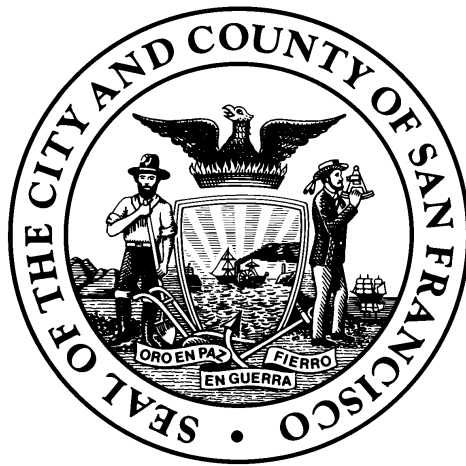


City and County of San Francisco

**Board of Supervisors/
Clerk of the Board**



2009-2010 Efficiency Plan

**BOARD OF SUPERVISORS/CLERK OF THE BOARD
2009-2010 EFFICIENCY PLAN**

I. INTRODUCTION

As outlined in San Francisco Administrative Code Chapter 88, the Performance and Review Ordinance of 1999, this report summarizes the Efficiency Plan for the San Francisco Board of Supervisors/Office of the Clerk of the Board.

The Board of Supervisors (Board) is the Legislative branch of City government, deriving its powers and duties from the Charter of the City and County of San Francisco. The Board consists of eleven Members elected by district. The Office of the Clerk of the Board resources and supports the Board.

A. MISSION

The Mission of the Board of Supervisors is to:

- Respond to the needs of the City's residents by formulating and establishing City policies adopted through ordinances and resolutions.
- Allocate resources Citywide through the annual appropriation process.

The Mission of the Office of the Clerk of the Board is to:

- Resource the eleven Members of the Board to effectively serve the public's needs.
- Provide for the ethical and efficient flow of government.
- Preserve an accurate collection of the Board's legislative history.
- Encourage the public to be knowledgeable about the Board's decisions by making resources useful and available.
- Protect the public's right to petition their government and to have access to government records and information.
- Ensure open public meetings where public involvement in local government can occur.

B. VISION

An Office of the Clerk of the Board that:

- Operates in the open, responds to the public, and fosters trust and confidence in government.
- Identifies, catalogs, and accurately preserves the Board's legislative record.
- Makes government records accessible to the people and provides a reference and research service to City departments and the public.
- Complies with all open meeting and noticing laws.
- Encourages employees to become architects of the organization, choosing its form and future.
- Provides a public forum where people come together to share ideas and propose effective amendments to policy.

So that residents in San Francisco:

- Know how their local government spends their tax dollars.
- Feel welcome to participate in government business.
- Effectively hold elected representatives accountable.

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II. MANDATED SERVICES AND PROGRAM

San Francisco's Charter, Municipal Codes, and the California Government Code require the Office of the Clerk of the Board to provide numerous services on deadline. The following services are mandated:

Respond to written and telephone public records requests within 5 days.	Assessment Appeals Board	Admin Code Chapter 2B.1
Process property assessment appeals and scheduled within established timeframes.	Assessment Appeals Board	Admin Code Chapter 2B.4 Admin Code Chapter 2B.15
Provide administrative support to the members of the Board of Supervisors	Board of Supervisors/ Clerk of the Board	Charter Section 2.100 Admin Code Section 2.1
Approve the Annual Salary and Appropriation Ordinances by July 31 of each fiscal year.	Board of Supervisors	Charter Sec. 9.100
Respond to written and telephone public records requests within 24 hours.	Clerk of the Board	Charter Section 2.117 Charter Section 2.108
Comply with open meeting requirements and noticing laws for Board and Committee meetings.	Clerk of the Board	Brown Act
Maintain legislative history/minutes.	Clerk of the Board	Charter Section 2.108
Process and schedule land use appeals within established timeframes.	Clerk of the Board	Interim (CEQA) Procedures
Process Board, Committee, and Commission appointments within established timeframes. (Maddy Act)	Clerk of the Board	CA Government Code Section 54972
Review Records Retention, Destruction and Access schedule on an as-needed basis, thorough review every five years.	Clerk of the Board	Charter Section 2.108
Process each piece of legislation requiring Economic Impact. (Office of Economic Analysis/Controller)	Clerk of the Board	Admin Code 10.31
Clerk monthly Public Utilities Commission Bond Revenue Oversight Committee meetings and assist with the annual report.	Clerk of the Board	Admin Code, Article V
Clerk monthly Local Agency Formation Commission (LAFCo) meetings and provide administrative support and act as fiscal agent.	Clerk of the Board	CA Government Code Section 56000, et seq.
Process official advertising in accordance with required timeframes.	Clerk of the Board	Charter Section 2.108 Admin Code Section 2.80
Process outreach advertising in accordance with required timeframes.	Clerk of the Board	Admin Code Section 10.100-40 Admin Code Section 2.81
Manage the Comprehensive Annual Financial Report (CAFR) contract.	Clerk of the Board	Charter Section 2.115
Schedule and complete employee performance appraisals.	Clerk of the Board	Mayoral Directive 8.12.05
Provide independent review of Annual Salary and Appropriation Ordinances, and review fiscal impact of legislation.	Budget Analyst	Charter Section 2.117 Admin Code 3.6
Respond to annual Civil Grand Jury findings and recommendations.	Office of the Legislative Analyst	Admin Code Section 2.10 CA Penal Code Section 933
Schedule complaints and appeals within established timeframes.	Sunshine Ordinance Task Force	Admin Code Chapter 67 Admin Code Section 3.1-424
Process Commission applications within established timeframes.	Youth Commission	Charter Section 4.122

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A. The Board of Supervisors

The Board consists of eleven Members elected by district. Two legislative aides support each Member.

Open Meetings of the Board of Supervisors

Every meeting of the Legislative branch must be open to the public and posted on the Board's website 72 hours prior to the meeting. This includes full Board meetings, Board committee meetings, the Assessment Appeals Board, the Sunshine Ordinance Task Force, and the Youth Commission. Every meeting of the full Board and its committees are advertised in the official newspaper of the City. The Board shall not close any part of its open meetings, except in strict observance of California's Ralph M. Brown Act and the Sunshine Ordinance.

Committee Meetings

The committee system of the Board is designed to hear effective public testimony for and against proposed legislation and to hear suggestions for amendments, including, but not limited to, fiscal oversight, land use, neighborhood services, government efficiency, energy, public safety, health, and education. The Board currently has seven standing committees.

B. Supporting Divisions

Five divisions operate under the jurisdiction of the Board of Supervisors:

1. Office of the Clerk of the Board

The Clerk of the Board is appointed by the Board of Supervisors to administer the Department's responsibilities. The Office of the Clerk of the Board resources the eleven Members of the Board, accurately maintains their legislative record, and provides timely, equitable access to that information. Keeping the public informed about the Board's activities and decisions is an essential function of a democratic municipal government.

The Office of the Clerk of the Board is comprised of three divisions:

- **Administration:** This division improves public access through the advancement of information technology in the department, and manages and promotes new electronic services and internet-based information technology, which enhance citizen access to government information and services for the entire department. The Administration Division also oversees staff development, payroll services, personnel management and maintains a complex personnel database.
- **Operations and Finance:** This division includes a wide variety of support services to the Board of Supervisors and the Clerk of the Board's Office and its divisions, including individual support services for the offices of the Members of the Board; including management of the legislative accounts and facilities management. The Operations and Finance Division provides front office management for the Clerk's Office; records management for the Legislative branch, responds to public records

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requests and conducts research for the Board. Also included in this division is accounting, finance and contract administration.

- **Legislative Services:** The majority of services provided in the Office of the Clerk of the Board are allocated to this division. The Legislative Services Division ensures compliance with open meeting requirements, creates agendas, ensures proper notice, compiles public testimony and communications, provides information and referrals to the public, and tracks appointments and appeals as required by law.

2. Office of the Legislative Analyst (OLA)

The OLA provides independent and objective information, research, and analysis to assist the legislative policy efforts of the Board. The OLA also provides support throughout the budget process.

Year	Published requests
FY2006	58
FY2007	59
FY2008	28
FY2009*	23

*Through February 28, 2009

Note: The number of requests has dropped over time due to OLA staff reductions from four to two individuals.

3. Assessment Appeals Board (AAB)

The AAB allows taxpayers to appeal their property tax assessment. The number of assessment appeals has progressively increased during the past several years. Due to issues surrounding the current housing market and a backlog of new construction permits within the Assessor's Office, this trend is expected to continue.

Year	Appeals Filed
FY2006	1,090
FY2007	1,366
FY2008	1,526
FY2009*	1,472

*Through February 28, 2009

4. Youth Commission

The Youth Commission advises Board members and the Mayor on budgetary and policy issues that relate to children and youth. During FY 2007-2008, a contracted position was added to coordinate the YouthVote program to engage high school students in the election process and, as a result, nearly 19,000 additional youth were engaged.

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5. Sunshine Ordinance Task Force (SOTF)

The SOTF advises City departments on appropriate ways to implement the Sunshine Ordinance and reviews complaints regarding alleged violations of the Ordinance.

Year	Complaints Filed
FY2007	65
FY2008	88
FY2009*	57

* Through February 28, 2009

In addition to the above five divisions, the following two activities operate under the jurisdiction of the Board of Supervisors:

1. Local Agency Formation Commission (LAFCo)

LAFCo provides an advisory role for Community Choice Aggregation (CCA) energy program implementation. A Request for Proposal (RFP) has been released in conjunction with the Public Utilities Commission (PUC) to oversee the CCA process and procedures. LAFCo has recently requested the addition of two PUC-funded positions to work with CCA. It is anticipated that there will be a dramatic increase in activity as a result. The Office of the Clerk of the Board provides a half-time employee to clerk the Commission and assist in other duties as necessary.

2. Public Utilities Commission Bond Revenue Oversight Committee (PUCBROC)

The Committee reports to the Board of Supervisors, Mayor, and the San Francisco PUC regarding the expenditure of revenue bond proceeds on the repair, replacement, upgrading and expansion of the City's water collection, power generation, water distribution and wastewater treatment facilities. The Office of the Clerk of the Board provides a half-time employee to clerk the Committee and assist in the preparation of the annual report.

III. STRATEGIC PLAN AND GOALS

The Department's mission, vision and activities support the strategy and goals.

Strategy 1: Align resources to allow the Board to achieve its mission and obligations.

Goals:

- Prepare for knowledge transfer as three key staff retire.
- Release the RFP for restructured Budget and Legislative Analyst services.
- Create a department work plan.
- Expand the job rotation plan.
- Conduct a classification study.
- Create a strategic plan.
- Create a disaster preparedness plan.
- Expand Board Member webpage.

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- Update BCMCI software responsible for tracking Board appointments.
- Restructure Legislative Division.

Strategy 2: Preserve Accurate Reflection of the Board's History through Technology.

Goals:

- Replace legislative tracking system that expands access to records and is accessible on line.
- Add a training class online for Departments and public at home for new legislative system.
- Enhance bandwidth and add user-friendly features to the website.
- Procure services for email newsletter for BOS.
- Upgrade website for the visually impaired.
- Digitize hearings to bring audio services to website.
- Add meeting transcripts and streaming audio to the website.
- Conduct an audit of IT.

Strategy 3: Expand the Public's Right to Know while Acknowledging Diversity.

Goals:

- Provide referral and research assistance to the public taking into consideration language needs.
- Expand the BOS/COB Spanish and Chinese translated web pages.
- Invest in new technology for the hearing impaired.
- Invest in technology for interpreting services.
- Provide for payment of appeal fees online.
- Provide access to all forms on line (ADA accessible).
- Update Assessment Appeals Board software.

Strategy 4: Expand Customer Service Initiative.

Goals:

- Meet/exceed excellent customer service, and measure satisfaction levels through survey results.
- Increase awareness of all services and access to legislation through updating services brochure.
- Promote BOS/COB services to new residents in multiple languages.
- Conduct an idea-generating survey on line.
- Focus on staff health, safety training awareness and learning series for the staff.

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IV. FY 2009-2010 BUDGET ALLOCATION

The FY 2009-2010 budget will meet the needs of the eleven members of the Board, maintain the Board’s legislative record, provide for public access to that record, and support the activities and responsibilities as the Board has prescribed. To reduce the budget, no new initiatives are proposed in the next fiscal year that require financial investment, and requests for expenditures on information technology into the future year will be deferred. The chart below shows the budget allocation by division, and the changes from FY 2008-2009.

	FY 2008-2009	FY 2009-2010	Change
Board of Supervisors	4,727,091	4,885,228	158,137
Clerk of the Board	2,655,770	2,568,035	(87,735)
Budget Analyst Contract	2,531,684	2,107,842	(423,842)
Assessment Appeals Board	403,531	439,528	35,997
Office of the Legislative Analyst	194,100	195,451	1,351
PUC Bond Revenue Oversight	90,000	90,000	-
LAFCo	20,186	338,020	317,834
Youth Commission	238,084	198,303	(39,781)
Sunshine Ordinance Task Force	99,569	105,543	5,974
TOTAL	\$ 10,960,015	\$ 10,927,950	\$ (32,065)

A. Position Allocation

Much focus recently has been the growth in department positions citywide. However, the full-time equivalent (FTE) count of the Legislative branch is in contradiction to the FTE growth trend citywide. Over the last 10 years, the BOS/COB staffing has decreased by 14% from 78.0 full-time employees in FY 1998-1999 to 66.8 in FY 2008-2009.

Fiscal Year Budget FTE Count

Program	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
BOS	44	44	44	33	33	33	33	33	33.5	33.5	33.5
COB	20.5	20.5	23.8	23.5	23.5	23.6	23.6	22.6	22.6	22.5	23.8
AAB	4	4	4	3.5	3	3	3	3	3	3	3
SOTF	0	0	1.4	1.4	1.3	1	1	0	0	0.8	1
YC	3.5	3.5	3.5	3.2	3.1	3	3	3	3	3	3
BA/OLA	4	4	4	4	4	3.6	3.6	4	4	4	2
LAFCO	0	0	0	0	0.5	0.5	0.5	0	0.5	0.5	0.5
Children's Baseline	2										
Dept. Total	78	76	80.7	68.6	68.5	67.7	67.7	65.6	66.6	67.3	66.8

Source: ASO

B. New Challenges

Notably, over the last decade, while the staffing level has decreased 14%, the workload and the demand for services across several service types within the department have increased.

- Public information requests have increased by 30% over the past five years.

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- Legislation processed by staff has increased 13%.
- The number of property valuation appeals has increased 27% and is expected to continue to increase due to the current housing market.
- The SOTF has experienced a 73% increase in the number of complaints filed over the past five years.
- LAFCo has requested the addition of two FTE positions to assist in its advisory role to the Board and the PUC in their implementation of the CCA program. The Office of the Clerk of the Board will provide administrative assistance and space to LAFCo to house the new positions.

Overall, the department will continue to meet the demand for services in a professional manner without an increase in resources.

V. PERFORMANCE MEASUREMENTS

Historically, the Department has set ambitious goals and has worked diligently to meet them each year. During the past several years, the Department has streamlined its performance measures to more closely monitor mandated services, improve customer service and align with its strategic plan and goals. The Department's performance measures reflect mandated services.

Internal Customers: Members of the Board of Supervisors, their staff, other City departments and governmental agencies that interact with the Board and the Clerk of the Board's Office.

External Customers: Anyone who may need access to the Board's legislative record and City related referrals or may want to participate in or influence decisions made by the Board of Supervisors.

The Clerk of the Board's Office is committed to providing the highest level of service by:

- Providing information and referrals to the public.
- Providing accurate and timely information.
- Being attentive, courteous, responsive and ethical.
- Fostering a spirit of cooperation and goodwill.
- Valuing diversity.
- Accepting accountability and responsibility.

Target and Outcomes: In order to remain in compliance with State and Local laws, the majority of the Department services requires a target and outcome of 100% compliance.

The Clerk of the Board sets a high benchmark for staff service, expecting a minimum of 80% of surveys returned to rate the department's service either "Good" or Excellent."

Attached are the performance measures for FY 2009-2010.

Our Mission: Maintain the Board's legislative history and provide administrative support to the members of the Board of Supervisors in its response to the needs of the public. San Francisco Charter Section 2.108 states that the Board of Supervisors will liberally provide for the public's access to their government, meetings, documents and records.

Vision	Strategies	Goals	FY 09/10 Performance Measures	Division	Target
An Efficient Department -operates in the open -accurately preserves the Board's record - Has knowledgeable and effective staff	Align resources to allow the Board to achieve its mission and obligations	Provide response and support to the Board of Supervisors, Committees, Commissions and Task Forces	Percentage of Board, Committee, Commission, and Task Force legislative related requests that are processed and responded to within established timeframes	COB SOTF YC	100%
			Percentage of Board, Committee, Commission, and Task Force legislative related requests that are processed and responded to within established timeframes	AAB	95%
	Preserve an accurate reflection of the Board's history through technology	Provide other departments/agencies support on legislative matters	Percentage of appeals processed and scheduled within 30 to 45 days	OLA	80%
			Percentage of appeals and complaints processed and scheduled within established timeframes	COB	100%
			Percentage of Commission applications processed within a timely manner	AAB	90%
	Invest in employees	Manage the Clerk's Office effectively	Number of employees for whom performance appraisals were scheduled	YC	100%
Number of employees for whom scheduled performance appraisals were completed			ALL DIVISIONS	33	
An Informed Public -makes records available to the public -provides a public forum where people can impact policy -complies with open meeting laws -make the public feel welcome to participate in government	Expand the public's right to know while acknowledging diversity	Provide response and support to the general public on legislative related matters	Number of employees for whom scheduled performance appraisals were completed	ALL DIVISIONS	33
			Percentage of public records posted on the website within the required timeframes	COB AAB OLA SOTF	100%
			Percentage of responses to written and telephone public records requests within 24 hours	COB	90%
			Percentage of responses to written and telephone public records requests within 5 days	AAB	85%
			Percentage of written and telephone public records requests answered within 5 days	OLA SOTF	100%
			Percentage of public notifications processed within required timeframes (legal advertising and public notices)	COB AAB SOTF	100%
			Percentage of translation requests met	COB	100%
			Percentage of completed surveys that rate customer service as good or outstanding		80%
			Number of visitors to the Board of Supervisors/Clerk of the Board website	COB	150,000