Controller's Office Performance Plan for FY11-12

	Vision	Goal	Strategy	Initiative	FY12 Key Deliverable	Division	Target Completion	
1	**A Well-Run City**	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.	Award contract for CEQA environmental review.	CSA Performance	September-11	1
2				Public Health - Perform an evaluation of the City's substance abuse programs.	Provide analytical findings, program design recommendations and funding recommendations to DPH in a summary report. Use billing data and interview data sets collected as of July 2011.	CSA Performance	December-11	2
3				Conduct the City Survey regarding constituents' perceptions of city services	Complete survey and publish results	CSA Performance	October-11	3
4				Public Safety - Support public safety departments in the State realignment effort and other inter-departmental processes.	Develop baseline and performance measurement metrics for realignment populations to be served by the Sheriff, Adult Probation, and other departments.	CSA Performance	June-12	4
5				Health Benefits Project - Analyze costs, funding, management and outcomes issues for the City's Health Service System.	Design and complete steering group selected project plan elements.	CSA-Audits & Performance	Rolling, completion by June-12.	5
6				Citywide - Complete other planned consulting and technical assistance projects.	Completion of planned FY11-12 CSA workplan projects.	CSA-Performance	June-12	6
7			Provide auditing services with significant financial and operational impact to the City	Construction - Review selected capital and construction management practices on major construction programs.	Complete planned audits of San Francisco General Hospital Rebuild and McCoppin Park.	CSA - Audits	November-11	7
8				Redevelopment - Complete planned audits of selected redevelopment project areas.	Complete Western Addition audit and commence Bayview audit.	CSA - Audits	October-11 June-12	8
9				Construction Audit Program - Design rotating captial construction audit program, and complete initial cycle of capital project reviews.	Complete design of program, risk assessment, contracting deliverables and conduct and issue three capital project audits.	CSA-Audits	June-12	9
10				Transportation - Complete performance audit of the Safety Trainning Security and Enforcement Division of the Municipal Transportation Agency.	Complete and issue audit.	CSA-Audits	May-12	10
11				Whistleblower Program - Develop and implement process changes designed to continually enhance the effectiveness of the program.	Shift to quarterly public reporting. Redesign and implement website changes. Support quarterly meetings with Citizens' General Obligation Bond Oversight Committee, and recommend other planned changes.	CSA-Audits	October-11 January-12 June-12	11
12		Support informed policy decisions	Audit departments, contractors, and concessions timely to minimize risk to the City	Provide accurate reporting to the public and leadership on the City's major capital and bond programs.	Publish first Capital Project Annual Report.	CSA-Performance	March-12	12
13				Payroll Audit Program - Design rotating payroll practices program, and complete initial cycle of department reviews.	Complete design of program and conduct and issue three initial deparmental audits.	CSA-Audits	June-12	13

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14				Payroll - Audit payroll practices to ensure adherence to adopted labor contracts and policies.	Complete planned payroll audit of Human Services Agency.	CSA - Audits	October-11	14
15				Improve the City's use of technology to collect, manage, analyze and store information.	Assist two pilot departments in digitizing information through converting static forms. Complete roll-out to all departments. Convert Controller's Office static forms to digital.	CSA-Performance	June-12	15
16				Citywide - Complet other planned audits.	Completion of planned FY11-12 CSA workplan audits.	CSA-Audits	June-12	16
17			Provide timely economic, performance, budget, and operational analyses to inform legislation and management decisions	Institute organizational and climate survey related improvements to improve efficiency and workflow in CSA-Performance.	Use scheduling tools in OpenAir to improve project management and staff time allocation. Reorganize reporting and review processes to reduce delay and duplication.	CSA-Performance	June-12	17
18				Pilot performance measurement dashboards for selected departments, and complete performance measurement validation in all departments.	Dashboard pilot departments for FY12: MTA, PUC, HSA. Complete validation of all departments' performance measures.	CSA - Performance	April-11 June-11	18
19				Provide accurate reporting to the public and leadership on the City's public service delivery relative to other muncipalities and public entities.	Develop and publish first service benchmarking report. After FY12, the report will be published quarterly and will rotate through the City's major service areas.	CSA-Performance	April-12	19
20				Update the City's economic development plan.	Complete draft plan and receive sign-off from Office of Economic and Workforce Development	Econ Analysis	March-12	20
21				Propose alternative business tax structures to the current City payroll tax system	Complete report and recommendations	Econ Analysis	April-12	21
22				Update the Controller's property tax projections to incorporate latest information on market conditions and appeal solutions.	Complete the property tax forecasting project, in conjuncture with the Assessor's Office.	BAD	June-12	22
23				Provide guidance, assistance, and research in the post-election Mayor's transition.	Provide briefings and technical assistance to elected Mayor and staff in the areas of finance, budget, legislation, and City department performance.	Executive	March-12	23
24	**A Financially Sound City**	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 management policy legislation to the Mayor and Board of Supervisors.	Propose financial policies for consideration of Mayor and Board of Supervisors.	BAD	September-11	24
25				Provide financial modeling and other assistance to support labor negotiations.	Provide requested analyses to DHR and Labor on salary and fringe benefit proposals for labor negotiations.	BAD	May-12	25
26				Support the City's shift to a two-year balanced budget.	Develop policies and procedures for establishment of new two year budget for General Fund departments.	BAD	June-12	26
27		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 systems (eMerge).	Complete 100% of data conversions.	eMerge	October-11	27
28					Complete 100% of all required interfaces for Phase I	eMerge	February-12	28

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29					Complete configuration and testing of eMerge Portal and Active Directory single sign on.	eMerge	January-12	29
30					Complete all formal testing of Phase I eMerge functionality.	eMerge	June-12	30
31					Begin training of payroll supervisors in new payroll functionality by December 2011; Payroll staff to perform testing of payroll-run processes Q1/Q2 2012	PPSD	April-12	31
32				Replace the City's financial and purchasing system	Award phase 1 scoping contract. At completion of this stage, future phases will be defined.	AOSD	December-11	32
33				Complete Cognos upgrade for finance, budgeting, and payroll data integration	Complete Cognos and reporting upgrade for finance and budget. Payroll integration will be included in the following fiscal year.	AOSD	November-11	33
34		Provide high-quality, cost-effective financial services	Ensure the City follows appropriate, cost-effective financial procedures	Encourage the use of electronic payment of City employees and contractors, including the development of alternative to banking for employees.	Shift all new hires to required automatic deposit with electronic look-up of pay information.	eMerge	June-12	34
35					Develop contract for establishment of bank card system for City employees who do not have access to banking.	Executive	January-12	35
36					Work with OCA and City Attorney to make electronic (ACH) payment required for City contractors on term and professional service contracts.	AOSD	December-11	36
37				Reduce error rates and improve quality control in payroll production process.	Conduct biweekly quality control meetings with payroll manager and supervisors; conduct monthly training sessions with department payroll staff with highest error counts.	PPSD	Commence by October-11	37
38					Conduct monthly payroll staff training sessions with emphasis on tax reporting, wage orders, voluntary/mandatory deductions, and State payroll-related labor laws.	PPSD	Commence by October-11	38
39			Employ appropriate, risk-based procedures to review and control accounting activities	Hiring and reinvigoration of FAST Program	Hire FAST statt and provide FAST services to City departments for special projects and short term assignments, including year end close and CAFR production.	AOSD	December-11	39
40				Continue development and implementation of the revised post-audit monitoring program.	Move Post Audit process to off-peak timeframe. Expand use of monitoring reports and analysis performed year round.	AOSD	March-12	40
41			Manage the Citywide family of financial professionals	Regularize bimonthly citywide finance officers meetings.	Conduct planned meetings every two months.	Executive	June-12	41
42				Reinvigorate Controller's Office sponsored training programs on systems, data availability, and accounting procedures.	Hire trainer. Develop and begin delivering revised training program.	AOSD	February-12 June-12	42
43				Review citywide organization and staffing of finance, budget, and accounting functions.	Complete review and initial recommendation set.	Executive	March-12	43

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44			Secure prudent long-term financing in support of established city policy priorities	Issue bonds and secure other financing to meet the funding needs of voter-approved and other adopted capital priority needs.	Complete planned issuance of up to $800 million.	Public Finance	June-12	44
45					Complete refinancing of general obligation bonds and other long-term obligation.	Public Finance	December-11	45
46				Update the City's debt management policy	Complete debt policy update;adopt higher level policy.	Public Finance	September-11	46
47				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	March-12	47
48		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	Administration	March-12	48
49				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-12	49
50				Prepare for rating agency and financial institution outreach after a disaster	Complete a model rating agency road-show; template update	Public Finance	March-12	50
51			Prepare for our department's role in a disaster	Enhance emergency planning and preparedness for the Controller's Office and the City's Finance and Administration Section.	Complete and roll-out the basic COOP plan and complete training for staff. Identify funding and establish back up site. Practice employee call back program. Participate in citywide tabletop exercises.	Administration	November-2011 April-2012 Ongoing	51
52				Develop central accounting policies and procedures	Conduct training for appropriate staff	Administration	December-11	52
53	**An Informed Public**	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-12	53
54		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 quarterly Controller's Office public newsletter	CSA Performance	June-12	54
55	**Knowledgable and Effective Staff**	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-12	55
56			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	October-11	56
57					Complete mid-cycle performance check-ins with each employee	Senior Staff	January-12	57
58					Complete year-end performance appraisals with each employee	Senior Staff	September-11	58

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59			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-12	59
60				Conduct contracting training for all staff involved in procurement and contract management processes	Develop and conduct training	CSA - Performance	October-11	60
61				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	October-11	61
62			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 FY11 climate survey	Senior Staff	March-12	62
63			Recognize and reward employee contributions and successes	Maintain monthly employee merit award program	Update existing program and committee membership and participation	Senior Staff	June-12	63
64				Highlight siginificant individual achievements in all-staff meetings, department newsletter, and using other communication tools	Develop and implement this component in selected formats	Senior Staff	January-12	64
65			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-12	65
66				Maintain monthly departmental newsletter highlighting news from throughout the department	Maintain existing newsletter schedule and format	Senior Staff	June-12	66
67	**A Model City Department**	Manage the Controller's Office effectively	Meet or exceed key department performance goals	Budget and Analysis	Percentage by which prior year actual General Fund revenues vary from prior year revised budget revenues. Actuals for FY11 = 0.88%. Target for FY12 = 2.50%.			67
68					Percentage by which prior year actual General Fund Rrevenues vary from prior year six-month estimates. Actuals for FY11 = 2.56%. Target for FY12 = 1.50%.			68
69				Accounting Operations & Systems	Number of days after June 30th required to complete the previous year's comprehensive financial audit. Actuals for FY11 = 210. Target for FY12 = 150.			69
70					Percentage of scheduled time that financial systems are available for department use. Actuals for FY11 = 96.98%. Target for FY12 = 99.0%.			70
71					Number of findings of material weakness in annual City audit. Actuals for FY11 = 0. Target for FY12 = 0.			71
72				City Services Auditor	Percentage of planned audits and projects completed on schedule. Actuals for FY11 = n/a. Target for FY12 = 75%.			72
73					Percentage of client and audit ratings that are good or excellent. Actuals for FY11 = 89%. Target for FY12 = 90%.			73

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74				Payroll	Percentage of payroll transactions not requiring correction. Actuals for FY11 = 99.2%. Target for FY12 = 99.7%.			74
75				Public Finance	Present value savings realized from bond refinancings. Actuals for FY 11 = $17.7M. Target for FY12 = $5M.			75
76				Administration	Hiring plan and budget report updated and approved on a quarterly basis. Actuals for FY11 = Yes. Target for FY12 = Yes.			76
77				eMerge	Meet established critical project milestones (outlined above). Actuals for FY11 = 50%. Target for FY12 = 100%.			77
78					Percentage of scheduled time that core systems are available for departmental use. Actuals for FY11 = 99.9%. Target for FY12 = 99.9%.			78
79				Economic Analysis	Percentage of reports completed by the legislation's hearing date. Actuals for FY11 = 92%. Target for FY11 = 100%.			79