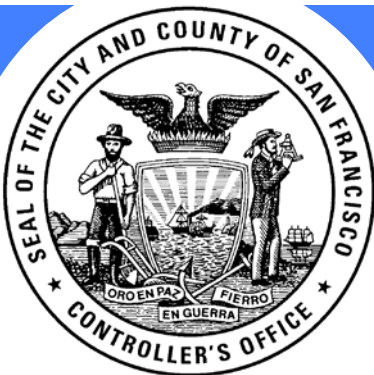


Controller's Office Proposed Budget FY 2022-23 and 2023-24

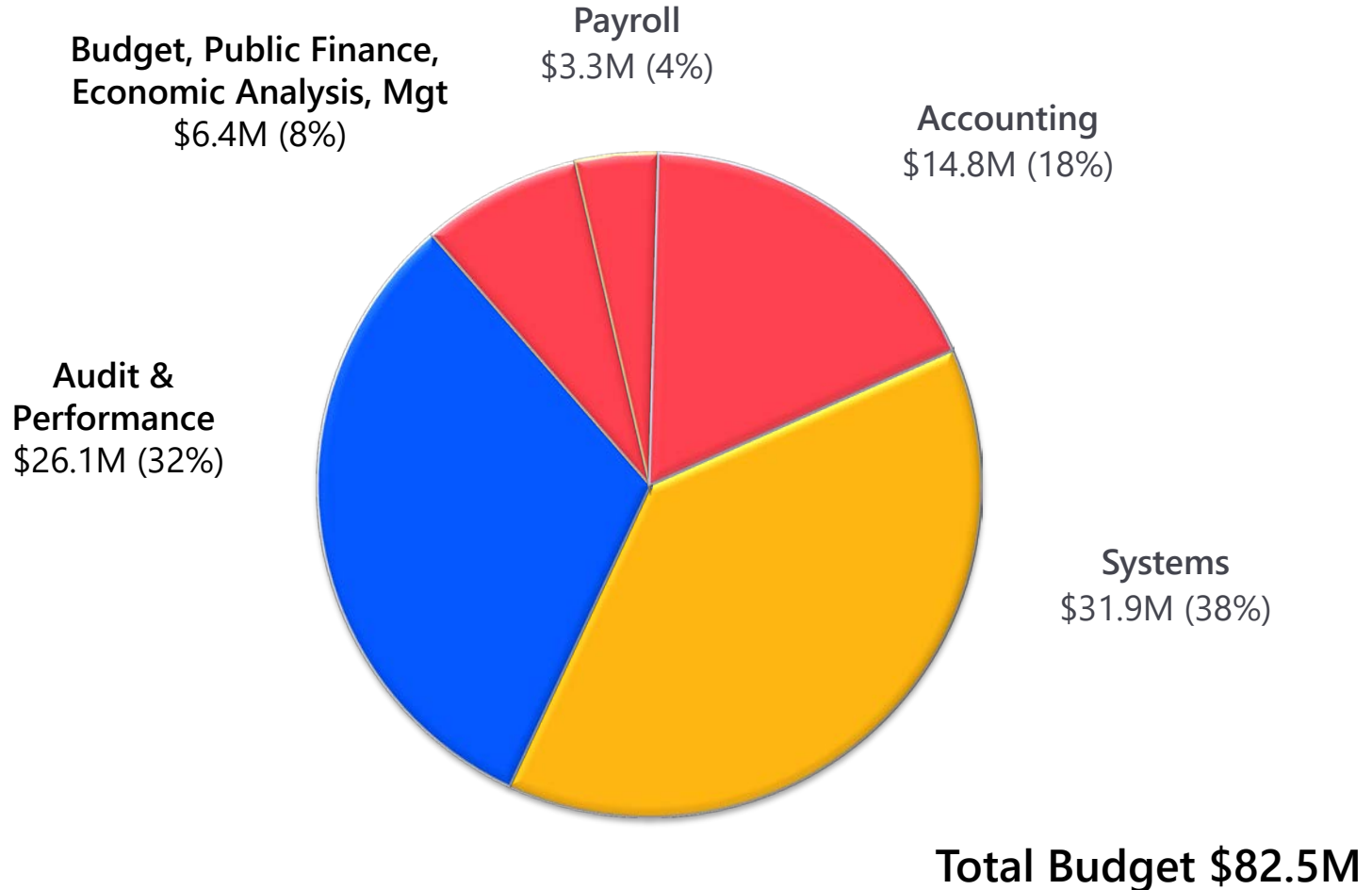


CITY & COUNTY OF SAN FRANCISCO

Office of the Controller

June 15, 2022

Proposed FY 2022-23 Budget



Controller's Office Budget Snapshot

	FY 2021-22 Approved	FY 2022-23 Proposed	FY 2023-24 Proposed
Total Budget	\$76.9M	\$82.5M +\$5.6M	\$82.5M +\$0.0M
General Fund Support	\$11.8M	\$12.2M +\$0.4M	\$12.7M +\$0.5M
Funded Positions (FTEs)	251	252	253
Off-Budget Positions (FTEs)	48	59	61

FY2019 to FY2022 Staffing: Filled vs Vacancies

Fiscal Year	Authorized FTEs	Attrition Savings FTEs	Total Net Funded FTEs	Permanent FTEs Filled	Temp Filled	Total Vacant FTEs	Vacant FTE %
2022	323	-23	300	245	41	14	5%
2021	319	-22	297	246	31	20	7%
2020	327	-20	307	255	34	18	6%

Key Initiatives

Government Operations Recovery Project

- Critical citywide shared projects with DHR and City Administrator
- Catch up & build new processes: Hiring, contracting, financial pain points
- Three new positions in Controller's Office – finance & system work

System replacement & modernization

- Post go-live support & refinement of the City's new budget system
- Improving usability & adoption of the City's financial system
- Refreshing public transparency tools

Key Initiatives

Refuse rate administration

- New CON rate monitoring & setting responsibility given Prop F (June 2022)
- Two new non-General Fund positions requested

Racial equity action planning & implementation

- Citywide: Contractor reporting project; other ORE support projects
- Departmental: Internal training; recruitment changes; focus on pipeline jobs

Recovering from the emergency

- Completing hand-offs of COVID projects; ongoing FEMA claiming work
- Complete hiring project to fully restaff the department

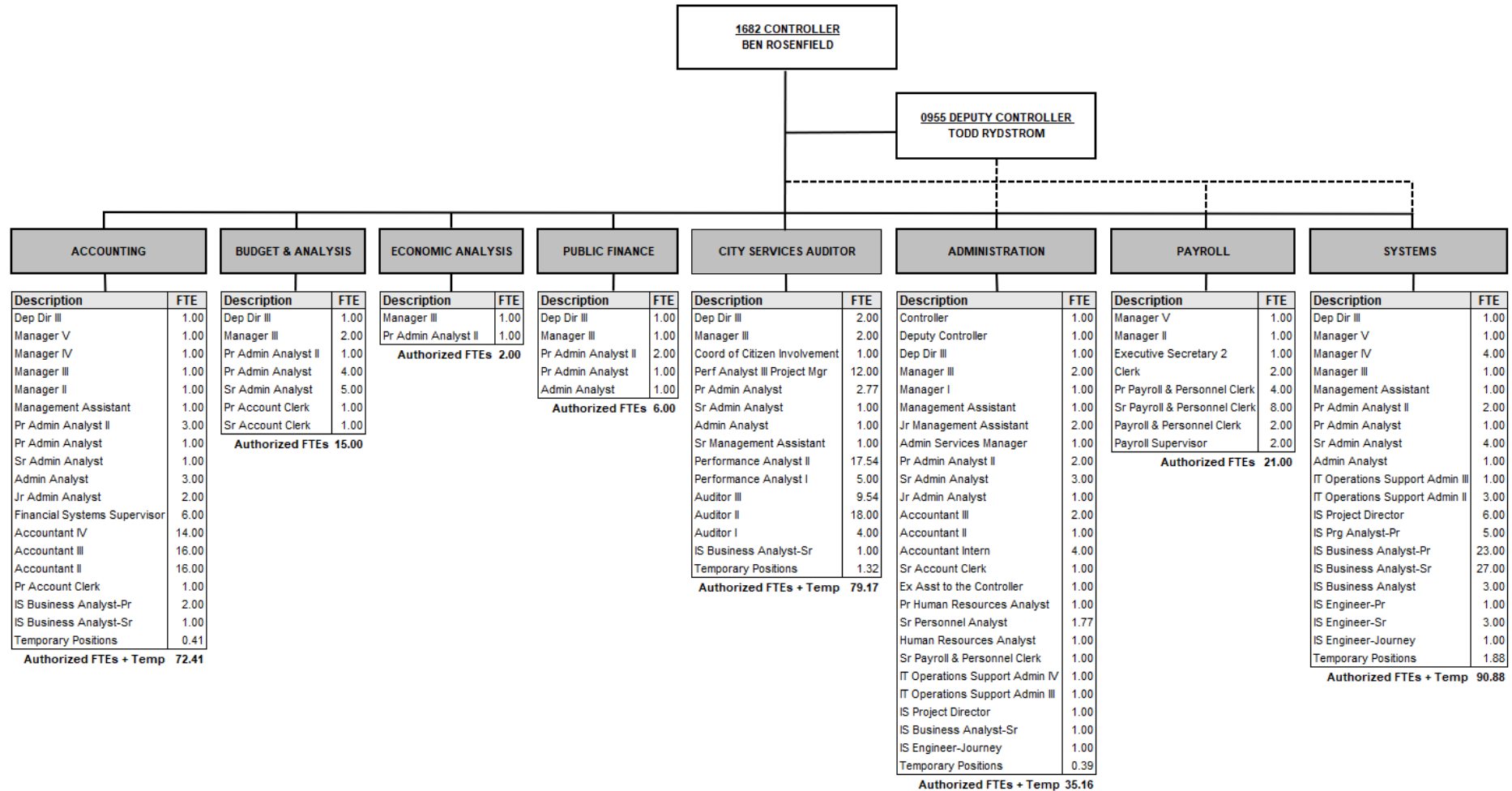
Thank you!

Questions or comments?

Appendix

- **FY 2021-22 Organizational Chart**
- **Controller Reports Samples**
- **Key Performance Measures**

FY 2021-22 Organizational Chart



Department Planning & Tracking

OFFICE OF THE CONTROLLER
STRATEGIC PLAN

FY 2016-2017
FY 2020-2021

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

PROMOTE BEST PRACTICES AND ACCOUNTABILITY IN CITY GOVERNMENT

- Help improve City procurement practices.
- Help improve Citywide hiring and employment practices.
- Support efforts to strengthen the City's approach to technology security and solutions.
- Expand approaches and tools to help departments improve performance measurements, operations, and management practices.

SUPPORT INFORMED POLICY DECISIONS

- Provide analysis and review to support key Citywide decisions.
- Facilitate and expand Citywide use and sharing of data.
- Highlight key areas for further research and policymaker awareness.

SAFEGUARD THE CITY'S FINANCIAL HEALTH

- Monitor and refine financial policy for financial resiliency.
- Review long-term City assets and liabilities.
- Enhance the use of the City's financial systems.
- Develop and exercise financial contingency plans.

PROVIDE HIGH-QUALITY FINANCIAL SERVICES

- Conduct effective Citywide training to ensure heightened compliance and fewer post-audit findings.
- Promote financial best practices among City departments.
- Eliminate paper forms in Accounting, Budget, and Payroll processes and adopt a paperless office operation.

SUPPORT THE CITY'S FINANCIAL SYSTEMS AND INFRASTRUCTURE

- Replace and modernize the City's financial, procurement, and reporting systems.
- Co-locate and integrate systems support staff into a single division with effective shared service and support delivery.
- Develop and implement key application enhancements to ensure effective Citywide use and customer satisfaction.

INCREASE PUBLIC ACCESS TO USEFUL AND TIMELY INFORMATION

- Conduct public opinion research to improve the form, value, and reach of our public information products.
- Provide new and improved web-based analytical tools.

INVEST IN AND VALUE OUR EMPLOYEES

- Enhance the department's professional development program.
- Incorporate programs to support employee health, safety, and well-being into performance plan.
- Expand 360 pilot program.

MANAGE THE CONTROLLER'S OFFICE EFFECTIVELY

Performance Plans
FY18-19 Performance Plan

Home | **new item** | **FY18-19 AS** | Division: Accounting | Division: Admin |

✓ Edit | **Measure**

1 **Goal: Goal 1: Promote best practices and accountability in City government (25)**

1 **Goal: Goal 2: Support informed policy decisions (15)**

1 **Goal: Goal 3: Safeguard the City's long-term financial health (18)**

- Monitor and enforce adopted revenue and debt management policies, and report on status on regular financial reports.
- Prepare COMCAP calculations; approve and monitor GEN expenditures, including MOU and litigation reserves; facilitate participatory budgeting.
- Implement all voter-approved spending requirements and revenue transfer requirements (including reserves), and report quarterly on compliance with adopted law.
- Prepare state revenue reports and allocations, fee certifications, and development impact fee reports using tools updated for PeopleSoft.
- Percentage variance between budgeted and actual revenues. Target: 0.00%
- Percentage by which actual revenues vary from mid-year estimates. Target: 1.5%
- Support labor contract negotiations with all employee organizations except Police and Fire, including support developing and costing proposals, developing bonds.
- Support the update of the City's adopted five-year financial plan by March 1, 2018 including modifications and enhancements developed with the Mayor's Budget.
- General obligation bond rating (Moody's). Target: Aaa
- Unreserved fund balance as a percentage of revenues. Target: 16.7%
- Stabilization reserve balance as a percentage of revenues. Target: 10.00%
- Unreserved fund balance as a percentage of revenues. Target: 10.00%
- Reinvest funded, pension and retiree health liabilities. Target for pension: 90% target for retiree health: 2%
- Refresh retiree health liability analyses by March 30, 2018. Continue to develop and cost pension reform concepts as part of ongoing city staff pension working group.
- Propose new financial policies by October 1, 18 FY 2018-19, develop recommended revenue policies for three departments with special revenue funds (REC, UB, and
- Develop set of key economic indicators to track and report each quarter, to monitor local economic risks, by October 2018.
- Support the development of the City's Ten-Year Capital Plan, including modeling of capacity for G.O. bonds and General Fund debt and as-needed assistance to

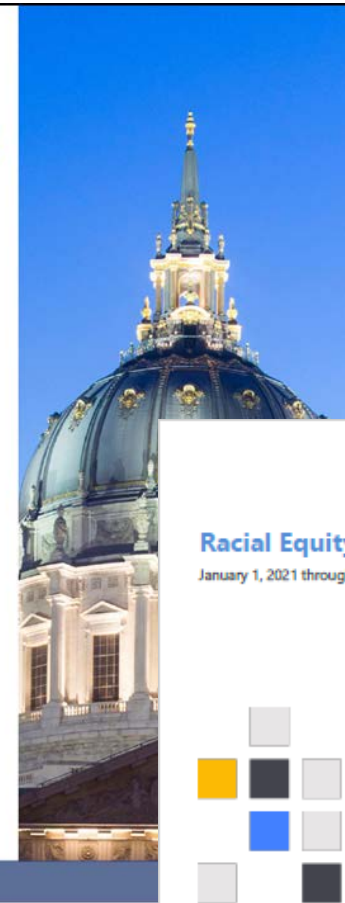
1 **Goal: Goal 4: Provide high quality financial services (12)**

- Refine business and system processes for an effective submission of Annual Financial Transactions Report to State Controller's Office in January 2019; and complete
- Issue Single Audit report by March 2019.
- Number of audit findings with questioned costs in annual Single Audit of federal grants. Target: 4
- Complete first year-end closing process in the new financial system, conduct debrief sessions to suggest system and business process changes for future year closing processes, and produce findings document by March 2019.
- City receives certificate of achievement for excellence in financial system from Government Finance Officers Association (GFOA). Target: 1
- Timely completion of the City's annual financial report (CAFR) for FY17-18. Target: 300 days
- Maintain no material weaknesses in the City's financial statement audit. Target: 0
- Identify and resolve PeopleSoft related bank reconciliation issues with Treasurer, the City's selected banks and city department by the end of each fiscal year-end closing process. Review bank reconciliation process following first year use of the new system, and measure the efficiency of the process by January 2019.
- Resolve and reconcile remaining data conversion issues resulting from cut-over to the new financial system. In FY18-19, complete clean-up of 100% of cash and debt entries and 100% of grant entries.
- Update and refine Controller's accounting guidelines for the new PeopleSoft financial system.

OFFICE OF THE CONTROLLER

ANNUAL REPORT
FISCAL YEAR 2017-2018

SEAL OF THE CITY AND COUNTY OF SAN FRANCISCO
CONTROLLER'S OFFICE



Racial Equity Action Plan
January 1, 2021 through December 31, 2023

SEAL OF THE CITY AND COUNTY OF SAN FRANCISCO
CONTROLLER'S OFFICE

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

RACIAL EQUITY

Key Performance Measures

Provide High-Quality Financial Services	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target	2022-23 Target
Number of days to complete the City's comprehensive financial report (CAFR) for the previous fiscal year	268	183	241	150	150
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	No	Yes	Yes
Number of findings of material weakness in annual City audit	0	0	2	0	0
Percent of payroll transactions not requiring correction	98.8%	99.3%	98.7%	99.0%	99.0%
Provide High-Quality Financial Systems	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target	2022-23 Target
Percent of scheduled time that financial systems are available for departmental use	100%	100%	99.9%	99.9%	99.9%
Percent of scheduled time that human capital systems are available for departmental use	100%	100%	99.9%	99.9%	99.9%
Safeguard the City's Long-Term Financial Health	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target	2022-23 Target
Percentage by which actual revenues vary from mid-year estimates	4.2%	11.1%	-3.6%	1.5%	1.5%
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	5.0%	6.5%	-4.4%	2.0%	2.0%
Stabilization reserve balance as a percentage of General Fund revenues	9.2%	10.0%	10.0%	6.9%	3.5%
Ratings of the City's General Obligation Bonds from Moody's	AAA	AAA	AAA	AAA	AAA

Key Performance Measures

Ensure Government is Accountable to City Residents	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target	2022-23 Target
Percent of audit recommendations implemented within 2 years after report issuance.	90%	92%	94%	85%	85%
Percent of auditee ratings that are good or excellent	83%	97%	69%	85%	85%
Percent of client ratings for technical assistance projects that are good or excellent	100%	N/A	N/A	95%	95%
Support Informed Policy Decisions	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target	2022-23 Target
Percentage of OEA economic impact reports completed by the hearing date	100%	100%	100%	100%	100%
Completion rate of ballot analysis by the hearing date	100%	100%	100%	100%	100%
Number of Data Academy Training Participants	1,436	1,269	0	N/A	N/A