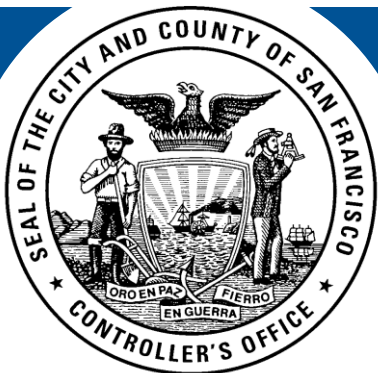
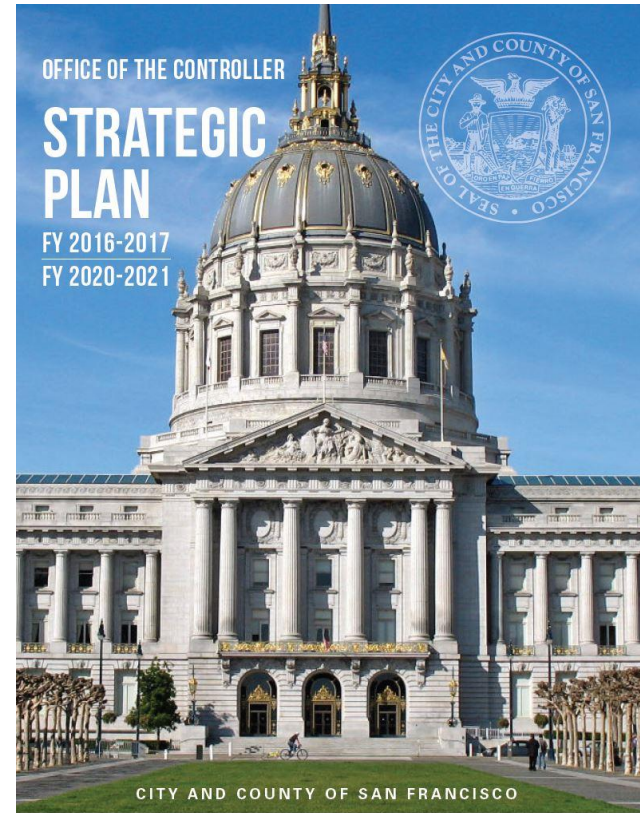


Controller's Office
Strategic Plan:
FY16-17 Initiatives



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller

Office of the Controller

OUR MISSION

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

OUR VISION

We strive to be a model for good government and to make the City a better place.

OUR CORE VALUES

Teamwork, Trust, Respect, Equal Opportunity, Communication, Excellence, Service

Overview

The Controller's Strategic Plan serves as the foundation on which the Controller's Office builds our annual departmental Performance Plan

The annual Performance Plan helps the department identify key measures and deliverables for the coming fiscal year, in alignment with the broader goals outlined in the Strategic Plan

The Performance Plan is used to convey the tangible work the department, our divisions, and our employees endeavor to accomplish in the coming year

Goal 1: Promote best practices and accountability in City government

Strategies

A. Conduct risk-based performance audits to improve effectiveness, efficiency, and accountability of City departments, contractors, and processes

B. Provide value-add audit recommendations and effective consulting and technical assistance to City departments to improve their operations

C. Partner with City departments to enhance performance measurement, management, and reporting in support of improved governmental services

Goal 1: Promote best practices and accountability in City government

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Help improve City procurement practices	<ul style="list-style-type: none"> • <i>Hire Strategic Sourcing Team</i>
2. Help improve Citywide hiring and employment practices	<ul style="list-style-type: none"> • <i>Help DHR build, test, evaluate, and expand projects to improve hiring</i> • <i>Provide research and analytical support for labor negotiations</i>
3. Support efforts to strengthen the City’s approach to technology security and solutions	<ul style="list-style-type: none"> • <i>Complete two Cybersecurity/IT performance audits by end of fiscal year</i> • <i>Develop and implement an IT Cybersecurity program</i>
4. Expand approaches and tools to help departments improve performance measurements, operations, and management practices	<ul style="list-style-type: none"> • <i>Support Citywide strategic planning efforts</i> • <i>Develop and add to the Data Academy our offering in LEAN business-process analysis</i>

Goal 1: Promote best practices and accountability in City government

Key Performance Measures	FY16-17 Target
Percentage of ratings that are good or excellent for: Technical Assistance Audit services provided	80% 72%
Percentage of audit recommendations implemented within two years after report issuance	85%
Percentage of audits issued containing recommendations that promote leading or best practices and/or improved accountability	95%

Goal 2: Support informed policy decisions

Strategies

A. Engage with policymakers to plan for areas where our work can help inform key policy decisions

B. Perform and communicate timely analyses to inform selected legislative, management, and operational decisions

C. Build the capacity of policymakers and practitioners to find, assess, and use quality data in their work

Goal 2: Support informed policy decisions

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Provide analysis and review to support key Citywide decisions	<ul style="list-style-type: none">• <i>Support jail replacement planning</i>• <i>Report on affordable housing development requirements</i>
2. Facilitate and expand Citywide use and sharing of data	<ul style="list-style-type: none">• <i>Improve cross-department data sharing in social services</i>
3. Highlight key areas for further research and policymaker awareness	<ul style="list-style-type: none">• <i>Create a citywide benchmarking report</i>

Goal 2: Support informed policy decisions

Key Performance Measures	FY16-17 Target
Completion rate of economic impact reports by hearing date	100%
Completion rate of ballot analysis by hearing date	100%
Annual Data Academy participants	600
Percentage of Data Academy participants satisfied with trainings	90%

Goal 3: Safeguard the City's long-term financial health

Strategies

A. Monitor and help manage the City's key long-term liabilities and financial risks

B. Prepare, manage, and report on the City's budget

C. Support long-range financial planning

Goal 3: Safeguard the City’s long-term financial health

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Monitor and refine financial policies to enhance the City’s financial resiliency	<ul style="list-style-type: none"> • <i>Monitor and enforce adopted reserve and debt management policies</i>
2. Review long-term City assets, liabilities, and net position	<ul style="list-style-type: none"> • <i>Incorporate long-term liability reporting into the City's Five-Year Financial Plan</i>
3. Enhance the use of the City’s long-term financial plans	<ul style="list-style-type: none"> • <i>Support the update of the City's adopted five-year financial plan by March 1, 2017</i> • <i>Conduct finance officer planning workshops in the development of the Five-Year Financial Plan</i>
4. Develop and exercise financial contingency scenarios	<ul style="list-style-type: none"> • <i>Model the long-term revenue impact of a natural disaster</i>

Goal 3: Safeguard the City’s long-term financial health

Key Performance Measures	FY16-17 Target
Percentage variance between budgeted and actual revenues	2.00%
Unreserved fund balance in months of operation	2
Stabilization reserve balance as a percentage of revenues	6.0%
General obligation bond rating (Moody’s)	Aa1
Percent funded: Pension commitments Retiree health commitments	90% 3%

Goal 4: Provide high-quality financial services

Strategies

- A. Direct and oversee the City's accounting operations and financial reporting responsibilities*
- B. Conduct performance, financial, and other audits and reviews to mitigate key risks*
- C. Direct the City's debt management functions and implement financial risk management best practices*
- D. Oversee and manage the City's payroll processes*

Goal 4: Provide high-quality financial services

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Conduct effective Citywide training to ensure heightened compliance and fewer post-audit findings	<ul style="list-style-type: none">• <i>Issue and submit the Single Audit report before March 31 each year</i>• <i>Create and deliver training on the City's new financial system</i>• <i>Conduct financial disclosure training</i>
2. Promote financial best practices among City departments	<ul style="list-style-type: none">• <i>Update Controller's accounting guidelines given conversion to new Financial System</i>• <i>City receives certificate of achievement for excellence in financial reporting (GFOA)</i>• <i>Identify and resolve bank reconciliation issues</i>
3. Eliminate paper forms in Accounting, Budget, and Payroll processes and adopt a paperless office operation	<ul style="list-style-type: none">• <i>Assist Departments in reconciling and closing old and inactive projects, grants and subfunds</i>• <i>Develop processes to electronically scan confidential documents</i>• <i>Develop inventory of paper processes and forms, and develop multi-year plan for paperless automation</i>• <i>Secure Civil Service Commission rule change to permit electronic performance appraisal retention</i>

Goal 4: Provide high-quality financial services

Key Performance Measures	FY16-17 Target
Number of days after June 30th to complete City's annual financial report (CAFR)	153 days
Maintain no material weaknesses in the City's financial statement audit	0
Maintain a high payroll accuracy rate	98.25%
Percentage of post-audit recommendations implemented within two years	85%

Goal 5: Support the City's financial systems and infrastructure

Strategies

A. Provide effective systems for Citywide accounting, budgeting, and procurement functions

B. Provide effective systems for Citywide payroll, human resources, and benefit management functions

C. Provide management reporting to support effective City operations

Goal 5: Support the City's financial systems and infrastructure

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Replace and modernize the City's financial, procurement, and reporting systems	<ul style="list-style-type: none">• <i>Go-live with the City's new financial system by early 2017</i>
2. Co-locate and integrate systems support staff into a single division with effective shared service and support delivery	<ul style="list-style-type: none">• <i>Complete design of post go-live governance structure</i>• <i>Complete readiness of user support organization to ensure a successful go-live</i>
3. Develop and implement key application enhancements to ensure effective Citywide use and customer satisfaction	<ul style="list-style-type: none">• <i>Deploy hiring appointment processing enhancements</i>• <i>Deploy enterprise learning management functionality</i>• <i>Support the implementation of required HSS system updates as required by federal legislation by January 2017</i>
4. Consolidate PeopleSoft and Business Intelligence infrastructure platforms and support services	<ul style="list-style-type: none">• <i>Complete hardware capacity planning for future needs in collaboration with DT</i>• <i>Transition managed services of hardware infrastructure from Accenture to DT by October 2016</i>

Goal 5: Support the City's financial systems and infrastructure

Key Performance Measures	FY16-17 Target
Percentage of time core systems are available for Citywide use	99.90%
Percentage of active employees and retirees provided self-service portal access	7%
Percentage of employees satisfied with Controller's enterprise business solutions	Establish baseline in FY16-17

Goal 6: Sustain the City's financial operations in a disaster

Strategies

A. Ensure the continued usability of the City's core systems in a disaster

B. Prepare City financial staff for its role in a disaster

C. Maintain and refresh disaster preparedness plans

Goal 6: Sustain the City's financial operations in a disaster

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Complete and test business continuity for key systems	<ul style="list-style-type: none">• <i>Confirm approach and document project plan for completion of PeopleSoft HCM business continuity site by June 2017</i>• <i>Complete deployment of back-up generator capability at City Hall by June 30, 2017</i>
2. Expand training for Controller and City financial staff on their role in a disaster	<ul style="list-style-type: none">• <i>Deliver core finance and administration training to 16 disaster response departments</i>• <i>Provide and track required disaster preparedness training for all CON staff</i>• <i>Perform two department-wide emergency communication exercises annually</i>
3. Plan for the City's financial recovery from a disaster	<ul style="list-style-type: none">• <i>Model the long-term revenue impact of a natural disaster</i>
4. Develop response procedures and capabilities to improve the City's resilience	<ul style="list-style-type: none">• <i>Develop and implement disaster cost recovery curriculum, including the associated disaster cost recovery manual</i>• <i>Produce an emergency payroll playbook</i>

Goal 6: Sustain the City’s financial operations in a disaster

Key Performance Measures	FY16-17 Target
City employees trained annually at the SF Prepared Academy	100
Annual tests of backup data center connectivity	2
Annual update and role-based training on the department Continuity of Operations Plan (COOP)	1

Goal 7: Increase public access to useful and timely information

Strategies

A. Provide public information in forms that diverse public audiences can easily access and use

B. Use effective and varied methods to increase public exposure to our work

Goal 7: Increase public access to useful and timely information

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Conduct public opinion research to improve the form, value, and reach of our public information products	<ul style="list-style-type: none">• <i>Form department workgroup and complete research and plan to improve the department's marketing of our research and information</i>
2. Provide new and improved web-based analytical tools	<ul style="list-style-type: none">• <i>Develop multi-year plan for web tool enhancements</i>• <i>Maintain and enhance the Performance Scorecards web tool</i>

Goal 7: Increase public access to useful and timely information

Key Performance Measures	FY16-17 Target
Annual public website visitors	Establish baseline in FY16-17
Annual use of web-based self-service information tools	Establish baseline in FY16-17
Number of mentions of department work in the media	Establish baseline in FY16-17

Goal 8: Invest in and value our employees

Strategies

- A. Provide regular and constructive feedback to employees on their performance in meeting established goals*
- B. Provide high-value educational and training opportunities to facilitate success*
- C. Seek and implement suggestions for improvements in department management and operations from all staff*
- D. Provide employees access to the tools they need to perform their work*
- E. Facilitate open and constructive communication to improve individual and group knowledge and effectiveness*
- F. Recognize and reward employee contributions and successes*

Goal 8: Invest in and value our employees

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Enhance the department's professional development program	<ul style="list-style-type: none">• <i>Form department professional development committee and roll-out new SharePoint training catalog</i>• <i>Develop new trainings and tools for department managers.</i>
2. Incorporate programs to support employee health, safety, and well-being into performance plan	<ul style="list-style-type: none">• <i>Redesign and conduct the department's employee climate survey</i>• <i>Complete quarterly safety training series, publish department wellness scores, and plan for enhanced wellness program in future years</i>
3. Expand 360 pilot program	<ul style="list-style-type: none">• <i>Expand pilot program to additional senior staff members and assess possible expansion in future years</i>

Goal 8: Invest in and value our employees

Key Performance Measures	FY16-17 Target
Percentage of employees who agree with statement: My supervisor works with me to set defined performance objectives that are monitored and measured throughout the performance appraisal cycle	85%
Percentage of employees who complete 24 hours of professional development in a performance year	90%
Percentage of employees who agree with statement: I receive guidance and coaching from my supervisor to help me reach my performance goals	85%
Comparison of departmental Well-Being Assessment with overall City average	105%

Goal 9: Manage the Controller's Office effectively

Strategies

A. Provide high-quality operational support to department staff

B. Support department hiring, payroll, human resources, finance, contracts, emergency management, IT, and operational needs

C. Enhance availability of technology and other tools needed to perform our work

Goal 9: Manage the Controller's Office effectively

Key Five-Year Plan Initiative	Key FY16-17 Performance Goals
1. Initiate space planning and strategic co-location of department divisions following the go-live of the new financial system	<ul style="list-style-type: none">• <i>Complete planning to consolidate department at two locations</i>• <i>Complete next steps as required by plan in preparation for a planned completion in 2018</i>
2. Develop and roll-out workplace modernization initiatives	<ul style="list-style-type: none">• <i>Expand and continue the Controller's Office ePerformance pilot</i>
3. Use technology to promote efficiencies in the workplace and provide tools to support the work of the Controller's Office	<ul style="list-style-type: none">• <i>Maintain and enhance the department SharePoint site</i>
4. Increase efficiency and effectiveness of key departmental operational processes	<ul style="list-style-type: none">• <i>Post pre-qualified consultant lists on the Controller's intranet within two weeks of the Request for Qualifications Pre-qualification Notification Date</i>• <i>Submit approved operational invoices, with required supporting documentation, to Central Finance for payment within one week of receipt</i>

Goal 9: Manage the Controller's Office effectively

Key Performance Measures	FY16-17 Target
Percentage of Controller recruitments completed within 100 days	90%
Percentage of technology help desk tickets resolved within two days of receipt	75%
Successful procurement protests	0
Percentage of employees who respond that the department is well-managed	90%
Percentage of employees who respond that they have the necessary tools to do their work	95%