

File No. 110241

Committee Item No.   1    
Board Item No.                     

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Government Audit & Oversight

Date: March 10, 2011

Board of Supervisors Meeting

Date:                                     

#### Cmte Board

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Motion                                       |
| <input type="checkbox"/>            | <input type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/> | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Budget Analyst Report                        |
| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/> | Introduction Form (for hearings)             |
| <input type="checkbox"/>            | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/> | MOU  |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Contract/Agreement (Approved as to Form)     |
| <input type="checkbox"/>            | <input type="checkbox"/> | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | Public Correspondence                        |

#### OTHER

(Use back side if additional space is needed)

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <u>Annual Work Plan and Evaluation</u> |
| <input type="checkbox"/>            | <input type="checkbox"/> | _____                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | _____                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | _____                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | _____                                  |

Completed by: Andrea S. Ausberry

Date March 3, 2011, 2011

Completed by:                                     

Date                                     

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

1 [Setting the 2011 Budget and Legislative Analyst Services Work Plan]

2  
3 **Motion approving the Budget and Legislative Analyst Services work plan for 2010,**  
4 **which: (a) allocates hours for calendar year 2011; (b) authorizes the Budget and**  
5 **Legislative Analyst to reallocate up to 10 percent of the hours between service**  
6 **categories based on Board of Supervisors service needs; and (c) requires Board of**  
7 **Supervisors approval of hours re-allocation greater than 10 percent; and establishes**  
8 **performance goals and sets a date for the 2011 Annual Performance Evaluation of the**  
9 **Budget and Legislative Analyst Joint Venture Partnership.**

10  
11 WHEREAS, The Board of Supervisors approved the contract for Budget and  
12 Legislative Analyst services on December 8, 2009, which became effective on January 1,  
13 2010; and

14 WHEREAS, The contract for Budget and Legislative Analyst services defines the scope  
15 of services to include: (1) detailed review of the Annual Appropriation Ordinance and Annual  
16 Salary Ordinance from a financial and policy perspective, or Budget Analysis; (2) evaluation of  
17 legislation pending before the Board and its committees, or Legislative Analysis; (3) policy  
18 analysis and recommendations on legislative initiatives, or Policy Analysis; and (4)  
19 performance and management audits of City and County departments and programs; and

20 WHEREAS, The contract for Budget and Legislative Analyst services requires (1) the  
21 Budget and Legislative Analyst to submit an annual work plan for input, review and approval  
22 by the Board of Supervisors, estimating the allocation of staff hours for each service category  
23 and major project; and (2) the Board of Supervisors to conduct a formal annual performance  
24 evaluation of Budget and Legislative Analyst services with pre-established goals and  
25 evaluation criteria so that Board members, or a designated committee, can provide structured

1 feedback and suggest changes in Budget and Legislative Analyst services to respond to the  
2 Board's changing analytical needs; now, therefore, be it

3           MOVED, That the Board of Supervisors approves the proposed Budget and Legislative  
4 Analyst work plan for calendar year 2011, which (a) allocates hours for Budget Analysis,  
5 Legislative Analysis, Policy Analysis and Performance Audits and Special Projects, (b)  
6 authorizes the Budget and Legislative Analyst to reallocate up to 10 percent of these hours  
7 based on Board of Supervisors service needs, and (c) requires the Board of Supervisors  
8 approval to reallocate greater than 10 percent of these hours; and

9           FURTHER MOVED, That the Board of Supervisors establishes performance goals for  
10 Budget and Legislative Analyst services and sets a date of no later than December 15, 2011  
11 for the Board of Supervisors to complete the 2011 annual performance evaluation of the  
12 Budget and Legislative Analyst Joint Venture Partnership.

# **BOARD OF SUPERVISORS**

## **BUDGET AND LEGISLATIVE ANALYST**

1390 Market Street, Suite 1150 San Francisco, CA 94102 (415) 552-9292  
FAX (415) 252-0461

February 17, 2011

Honorable David Chiu, President,  
and Members of the Board of Supervisors  
City and County of San Francisco  
Room 244, City Hall  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear President Chiu and Members of the Board of Supervisors:

The Agreement between the Budget and Legislative Analyst Joint Venture Partnership and the City and County of San Francisco requires that the Budget and Legislative Analyst submit an annual work plan to the Board of Supervisors for approval. Appendix A of the Agreement states:

### **Annual Work Plan and Evaluation**

1. The Budget and Legislative Analyst will prepare and submit an annual work plan for input, review and approval by the Board of Supervisors, prior to the beginning of each year. The plan will estimate the allocation of staff hours for each service category and major project. The Budget and Legislative Analyst will also submit a quarterly report of actual hours used, and will work collaboratively with the Board to shift the emphasis of the annual work plan, as necessary. Though this work plan will be in place at the start of each year, periodic updates to the work plan and changes to the reporting templates could occur during the year as new project and information needs are identified by the Board of Supervisors. This annual work plan is intended to ensure that the approach used, allocation of hours and topics to be analyzed and audited are consistent with Board priorities and are feasible within the total number of staff hours supported by the funding level proposed for this contract.
2. The Board of Supervisors will conduct a formal annual performance evaluation of Budget and Legislative Analyst services with pre-established goals and evaluation criteria so that Board members, or a designated committee, can provide structured feedback and suggest changes in Budget and Legislative Analyst services to respond to the Board's changing analytical needs.

**BOARD OF SUPERVISORS**  
**BUDGET AND LEGISLATIVE ANALYST**

### **Proposed 2011 Work Plan and Service Hours Allocation**

The proposed annual work plan and service hours allocation are attached to this memorandum. Key changes from 2010 include:

- The proposed 2011 work plan incorporates the results of the Budget and Legislative Analyst's 2010 performance evaluation completed by the Board of Supervisors in January 2011.
- The proposed 2011 work plan includes the following adjustments to the allocation of Budget and Legislative Analyst staff hours, based on our experience in 2010 and expected workload in 2011. More hours are proposed for Budget Analysis to enable the Budget and Legislative Analyst to conduct analyses of Citywide budget topics, as requested by the Budget and Finance Committee, in advance of the Mayor's submission of the proposed FY 2011-2012 budget.

#### **Proposed Allocation of Budget and Legislative Analyst Staff Hours**

	<b>2010 Work Plan</b>	<b>2011 Work Plan</b>
Budget Analysis Hours	3,000	3,500
Legislative Analysis Hours	8,450	9,000
Performance Audits, Special Projects & Policy Analysis Hours	5,550	4,500
Total Hours	17,000	17,000

- Our proposed 2011 work plan consolidates hours from two of our service categories that were separate in 2010: 1) Performance Audits and Special Projects; and 2) Policy Analysis. Policy Analysis hours would no longer be allocated by member. These changes will provide the Budget and Legislative Analyst's Office with more flexibility in responding to members' individual requests for Policy Analyses without having to limit hours available for this type of work by member. Only individually requested analyses that will require 150 staff hours or less will be classified as Policy Analysis projects; requests that will require more than 150 hours will be classified as Special Projects or Performance Audits and subject to approval by a motion of the Board of Supervisors.

**Proposed 2011 Performance Goals**

The Budget and Legislative Analyst proposes the following performance goals for 2011. The Board of Supervisors may approve, revise, and add to these performance goals at their discretion.

<b>Legislative Reports</b>	
<b>Performance Goal</b>	<b>Criteria</b>
Provide weekly legislative reports to the Budget and Finance Committee three business days in advance of meetings.	◆ Reports provided timely
Provide a weekly briefing on our Legislative Reports to any member of the Board of Supervisors who so requests.	◆ Weekly Legislative Report briefings provided to members of the Board of Supervisors who so requested.
Revise Legislative Report format, if requested by Budget and Finance Committee.	◆ Revised report formats implemented (if requested).
On an ongoing basis, identify policy considerations and options for Board of Supervisors in addition to Legislative Report recommendations.	◆ Policy considerations and options included in Legislative Reports as appropriate.
Recommend new Legislative Report criteria that: (1) revises the threshold for fiscal impact; and, (2) identifies significant risk to the City if fiscal impact is not known.	◆ Recommended prior to March 30, 2011.

<b>Performance Audits and Special Projects</b>	
<b>Performance Goal</b>	<b>Criteria</b>
Provide recommendations for Performance Audit and Special Project topics to the Board of Supervisors.	<ul style="list-style-type: none"> <li>◆ Recommended topics submitted prior to February 28, 2010.</li> </ul>
Requesting Supervisors and Chair of Government Audit and Oversight Committee to be kept apprised of status of Performance Audits and Special Projects.	<ul style="list-style-type: none"> <li>◆ Estimated vs. actual number of project hours and date of completion for each Performance Audit or Special Project provided to the Chair of the Government Audit and Oversight Committee.</li> <li>◆ Consultations and status reports provided to Chair of the Government Audit and Oversight Committee, the Supervisor requesting the audit or project, and their staffs including any expected revisions to project hours or completion dates before incurring the additional hours or postponing the completion date</li> </ul>
Submit final Performance Audit and Special Project reports on time and on budget.	<ul style="list-style-type: none"> <li>◆ Final Performance Audit or Special Project reports provided within the estimated hours and by the expected completion date.</li> </ul>
Performance Audit and Special Project reports to be clearly presented and to address all audit or project objectives.	<ul style="list-style-type: none"> <li>◆ Clearly presented reports that address audit or project objectives.</li> <li>◆ Clearly stated and specific recommendations in Performance Audit and Special Project reports that can be practically implemented by appropriate City officials.</li> </ul>

<b>Policy Analysis</b>	
<b>Performance Goal</b>	<b>Criteria</b>
<p>Respond to Board member or staff requesting a Policy Analysis by email within 48 hours receipt by the Budget and Legislative Analyst.</p> <p>Contact requesting member's office within 72 hours of receipt to discuss the specific request.</p> <p>Assign Budget and Legislative Analyst staff to project within 48 hours of discussing the specific request.</p> <p>Provide proposed project approach and timeline to requesting Board member's office prior to commencement.</p>	<ul style="list-style-type: none"> <li>◆ Responses provided in a timely manner to requests from individual members of the Board of Supervisors for Policy Analysis projects.</li> </ul>
<p>Requesting Supervisors to be kept apprised of status of Policy Analysis projects.</p>	<ul style="list-style-type: none"> <li>◆ Requesting member's office consulted with regarding project status and any revisions to timeline.</li> </ul>
<p>Policy Analysis reports to be clearly presented.</p> <p>Policy Analysis reports to be responsive to intent of request.</p>	<ul style="list-style-type: none"> <li>◆ Clearly presented reports that are responsive to intent of request. Recommendations provided, if requested, that can be practically implemented by appropriate City officials.</li> <li>◆ Research completed and verbal or written report provided within originally estimated, or revised and approved, timeline.</li> </ul>

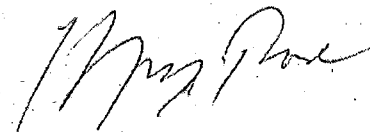


<b>Budget Analysis</b>	
<b>Performance Goal</b>	<b>Criteria</b>
Submit final Budget Analysis reports on time.	◆ Budget analysis and recommendation reports for May and June, 2011 Budget and Finance Committee hearings in advance of hearings.
Budget Analysis reports contain useable recommendations.	◆ Reports contain clearly stated and specific recommendations that can be practically implemented by the appropriate City officials.
Provide analysis on Citywide budget topics, as directed by the Budget and Finance Committee, in advance of the Mayor's submission of the recommended FY 2011-2012 budget.	◆ Analyses of Citywide budget issues provided to Budget and Finance Committee in advance of Mayor's submission of FY 2011-2012 budget.

#### **Proposed 2011 Performance Evaluation**

The Board of Supervisors will conduct a formal performance evaluation of the Budget and Legislative Analyst Joint Venture Partnership prior to December 15, 2011.

Attached is a draft motion approving the proposed work plan for Budget and Legislative Analyst services in 2011.



Harvey M. Rose

cc: Supervisor Avalos  
Supervisor Campos  
Supervisor Cohen  
Supervisor Chu  
Supervisor Elsbernd  
Supervisor Farrell  
Supervisor Kim  
Supervisor Mar  
Supervisor Mirkarimi  
Supervisor Weiner  
Clerk of the Board

**BOARD OF SUPERVISORS**  
**BUDGET AND LEGISLATIVE ANALYST**

Proposed Budget and Legislative Analyst 2011 Work Plan

Service	Description	Estimated Hours Allocation
<p><b>Budget Analysis</b></p>	<p>Detailed review of the Annual Appropriation Ordinance and Annual Salary Ordinance from a financial and policy perspective:</p> <ul style="list-style-type: none"> <li>◆ Prepare three-year summary budget projection in coordination with the Controller's Office and the Mayor's Office (Administrative Code Section 3.6).</li> <li>◆ Review the City's long range financial policies and budget compliance with these policies (Proposition A, approved by the voters in November 2009).</li> <li>◆ Conduct analyses of various budget topics, as directed by the Budget and Finance Committee, in advance of release of the Mayor's proposed FY 2011-2012 budget.</li> <li>◆ Review, analyze and report on the proposed two-year budgets for the Airport, Port, and Public Utilities Commission in May 2011.</li> <li>◆ Review, analyze and report on other proposed non-General Fund department budgets in May 2011, as directed by the Board of Supervisors.</li> <li>◆ Review, analyze and report on General Fund department budgets in June 2011, as directed by the Board of Supervisors.</li> <li>◆ Attend budget hearings and present results of analyses.</li> <li>◆ Provide any member of the Board of Supervisors who so requests a briefing on our budget analysis and recommendations.</li> </ul>	<p>3,500</p>

Proposed Budget and Legislative Analyst 2011 Work Plan

Service	Description	Estimated Hours Allocation
<p>Legislative Analysis</p>	<ul style="list-style-type: none"> <li>◆ Review all legislation introduced by the Board of Supervisors for “fiscal impact” determination<sup>1</sup>.</li> <li>◆ Evaluate legislation pending before the Budget and Finance Committee determined to have fiscal impact as defined in the Administrative Code and prepare weekly written reports on those items.</li> <li>◆ Provide any member of the Board of Supervisors who so requests a briefing on our weekly Legislative Analysis reports.</li> <li>◆ Submit weekly electronic legislative reports to all members of the Board of Supervisors, the Clerk of the Board, the Controller’s Office, the City Attorney and the Mayor’s Office in advance of committee meetings. Hard copies of the reports will be provided upon request.</li> <li>◆ Recommend new criteria for determining which pending legislation the Budget and Legislative Analyst will report on, including consideration of (1) revising the threshold for fiscal impact, and (2) identifying significant risks to the City if fiscal impact is not known.</li> </ul>	<p>9,000</p>

<sup>1</sup> Section 2.6-3 of the Administrative Code requires that the Budget Analyst of the Board of Supervisors review introduced legislation for fiscal impact, defined as an expenditure or commitment of City funds in any fiscal year in excess of \$200,000, or a total expenditure or commitment of City funds in excess of \$1,000,000 over a five year period.

Proposed Budget and Legislative Analyst 2011 Work Plan

Service	Description	Estimated Hours Allocation
<p><b>Performance Audits, Special Projects and Policy Analysis</b></p>	<ul style="list-style-type: none"> <li>◆ Provide recommended Performance Audit and Special Project topics to members of the Board of Supervisors no later than February 28, 2011 based upon (1) identified City departments or programs that have not been audited previously but present potential risk to the City, (2) identified City programs that are costly, inefficient, or have failed to achieve program goals that we have previously identified in our reports submitted to the Board of Supervisors, and (3) significant programs or issues identified by members of the Board of Supervisors.</li> <li>◆ Conduct Performance Audits and Special Projects as requested by the Board of Supervisors through approved motions.</li> <li>◆ Provide Policy Analysis research reports as requested by individual members of the Board of Supervisors. These will cover projects that will require 150 staff hours or less. These reports may be confidential documents at the discretion of the requesting Board member.</li> </ul>	<p>4,500</p>
<p><b>Total</b></p>		<p><b>17,000</b></p>

1. Submit quarterly reports to the Clerk of the Board on service hours provided for each of the four service categories and conduct quarterly reviews and assessments of hours provided to the Clerk of the Board.
2. Provide monthly reports to the Clerk of the Board of Supervisors on the status of each Performance Audit, Special Project and Policy Analysis project, the latter reported by requesting Supervisor.
3. Based on the quarterly assessments and any requests for analyses by the Board of Supervisors, the Budget and Legislative Analyst may re-allocate service hours among the three service areas by up to 10 percent of total hours.
4. The Budget and Legislative Analyst must obtain Board of Supervisors approval for re-allocation of hours between service categories that exceeds 10 percent of the total hours.

**INTRODUCTION FORM**

By a member of the Board of Supervisors or the Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2011 MAR -1 PM 2:02

BY \_\_\_\_\_  
Time Stamp or  
Meeting Date

I hereby submit the following item for introduction:

- 1. For reference to Committee:  
An ordinance, resolution, motion, or charter amendment
- 2. Request for next printed agenda without reference to Committee
- 3. Request for Committee hearing on a subject matter
- 4. Request for letter beginning "Supervisor \_\_\_\_\_ inquires..."
- 5. City Attorney request
- 6. Call file from Committee
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File Nos.
- 9. Request for Closed Session
- 10. Board to Sit as A Committee of the Whole

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Ethics Commission
- Building Inspection Commission
- Youth Commission
- Planning Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a different form.]

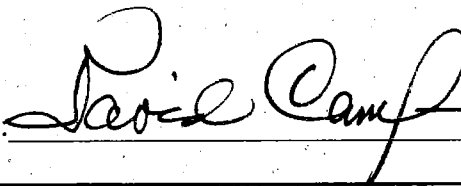
Sponsor(s): Campos

SUBJECT: Motion Setting the 2011 Budget and Legislative Analyst Services Work Plan

The text is listed below or attached:

I kindly request that this item be forwarded to the Government Audit and Oversight Committee

Signature of Sponsoring Supervisor: \_\_\_\_\_



**For Clerk's Use Only:**

