Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2016-2017 Civil Grand Jury Report, entitled “Accelerating SF Government Performance - Taking Accountability and Transparency to the Next Level;” and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

WHEREAS, Under California Penal Code, Section 933 et seq., the Board of Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior Court on the findings and recommendations contained in Civil Grand Jury Reports; and

WHEREAS, In accordance with California Penal Code, Section 933.05(c), if a finding or recommendation of the Civil Grand Jury addresses budgetary or personnel matters of a county agency or a department headed by an elected officer, the agency or department head and the Board of Supervisors shall respond if requested by the Civil Grand Jury, but the response of the Board of Supervisors shall address only budgetary or personnel matters over which it has some decision making authority; and

WHEREAS, Under San Francisco Administrative Code, Section 2.10(a), the Board of Supervisors must conduct a public hearing by a committee to consider a final report of the findings and recommendations submitted, and notify the current foreperson and immediate past foreperson of the civil grand jury when such hearing is scheduled; and

WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b), the Controller must report to the Board of Supervisors on the implementation of
recommendations that pertain to fiscal matters that were considered at a public hearing held
by a Board of Supervisors Committee; and

Government Performance – Taking Accountability and Transparency to the Next Level”
(“Report”) is on file with the Clerk of the Board of Supervisors in File No. 170660, which is
hereby declared to be a part of this Resolution as if set forth fully herein; and

WHEREAS, The Civil Grand Jury has requested that the Board of Supervisors respond
to Finding Nos. F1, F2, F3, F4, F6, and F8 as well as Recommendation Nos. R1, R2.1, R2.2,
R3.1, R4.1, R6, and R8 contained in the subject Report; and

WHEREAS, Finding No. F1 states: “The broader public is barely aware of the
performance scorecard (PS) framework, diminishing its utility and hampering the ability of San
Francisco's Government (SFG) to communicate progress to San Franciscans,” and

WHEREAS, Finding No. F2 states: “Despite the Mayor’s role as the accountable
executive of the SFG, the Mayor does not directly report performance results to the public, as
is done in other leading cities;” and

WHEREAS, Finding No. F3 states: “The PS framework encompasses too many
indicators – some of the indicators are of great importance, whereas others are much less
significant;” and

goals goes against practice in other leading cities, and limits the public’s ability to understand
how the SFG is progressing;” and

WHEREAS, Finding No. F6 states: “The PS framework is not formally integrated into
the SFG's planning process other than occasional budget discussions, whereas its true value
is the extent to which SFG planning and budgeting is directly linked to the PS framework;” and
WHEREAS, Finding No. F8 states: "Noting the severe economic inequality within and
between various neighborhoods and communities in the City, and consistent with the City's
long-standing reputation for socially inclusive policies, the PS framework should more directly
gauge SFG progress in addressing social, gender and racial equity;" and

WHEREAS, Recommendation No. R1 states: "In order to ensure broader public access
to the PS platform, and consistent with the practice of other leading cities, a clear link to the
PS website should be placed on the SFG website homepage, the Office of the Mayor's
homepage and the Board of Supervisor's homepage by January 1, 2018;" and

WHEREAS, Recommendation No. R2.1 states: "Consistent with other leading cities,
beginning in 2018 the Mayor should present an annual SFG Performance report that
concisely communicates SFG performance and progress to the public; the public transmission
of which should consist of: (i) Hosting a public press conference, the first of which would occur
not later than January 31, 2019, announcing the SFG's annual performance; (ii) Posting the
SFG Performance report, not later than January 31, 2019, on the Office of the Mayor's
website homepage; (iii) Submitting the SFG Performance report to the Board of Supervisors
for comment; and (iv) Within 30 days of the Board of Supervisors response, the Controller's
Office should update the PS website to reflect annual SFG performance, with comments from
the Board of Supervisors and responses from the Office of the Mayor included online for the
public's reference;" and

WHEREAS, Recommendation No. R2.2 states: "Commencing in 2018, the Controller's
Office should prepare quarterly updates of the PS framework, inclusive of: (i) Submission of
the quarterly update to the Board of Supervisor's GAO Committee and the Office of the
Mayor, inviting comment; and (ii) Posting the quarterly update on the PS website homepage,
with comments from the Board of Supervisors and Office of the Mayor included for public
reference;" and
WHEREAS, Recommendation No. R3.1 states: "In consultation with other SFG entities and community groups, the Office of the Controller should propose a narrowed set of PS indicators, likely not exceeding 30 total, by October 1, 2017; the Board of Supervisor’s GAO Committee should be invited to comment on the revised indicators prior to submission to the Office of the Mayor for review and approval;" and

WHEREAS, Recommendation No. R4.1 states: "The Mayor’s Office should ensure that by January 1, 2018 every PS indicator has a linked goal, with all goals approved by the Mayor – these goals comprise the SFG’s overarching annual operational plan;" and

WHEREAS, Recommendation No. R6 states: "Beginning in fiscal year 2018, the revised PS framework should be formally incorporated into the SFG department strategic planning and budgeting process – in particular, the Office of the Mayor should require each department to: (i) Specify within their departmental strategic plans which initiatives directly support the SFG’s PS goals most relevant to their operational mandate, and what improvement they project in achieving that goal; and (ii) Specify within their departmental budget submission how their budget request is directly supportive of improved SFG performance against the PS goals most relevant to their operational mandate;" and

WHEREAS, Recommendation No. R8 states: "In consultation with other SFG entities and community organizations, the Controller’s Office should ensure that, by January 1, 2018, one or more PS indicators are amended or added to ensure the SFG is tracking and reporting on the equitable distribution of government spending and services;" and

WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior Court on Finding Nos. F1, F2, F3, F4, F6 and F8 as well as Recommendation Nos. R1, R2.1, R2.2, R3.1, R4.1, R6 and R8 contained in the subject Report; now, therefore, be it
RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they agree with Finding No. F1 for reason as follows: The scorecard framework is relatively new addition to public governance, and adding a direct link via the Mayor's homepage is good governance which the Mayor's office has done; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they disagree in part with Finding No. F2 for reason as follows: The Mayor's office does engage in reporting performance to the public in many forms, and it is not clear that adopting the suggested measures will result in increased government transparency nor does this Finding address the role of the Controller's Office as a neutral body; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they disagree in part with Finding No. F3 for reason as follows: It is important to continue to report on all indicators as is current practice, and we recommend instead, re-organizing the performance scorecard framework to highlight 20-30 key indicators in an easily accessible manner; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they agree with Finding No. F4 for reason as follows: Having goals, benchmarks, and targets associated with indicators helps the city better track it's performance; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they disagree in part with Finding No. F6 for reason as follows: Aspects of the Performance Scorecard framework are already a part of the planning process per the Mayor's office, but a more formal incorporation is needed, in departmental strategic plans and budget discussions, to better align our decision-making to the Scorecard; and, be it
FURTHER RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the Superior Court that they agree with Finding No. F8 for reason as follows: The scorecard framework should be reviewed to center the issues of severe social, gender and racial inequality; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R1 has been implemented, as affirmed by the Mayor’s Office in the response to the recommendation dated August 3, 2017; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R2.1 will not be implemented as the Recommendation is not warranted or reasonable. The Mayor’s Office and the Controller have taken a number of steps to communicate performance results to the public; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R2.2 has not yet, but will be implemented in the future and the Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017; the Board will work on determining the correct reporting timeline for the performance indicators; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R3.1 has not yet, but will be implemented in the future, and the Government Oversight and Audit Committee will review the implementation within six months from June 5. 2017; The Board agrees with the recommendation in part, but would like to keep all the indicators and instead work with the Controller’s office to develop a narrower set of indicators; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R4.1 has not yet, but will be implemented in the future and the Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017; and, be it
FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. R6 has not yet, but will be implemented in the future and the Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017; and, be it

FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation No. RB has not yet, but will be implemented in the future and the Government Audit and Oversight Committee will review the implementation within six months from June 5, 2017; and, be it

FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the implementation of the accepted findings and recommendations through his/her department heads and through the development of the annual budget.
Resolution responding to the Presiding Judge of the Superior Court on the findings and recommendations contained in the 2016-2017 Civil Grand Jury Report, entitled "Accelerating SF Government Performance - Taking Accountability and Transparency to the Next Level," and urging the Mayor to cause the implementation of accepted findings and recommendations through his/her department heads and through the development of the annual budget.

September 06, 2017 Government Audit and Oversight Committee - AMENDED, AN AMENDMENT OF THE WHOLE BEARING SAME TITLE

September 06, 2017 Government Audit and Oversight Committee - RECOMMENDED AS AMENDED

September 12, 2017 Board of Supervisors - ADOPTED

Ayes: 11 - Breed, Cohen, Farrell, Fewer, Kim, Peskin, Ronen, Safai, Sheehy, Tang and Yee

I hereby certify that the foregoing Resolution was ADOPTED on 9/12/2017 by the Board of Supervisors of the City and County of San Francisco.

[Signature]
Angela Calvillo
Clerk of the Board

[Signature]
Mayor

9/15/2017
Date Approved