

1 [Board Response - Civil Grand Jury Report - Accelerating SF Government Performance -
2 Taking Accountability and Transparency to the Next Level]

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

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

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

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

23 WHEREAS, In accordance with San Francisco Administrative Code, Section 2.10(b),
24 the Controller must report to the Board of Supervisors on the implementation of

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1 recommendations that pertain to fiscal matters that were considered at a public hearing held
2 by a Board of Supervisors Committee; and

3 WHEREAS, The 2016-2017 Civil Grand Jury Report, entitled “Accelerating SF
4 Government Performance – Taking Accountability and Transparency to the Next Level”
5 (“Report”) is on file with the Clerk of the Board of Supervisors in File No. 170660, which is
6 hereby declared to be a part of this Resolution as if set forth fully herein; and

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

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

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

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

19 WHEREAS, Finding No. F4 states: “Having performance indicators without associated
20 goals goes against practice in other leading cities, and limits the public’s ability to understand
21 how the SFG is progressing;” and

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

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

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

20 WHEREAS, Recommendation No. R2.2 states: “Commencing in 2018, the Controller’s
21 Office should prepare quarterly updates of the PS framework, inclusive of: (i) Submission of
22 the quarterly update to the Board of Supervisor’s GAO Committee and the Office of the
23 Mayor, inviting comment; and (ii) Posting the quarterly update on the PS website homepage,
24 with comments from the Board of Supervisors and Office of the Mayor included for public
25 reference;” and

1 WHEREAS, Recommendation No. R3.1 states: “In consultation with other SFG entities
2 and community groups, the Office of the Controller should propose a narrowed set of PS
3 indicators, likely not exceeding 30 total, by October 1, 2017; the Board of Supervisor’s GAO
4 Committee should be invited to comment on the revised indicators prior to submission to the
5 Office of the Mayor for review and approval;” and

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

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

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

21 WHEREAS, In accordance with California Penal Code, Section 933.05(c), the Board of
22 Supervisors must respond, within 90 days of receipt, to the Presiding Judge of the Superior
23 Court on Finding Nos. F1, F2, F3, F4, F6 and F8 as well as Recommendation Nos. R1, R2.1,
24 R2.2, R3.1, R4.1, R6 and R8 contained in the subject Report; now, therefore, be it

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1 RESOLVED, That the Board of Supervisors reports to the Presiding Judge of the
2 Superior Court that they agree with Finding No. F1 for reason as follows:
3 The scorecard framework is relatively new addition to public governance, and adding a direct
4 link via the Mayor’s homepage is good governance which the Mayor’s office has done; and,
5 be it

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

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

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

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

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

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

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

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

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

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

5 FURTHER RESOLVED, That the Board of Supervisors reports that Recommendation
6 No. R8 has not yet, but will be implemented in the future and the Government Audit and
7 Oversight Committee will review the implementation within six months from June 5, 2017;
8 and, be it

9 FURTHER RESOLVED, That the Board of Supervisors urges the Mayor to cause the
10 implementation of the accepted findings and recommendations through his/her department
11 heads and through the development of the annual budget.

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