk assessments and good standards of internal controls	AOSD	Jan-2011	35
36			Prepare and complete audit peer review	Peer review completed	Audits	March 2011	36
37			Update the City's debt management policy	Complete debt manual update	Public Finance	June 2011	37
38			Develop and deliver a debt disclosure training for city policymakers	Develop training, publish materials to intranet site, and deliver training for selected members of the Board of Supervisors	Public Finance	June 2011	38
39			Encourage the use of electronic payment of city employees and contractors, including the development of alternative to banking for employees	Employees - Shift all new hires to required automatic deposit with electronic look-up of pay information	PPSD	June 2011	39
40		Contractors - Shift to weekly check printing and increase number of vendors using ACH by 30% by end of fiscal year		AOSD	June 2011	40	
41		Develop contract for establishment of bank card system		Executive	Dec 2010	41	
43			Update the Controller's property tax projections to incorporate latest information on market conditions and appeal solutions	Updated property tax revenue and appeal reserve requirement forecasts for 3, 6 and 9-month reports, 5 Year Financial Plan and Revenue Letter	BAD	June 2011	43
44		Secure prudent long-term financing in support of established city policy priorities	Issue bonds and other financings to meet the funding needs of voter-approved and other identified capital needs	Complete planned \$850M forward debt calendar as adjusted for client-initiated delays	Public Finance	June 2011	44
45			Pilot and expand use of General Fund commercial paper program to reduce long-term debt service costs	Pilot effective use of the program to facilitate the Moscone Center capital improvement program	Public Finance	June 2011	45
46			Complete planned refunding of previously-issued debt to secure budget savings	Complete refinancings of 911 and San Bruno Jail revenue bonds and certificates of participation	Public Finance	Jan 2011	46
47		Manage the Citywide family of financial professionals	Manage accounting internship program and accounting-series recruiting and testing to backfill surge in citywide retirements	Recruit and graduate new class of 1649 accounting interns; Recruit, screen, and establish lists for 1654 and 1657 accounting classes	Administration	June 2011	47
48			Develop ongoing professional development opportunities for the City's accounting professionals	Develop/implement informational and WebEx sessions for training, updates and other communications with depts.	AOSD	June 2011	48
49			Develop and launch policy and analysis internship program	Develop, announce, and qualify candidates for new program	Executive	June 2011	49
50			Develop and launch internal auditor internship program	Develop, announce, and qualify candidates for new program	Executive	Jan 2011	50
51			Review citywide organization and staffing of budget, accounting, and finance functions	Complete review and internally develop recommendations	Executive	Jan 2011	51

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52			Enact regular citywide finance officers meetings	Commence regular quarterly meetings	Exec	Jan 2011	52	
53		Provide accurate, timely information to support fiscal planning	Given economic volatility, complete three-month General Fund status report as complement to typical six and nine-month reports	Complete and publish report	BAD	Oct 2010	53	
54			Adopt retiree healthcare trust agreement and update projections of future unfunded liability	Secure Trust Fund Board approval of trust agreement and update associated projections of future liabilities and assets	BAD	Dec 2010	54	
55		Provide accurate, timely financial reporting	Adopt new GASB requirements as part of city's comprehensive annual report (CAFR)	Incorporate requirements of GASB 51& 53 (intangible assets and derivatives) and GASB 54 (fund balance classifications)	AOSD	March 2011	55	
56			Review year-end close and CAFR production process	Create deliverables and complete process	AOSD	May-2011	56	
57	Ensure continuation of financial operations after a disaster	Prepare City financial staff for their role in a disaster	Complete and disseminate disaster policies	Complete policies and distribute and train key finance staff	BAD	June 2011	57	
58			Develop relationships with key State and Federal agencies	Develop relationship with CalEma and Homeland Security staff responsible for San Francisco area disaster assistance	Executive	June 2011	58	
59			Prepare for rating agency and financial institution outreach after a disaster	Complete a model rating agency road-show	Public Finance	March 2010	59	
60			Support/drive "hot site" backup and systems	Convene a citywide task force for financial systems' back up to develop a plan for improved hot site and back up procedures	Executive	June 2011	60	
61		Prepare for our department's role in a disaster	Complete the department's continuity of operations plan (COOP)	Complete and roll-out the plan	Administration	Dec 2010	61	
62			Develop department back-up sites for use in a disaster	Complete plan for back-up sites and identify facility and equipment gaps	Administration	Dec 2010	62	
63			Train staff on their roles in a disaster	Complete mapping of staff to various Finance & Administration Branch responsibilities and complete role-specific training for disaster recovery	Administration	Nov 2010 / June 2011	63	
64	<b>An Informed Public</b>	Provide useful and timely information	Produce clear, easily accessible reports	Review of content, format, distribution, and use of major annual reports	Review current reporting requirements and develop recommendations for consolidation, elimination, or changes to practices	Executive	March 2011	64
65			Produce new Board-mandated annual Development Impact Fee Report documenting status of improvements funded by the fees.	First annual consolidated Development Impact Fee Report	BAD	Dec-2010	65	
66			Redesign and launch new Controller's Office website	Complete update of phase II (division) portion of website update	AOSD	June 2011	66	
67	Increase access and awareness	Publicize Controller reports and information services	Design and begin distribution of quarterly public Controller's Office newsletter	Scope, design, and publish first quarterly Controller's Office public newsletter	CSA Performance	Jan 2011	67	

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68				Efficiently track and respond to sunshine requests and other information requests	Develop tracking tool; standardize responses to public, develop additional reports on commonly requested information to facilitate public disclosure reporting	Executive	Jan 2011	68
69	<b>Knowledgable and Effective Staff</b>	Invest in and value our employees	Recruit and retain highly qualified people	Develop robust, highly-qualified candidate pools for approved position recruitments, with outreach to internal candidates	Continue current hiring practices, with focus on new analyst and IT recruitment and selection processes	Administration	June 2011	69
70			Provide regular and constructive feedback to employees on their performance in meeting established goals	Continue to develop the department's performance planning and appraisal process	Complete performance plans for each employee at the beginning of the fiscal year	Senior Staff	Oct 2010	70
71					Complete mid-cycle performance check-ins with each employee	Senior Staff	Jan 2010	71
72					Complete year-end performance appraisals with each employee	Senior Staff	Aug 2011	72
73			Provide high-value educational and training opportunities to facilitate success in current and future jobs	Create an overview orientation on San Francisco government for new employees	Develop, refine, and complete new training session and begin delivering to all new staff	Admin	March 2011	73
74				Include and complete a training component within each employee's performance plan for the year	Develop and complete training element in each employee's performance plan for the year	Senior Staff	June 2011	74
75				Increase use of online training and communication tools	Develop webinar access for all Controller employees	AOSD	Jan 2011	75
76			Seek and implement suggestions for improvements in department management and operations from all staff	Complete division action plans developed in response to FY09 climate survey	Complete activities outlined in response to the FY09 climate survey	Senior Staff	March 2011	76
77				Design and complete FY11 employee climate survey and communicate results to all staff	Design and conduct FY11 employee climate survey and communicate results to all staff	Administration	March 2011	77
78					Develop follow-up plan to address areas for focus identified in climate survey	Senior Staff	June 2011	78
79			Recognize and reward employee contributions and successes	Maintain monthly employee merit award program	Update existing program and committee membership and participation	Senior Staff	June 2011	79
80				Highlight significant individual achievements in all-staff meetings, department newsletter, and using other communication tools	Develop and implement this component in selected formats	Senior Staff	Jan 2011	80
81			Ensure that all staff are informed of key changes in the department and throughout the City	Maintain monthly division staff meetings and quarterly all-staff meetings	Maintain existing meeting schedule	Senior Staff	June 2011	81
82				Maintain monthly departmental newsletter highlighting news from throughout the department	Maintain existing newsletter schedule and format	Senior Staff	June 2011	82
83	<b>A Model City Department</b>	Manage the Controller's Office effectively	Plan for and complete our work efficiently and effectively	Develop, communicate, and implement department performance plan for FY10-11	Complete and communicate department workplan for FY11	Senior Staff	Oct 2010	83

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84					Implement adopted initiatives for the year	Senior Staff	June 2011	84
85			Meet or exceed established department performance goals	City Services Auditor	Percentage of planned projects and audits completed and in progress on schedule. Actuals for FY10 = na. Target for FY11 = 80%	CSA Audits & Performance		85
86					Percentage of client and auditee ratings that are good or excellent. Actuals for FY10 = 85%. Target for FY11 = 90%.	CSA Audits & Performance		86
87				Accounting Operations and Systems	Number of findings of material weakness in annual City audit. Actuals for FY10 = 0. Target for FY11 = 0	AOSD		87
88					Percentage of scheduled time that financial systems are available for department use. Actuals for FY10 = 58%. Target for FY11 = 100%	AOSD		88
89					Number of days after June 30th required to complete the previous year's comprehensive financial audit. Actuals for FY10 = 176. Target for FY11 = 150	AOSD		89
90				Budget & Analysis	Percentage by which estimates vary from General Fund revenues for prior year vary from revised budget estimate. Actuals for FY10 = 5.3%. Target for FY11 = 2.5%	BAD		90
91					Percentage by which actual General Fund revenues for prior year vary from 9-month estimates. Actuals for FY10 = 0.6%. Target for FY11 = 1.5%	BAD		91
92				Administration	Hiring plan and budget projection report updated and approved on a quarterly basis. Actuals for FY10 = Yes. Target for FY11 = Yes	Administration		92
93				Payroll	Percentage of payroll transactions not requiring correction. Actuals for FY10 = 99.8%. Target for FY11 = 99.7%	PPSD		93
94				Economic Analysis	Percentage of reports completed by the legislation's hearing date. Actuals for FY10 = 71%. Target for FY11 = 100%.	OEA		94
95				Public Finance	Present value savings realized from bond refinancings. Actuals for FY10 = \$0. Target for FY11 = \$5.0M	Public Finance		95
96				eMerge	Meet established critical project milestones (outlined above). Actuals for FY10 = 100%; Target for FY11 = 100%	eMerge		96
97					Percentage of scheduled time that core systems are available. Actuals for FY10 = 93%. Target for FY11 = 99%	eMerge		97