

# City & County of San Francisco Office of the Controller

## CFO Onboarding & Development

December 11, 2019



CITY & COUNTY OF SAN FRANCISCO

Todd Rydstrom, Deputy Controller

### Local Government Structure

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- City Charter Granted by State of California in 1850 (City & County)
- Fourth largest city in California, 13<sup>th</sup> in the U.S.
- Geography: ~49 square miles
- Economic & Cultural Center of San Francisco Bay Area
- Population of 883,305 (U.S. Census 2018 Estimated)
- Assessed value of property in the City was \$281B in 2019
- Largest departments are: Public Health, Airport, Municipal Transportation, Public Utilities Commission, Homelessness & Supportive Housing, Human Services Agency, Police Department, Fire Department, Public Works
- Over 35K employees including 6,900 DPH, 5,500 MTA, 3,200 Police, 1,700 Fire and 1,700 PUC. Controller Office, 250+ funded positions
- FY 2019-20 Budget = **\$12.3 Billion**



## Office of the Controller Overview

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### Who We Are:

The Controller's Office works to ensure the City's financial integrity and to promote efficient, effective, and accountable government. We strive to be a model for good government and to make the City a better place to live and work.



### What We Do:

The Controller serves as the chief accounting officer and auditor for the City and County of San Francisco. The Controller's Office is responsible for governance and conduct of key aspects of the City's financial operations, including operating the City's financial, procurement, HR & payroll systems, maintaining the City's internal control environment, processing citywide payroll, managing the City's bonds and debt portfolio, and processing and monitoring the City's budget. The department produces regular reports and audits on the City's financial and economic condition and the operations and performance of City government.

#### 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

## City & County of SF – A Place to Grow & Develop

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50+ Departments, covering City & County services

- ❑ Largest, Public Health, \$2.4B, 6,886 FTEs
- ❑ Smallest, Board of Appeals, \$1.2M, 5 FTEs

Established Policies, Procedures & Networks

Innovative, Inclusive Culture

Advancement Opportunities

## City & County of SF – Onboarding, Development...

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### **CFO Onboarding & Development**

- One-on-One Sessions over first 6-12 Months
- CFO Connections – Our Network Building, Advisor Program

### **Calendars & Tools**

- Year-at-a-Glance Financials, Procurement, Learning
- Recurring Daily, Weekly, Monthly, Quarterly To Do's
- Business Intelligence Reporting
  - One-Click Sightline
  - 40+ Financial, Procurement, People & Pay Dashboards

### **CFO Lunch Programs & Networking** – Bi-monthly

### **Quarterly Advisory Boards**, including SF Reports & Analytics for...

- SF Financials
- SF Procurement
- SF People & Pay
- SF Learning

## City & County of SF – CFO Onboarding Sessions

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- 1) Budget Cycle, the SF Budget System
- 2) Accounting Policies, Procedures, the SF Financials System
- 3) Purchasing, the SF Procurement System
- 4) HR, Timekeeping, Payroll, the SF People & Pay System
- 5) Learning Management, the SF Learning System
- 6) Business Intelligence & SF Reports & Analytics Dashboards
- 7) Compliance Audits
- 8) Performance Audits
- 9) Cybersecurity & Data Security Requirements
- 10) Emergency Response & Recover
- 11) Capital Planning
- 12) Capital Finance, Bond Funding
- 13) Technology Planning & Procurements

## City & County of SF – Business Intelligence Tools

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 **SF EMPLOYEE PORTAL  
PEOPLE & PAY**

 **SF EMPLOYEE PORTAL  
PROCUREMENT**

 **SF EMPLOYEE PORTAL  
LEARNING**

 **SF EMPLOYEE PORTAL  
REPORTS & ANALYTICS**

 **SF EMPLOYEE PORTAL  
FINANCIALS**

 **SF EMPLOYEE PORTAL  
SF OPEN BOOK**

Financials	Human Resources - Payroll
<ul style="list-style-type: none"> <li>CFO Dashboard                             <ul style="list-style-type: none"> <li>Budget vs Actual Overview</li> <li>Financial Monitoring</li> <li>Procurement Overview</li> <li>Personnel Costs</li> <li>Labor Budget vs Projection</li> <li>Budgetary Basis Fund Balance (Draft)</li> </ul> </li> <li>Budget &amp; Actuals                             <ul style="list-style-type: none"> <li>Budget vs Actual Overview</li> <li>Budget vs Actual by Project</li> <li>Budget vs Actual by Activity</li> <li>Budget vs Actual at YTD</li> <li>Prior Year Budget vs Actuals</li> <li>Prior Year Budget vs Actuals at Activity</li> <li>Contract Funds</li> <li>Work Order Budget vs Actuals</li> <li>Budget Exceptions</li> </ul> </li> <li>General Ledger                             <ul style="list-style-type: none"> <li>Trial Balance Overview</li> <li>Trial Balance Summary</li> <li>Trial Balance Details</li> <li>Trial Balance by Project and Activity</li> <li>Trial Balance Summary - General Fund Only</li> <li>Trial Balance Summary - Revenue Funds Only</li> <li>Trial Balance Summary - Special Revenue Funds Only</li> <li>General Ledger Line Details (Transaction Details)</li> </ul> </li> <li>Accounts Payable                             <ul style="list-style-type: none"> <li>AP Overview</li> <li>AP Invoice Tracking</li> <li>AP Approval Workflow</li> <li>Open Invoices</li> <li>Invoice Invoices</li> <li>Voucher Lines</li> <li>Voucher Payments</li> <li>AP Transactions</li> <li>AP Account FY2018</li> <li>State Checks(Under Construction)</li> </ul> </li> <li>Accounts Receivable                             <ul style="list-style-type: none"> <li>AR Overview</li> <li>AR Transactions</li> </ul> </li> <li>Employee Expenses                             <ul style="list-style-type: none"> <li>Employee Expenses Overview</li> <li>Employee Expenses Approval Workflow</li> <li>Employee Expenses Report Line Details</li> <li>Employee Expenses Report Transactions</li> <li>Cash Advances Overview</li> <li>Cash Advances Line Details</li> <li>Cash Advance Transactions</li> <li>Travel Authorization Overview</li> <li>Travel Authorization Workflow</li> <li>Travel Authorization Details</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Salary &amp; Fringe Benefits Overview</li> <li>Salary &amp; Fringe Benefits Details</li> <li>Labor Contribution</li> <li>Temporary Salary</li> <li>Labor Projection Summary</li> <li>Labor Release Details</li> <li>Labor Budget vs Projection</li> </ul>
	<ul style="list-style-type: none"> <li>Inventory Management                             <ul style="list-style-type: none"> <li>Inventory Transactions</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Procurement                             <ul style="list-style-type: none"> <li>Procurement Activity</li> <li>Procurement Activity - P-Card Only</li> <li>Purchase Order Encumbrances</li> <li>Reservation Pre-Encumbrances</li> <li>Invoice Purchase Orders and Requisitions</li> <li>Supplier Spend Analyzer</li> <li>Procure to Pay</li> <li>Invoice Price Variance</li> <li>Contracts</li> <li>Contract Expirations</li> <li>Strategic Sourcing</li> <li>Procurement Approval Workflow</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Workflow                             <ul style="list-style-type: none"> <li>Workflow Overview</li> <li>Pending Approvals</li> <li>Workflow Details</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Projects &amp; Awards                             <ul style="list-style-type: none"> <li>Assets Overview</li> <li>Grants Management(SBFA)</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Asset Management                             <ul style="list-style-type: none"> <li>Fixed Assets Overview</li> <li>Asset Life Management</li> <li>Asset Details</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Economic &amp; Social Policy                             <ul style="list-style-type: none"> <li>State Source Contracts</li> <li>Non-Profit - Contracts and Spend</li> <li>Non-Profit Supplier Spend Analyzer</li> <li>Small Business - Contracts and Spend</li> <li>Legacy Business - Contracts and Spend</li> <li>143 - Award and Payment Summary</li> <li>143 - LRF Participation Reports</li> <li>143 - LRF Contract List</li> <li>143 - Contract Payment Notifications</li> <li>Local Hire - Contracts and Spend</li> <li>Resolving Wage - Contracts and Spend</li> <li>128 - Equal Benefits (Under Construction)</li> <li>121 - Contracting &amp; Travel Exp. by State (Under Construction)</li> <li>Standings - Grant Procurement (Under Construction)</li> <li>Project Labor Agreement - Project, Contracts and Spend (Under Construction)</li> </ul> </li> </ul>

## City & County of SF – Accounting Intern Rotation

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### Accountant Intern Program

Established to help All Departments with a talent pipeline for Accounting jobs. Run by the Controller's Office with a Citywide Steering Committee, DHR support. Endorsed by the Union.

### Program Structure

15-25 New Interns hired each year.  
Trained over 18 months in a paid internship with mentoring.  
Two 9-month rotations, generally at two different departments.

### Intern Mentors and Supervisors

Interns assigned a Mentor and Supervisor(s) to guide and train them.  
May be multiple Supervisors during a rotation, depending on topic/department.  
Covers comprehensive, quality training in core governmental accounting.

### Training Workshops

Workshops to build their technical competencies and develop understanding.  
Covers Purchasing and Accounting procedures, processes, and policies.

### Minimum Qualifications

B.A. with 18 semester units or 24 quarter units of coursework in Accounting.

## City & County of SF – Some Additional Initiatives

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### Succession Preparedness, Retention & Resilience

- Support Developmental Growth Opportunities
  - Special Projects, Stretch Assignments
  - Cross Training, Skill Building within Work Teams
- Mindful of Key Person, Single Subject Matter Expert Risks
- Support Alternate Work Schedule & Telework Programs

### Inclusion, Diversity, Equity & Belonging, with new initiatives including:

- De-identification of Applicant Pools - No Names, No Schools...
- Inclusion, Equity & Implicit Bias Training for Hiring Managers
- Gender Inclusion Policy, Non-Binary Option & Chosen Name
- New Office of Racial Equity at our Human Rights Commission
- New Departmental Racial Equity Leaders
- New Departmental Racial Equity Action Plan Reporting
- New Annual Reporting – All EEs, Applicant Pools & New Hires

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Thank you.

Questions?

More info?

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