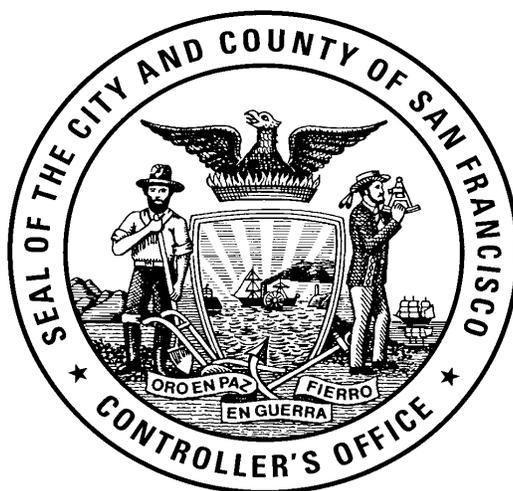


City and County of San Francisco
Office of the Controller



Efficiency Plan
And
Customer Service Plan
February 1, 2010

As outlined in San Francisco Administrative Code Chapter 88, the Performance and Review Ordinance of 1999, this report summarizes the Controller's Office Efficiency and Customer Service Plans.

I. LONG-TERM STRATEGIC PLANNING

A. Mission, Vision and Values

The Controller's statements of mission, vision and values result from a process conducted over several months that involved all members of the office.

1. Mission

What we do:

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

2. Vision

What we seek to be:

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

The Controller's Office has devoted significant time to developing our goals, strategies and performance measures. The foundation of our discussions and work are our Mission, Vision and Values. The resulting Performance Plan articulates the Office's Vision, Goals and Strategies.

Five broad areas have been established to support our vision of:

- A Well-Run City
- A Financially Sound City
- An Informed Public
- Knowledgeable and Effective Staff
- A Model City Department

3. Core Values

Guiding principles for achieving our mission and vision:

- **Teamwork:** We support a cooperative work environment. Our team is strengthened by the diversity and contributions of its members.
- **Trust:** We act with honesty, integrity and fairness.
- **Respect:** We understand and appreciate the inherent value of one another.
- **Equal Opportunity:** We provide opportunities to all staff to contribute and achieve their potential.
- **Communication:** We communicate honestly and openly.
- **Excellence:** We strive for personal and professional excellence. We recognize and reward exemplary performance.
- **Service:** We focus on our customers' needs. We recognize that to improve service, we must be a learning organization that seeks continuous improvement.

B. Core Functions – What We Do

The Controller's Office has a number of core functions, listed below, that are generally quite stable from year to year:

- Prepare and control the City budget;
- Provide effective and reliable systems for Citywide budgeting, payroll, accounting, purchasing, human resources and benefits;
- Ensure that City follows appropriate accounting procedures;
- Pay employees and vendors;
- Audit and report on City finances and operations;
- Provide analytical support, training and assistance to policy makers, departments and stakeholders; and
- Help manage the City.

C. Goals and Measures

Our goals and strategies remain relatively constant from year-to-year as our Core Functions are well established and tend to change little year-to-year. We will focus on continuing to fulfill the following goals in the next three to five years:

- Manage the Citywide family of financial professionals.
- Provide timely economic and operational analyses to inform legislation and management decisions.
- Provide effective systems for Citywide payroll, budgeting, accounting, purchasing, human resources and benefits.
- Provide accurate, timely financial reporting. Provide accurate, timely information to support fiscal planning.
- Provide effective consulting and technical assistance to City departments to improve their operations.
- Recognize and reward employee contributions and ensure employee satisfaction.
- Reduce the City's debt service costs through bond refinancing.

For each goal noted above, there are detailed strategies that provide the framework for accomplishing the goal. These strategies can be found in our Performance Plan.

D. Resource Levels

In December of 2009, The Mayor's Office transferred the functions of 45 positions from Project eMerge and PeopleSoft, the city's Human Resources Information, Benefits and Payroll Management System Project to the Controller's Office. The additional functions align well with our Core Functions, Goals and Measures, and should present no variance from our strategic plan. The Controller's Office endeavors to provide a wide array of services and products in support of our Mission – We ensure the City's financial integrity and promote efficient, effective and accountable government. We also strive for personal and professional excellence.

We take pride in the fact that our work is needed, trusted and well-respected by the individuals and groups that we serve. This is evidenced in the steady increases in requests for our services and products. In light of the required budget reductions for FY 2011, we continue to have fewer resources, but also continue to reorganize work and minimize any and all negative service impacts.

II. CUSTOMER SERVICE

A. Customers

Individuals and groups that we serve include:

- Residents of San Francisco
- Visitors to San Francisco
- Any member of the public, including resident citizens and businesses
- The Mayor and his/her staff, particularly the Mayor's Budget Office
- The Board of Supervisors and their staff
- City departments
- City employees
- Vendors doing business with the City
- Other local governments
- Regional, state and federal government agencies
- Financial institutions
- Labor organizations
- Taxpayers
- Individuals making claims against the City
- Press and other "sunshine" requesters
- Rating agencies and bond investors

B. Service Quality Standards/Customer Service Objectives

While our customers are quite varied, in all cases our objectives are to provide timely, useful, accurate and courteous service. Specific standards are expressed in our performance measures, such as:

- At least 92% availability to departments for the City's online systems;
- An error rate of 1% or less for payroll transactions;
- 95% of the client and auditee ratings that are excellent or good;

- 100% of our employees have current performance plans and appraisals;
- Revenue projection within 4% of actual for budget; and,
- 100% of Office of Economic Analysis economic impact reports completed by the hearing date.

C. Procedures To Meet Customer Service Objectives

We continually monitor the Department's ability to maintain high quality customer service standards and meet our objectives through routine review of our performance measures:

- Our staff are aware of the Office's mission, vision and values, and these are included in individual performance plans and evaluations. We will continue to include customer-service expectations in job descriptions, new staff orientations, performance plans and evaluations.
- In order to provide easy public access, and to save unnecessary paper and printing expense, the Controller's Office provides an extensive amount of information on its web site at <http://www.sfgov.org/controller>. Most reports can be made available in hard copy as needed.
- We have developed a number of documents specifically to make information about the City or the Office easier to find and understand. These include:
 - "Doing Business with the Controller's Office," which provides explanations, reference and contact information for the Office's functions;
 - "A Guide to San Francisco's Budget Process," which is available in English, Spanish and Chinese;
- A senior member of the Office is present regularly at meetings of the Board of Supervisors and its committees, as well as other public meetings, to provide information and respond to requests.
- We provide a wide range of financial and economic information and presentations to rating agencies, community groups, labor organizations and others.
- Our office conducts the annual City Survey (in English, Spanish and Chinese), soliciting feedback from San Francisco residents on a variety of City services.
- Most of our work supports other City departments, including the Mayor and Board of Supervisors, and much of their feedback comes to us informally. Three of our divisions, Accounting Operations and Systems, Payroll & Personnel Services and City Services Auditor conduct satisfaction surveys of their users.
- Feedback mechanisms have been established to provide information to help further ascertain the quality and usefulness of our reports. Feedback can be given in person or via, electronic mail, telephone and regular mail. We are currently exploring secure methods of feedback via the web.

- In our financial and systems training sessions for City departments, we conduct evaluations at the end of each session, and solicit recommendations for future training needs.
- For our City departmental users, we continuously update and expand information on the City's Intranet site.
- The Controller's Office handles requests from the public by telephone, email and in person. Our staff receives many requests for services and information that are not housed in the Controller's Office, but our staff make it a point to direct members of the public to the services they need. Most of our direct public contact is in the Property Tax Unit, where taxpayers come for tax certificate processing; the Claims Unit, where individuals may file claims against the City; and our reception desks, where we receive a variety of requests for information and assistance. We have comment cards at our Personnel & Payroll Services Division's public counter and we are developing comment cards for our other public counters.
- We provide a number of forms and documents in multiple languages and proactively address communications to be translated as needs arise. We fully comply with the Equal Access Ordinance. Our latest report is on file with the Immigrant Rights Commission.
- We have provided live and videotaped customer service training for our staff. A Training Committee has been established and will proactively identify new quality customer service training opportunities and modes of training.
- We monitor our staff's awareness of their customers in our Climate Survey question "I know who my customers are," as well as reviewing this during annual performance plans.

III. PERFORMANCE EVALUATION

A. Performance Goals and Measures

Our goals reflect our performance priorities and tie to established performance measures. Please refer to the attached report on the Controller's Performance Plan and Measures.

B. Annual performance evaluation

Please see the attached report of the Controller's Office's Performance Goals and Measures. The report shows our Program Goals and outlines the Measures by which each goal will be measured throughout the fiscal year. Additional details on performance measure actuals, targets and projections for the Fiscal Year 2009-10 and targets for Fiscal Year 2010-2011 are attached.