

1 [Departmental Efficiency Plans.]

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3 **Ordinance amending San Francisco Administrative Code by amending Section 88.4**
4 **and repealing Sections 88.5, 88.6, 88.7 and 88.8, to streamline the requirements for**
5 **departmental efficiency plans.**

6 Note: Additions are single-underline italics Times New Roman;
7 deletions are ~~strikethrough italics Times New Roman~~.
8 Board amendment additions are double underlined.
9 Board amendment deletions are ~~strikethrough normal~~.

9 Be it ordained by the People of the City and County of San Francisco:

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11 Section 1. The San Francisco Administrative Code is hereby amended by amending
12 Section 88.4 and repealing Sections 88.5, 88.6, 88.7 and 88.8, to read as follows:

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14 **SEC. 88.4. EFFICIENCY PLANS.**

15 (a) Beginning ~~2003~~ 2007 and each year thereafter, the head of each department shall
16 prepare and submit to the Mayor ~~by October 1st~~ and to the Board of Supervisors by ~~November~~
17 February 1st a departmental efficiency plan. Each plan shall ~~include a customer service element,~~
18 ~~a strategic planning element, an annual performance element, and a performance evaluation element~~
19 ~~for the previous fiscal year, as set forth more fully below~~ address the following elements and each ~~The~~
20 plan shall cover a period of not less than three years forward from the fiscal year in which it is
21 submitted.

22 1. Strategic Planning. This element shall include: a comprehensive mission statement as
23 required by Section 3.5 of the San Francisco Administrative Code; a description of the department's
24 major program areas or operational functions; outcome-related goals and objectives for each; and a

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1 discussion of how current resource levels and resource levels requested for the coming fiscal year
2 impact the department's ability to achieve stated objectives.

3 2. Customer Service. This element, which shall satisfy the requirements of Charter Section
4 16.120, shall include: identification of internal and external customers; defined benchmarks of quality
5 customer service provision; and a discussion of the department's success in meeting stated
6 benchmarks.

7 3. Performance Evaluation. This element shall include: clearly defined performance
8 measurements for each departmental objective; prior fiscal year targets and actual performance for
9 each measure; current fiscal year targets and year to date actual performance; proposed budget year
10 performance targets; and a discussion of any variance between targets and actual performance.

11 (b) In developing its efficiency plan, the department shall solicit and consider the
12 views and suggestions of those persons and entities potentially affected by or interested in the
13 plan. Departments are encouraged to conduct town meetings, open houses, or other public
14 forums during the development of the plan to solicit public comments and information.

15 (c) The Board of Supervisors may, with the concurrence of the Director of the Mayor's
16 Budget Office, excuse a department from particular requirements of this Chapter where
17 compliance would be inappropriate or impractical.

18 ~~(d) If a department determines that it is not feasible to express any information required by this~~
19 ~~Chapter in the format called for in the ordinance, the Director of the Mayor's Budget Office may~~
20 ~~authorize use of an alternative format. Such alternative format shall include separate descriptive~~
21 ~~statements of a minimally effective program and a successful program, or such other alternative~~
22 ~~expressed with sufficient precision and in such terms that would allow for an accurate and independent~~
23 ~~determination of whether the program activities' performance meets the criteria of the description. If~~
24 ~~the Director of the Mayor's Budget Office concurs that no such alternative format is practical or~~

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1 *feasible to express a performance goal for the program activity, the department shall note that*
2 *determination as part of the annual performance element of its efficiency plan.*

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4 **~~SEC. 88.5. CUSTOMER SERVICE ELEMENT; CONTENTS.~~**

5 *The customer service element of each departmental efficiency plan shall:*

6 *(a) Establish customer service definitions that identify both external as well as internal*
7 *customers;*

8 *(b) Establish a complaint/request for services resolution procedure with time frames;*

9 *(c) Establish a public survey/comment process for measuring general customer satisfaction;*

10 *(d) Establish training objectives for departmental work force, including but not limited to*
11 *resolving complaints and participation in improving service quality;*

12 *(e) Establish benchmarks of quality service;*

13 *(f) Establish objectives for multiple modes of public access, including internet strategy,*
14 *electronic commerce, phone and mail;*

15 *(g) Briefly describe the operational processes, skills, and human capital, information, or other*
16 *resources required to meet the objectives set forth in this section; and,*

17 *(h) Provide a basis for comparison with similar customer services provided by comparable*
18 *cities and departments.*

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20 **~~SEC. 88.6. STRATEGIC PLANNING ELEMENT; CONTENTS.~~**

21 *The strategic planning element of each departmental efficiency plan shall include:*

22 *(a) A comprehensive mission statement, as required by Section 3.5 of the San Francisco*
23 *Administrative Code, covering the major functions and operations of the Department;*

24 *(b) General goals and objectives, including outcome related goals and objectives for the major*
25 *functions and operations of the Department;*

1 ~~(c) A description of how the goals and objectives are to be achieved, including a description of~~
2 ~~operational processes, skills, and technology, and the human capital, information, and other resources~~
3 ~~required to meet those goals and objectives;~~

4 ~~(d) A description of how the performance goals included in the annual performance element~~
5 ~~are related to the general goals and objectives in the strategic planning element;~~

6 ~~(e) An identification of factors external to the department and beyond its control that could~~
7 ~~significantly affect the achievement of the general goals and objectives; and~~

8 ~~(f) A description of the program evaluations used in establishing or revising general goals and~~
9 ~~objectives, with a schedule for future program evaluations.~~

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11 **~~SEC. 88.7. ANNUAL PERFORMANCE ELEMENT; CONTENTS.~~**

12 ~~The annual performance element of each departmental efficiency plan shall include the~~
13 ~~following information for each program activity set forth in the department's budget:~~

14 ~~(a) Establish performance goals to define the level of performance to be achieved by a~~
15 ~~program activity;~~

16 ~~(b) Express such goals in an objective quantifiable and measurable form with outcome and~~
17 ~~results focusing on customer service unless authorized to be in an alternative form under Section~~
18 ~~88.4(d);~~

19 ~~(c) Briefly describe the operational processes, skills or technology, and the human capital,~~
20 ~~information, or other resources required to meet the performance goals;~~

21 ~~(d) Establish performance indicators to be used in measuring or assessing the relevant~~
22 ~~outputs, service levels, and outcomes of each program activity;~~

23 ~~(e) Provide a basis for comparing actual program results with the established performance~~
24 ~~goals; and~~

1 ~~(f) Describe the means to be used to verify and validate measured standards. For the purpose~~
2 ~~of complying with this section a department may aggregate, disaggregate or consolidate program~~
3 ~~activities, except that any aggregation or consolidation may not omit or minimize the significance of~~
4 ~~any program activity constituting a major function or operation for the department.~~

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6 **~~SEC. 88.8. ANNUAL PERFORMANCE EVALUATION ELEMENT; CONTENTS.~~**

7 ~~(a) The annual performance evaluation element of each departmental efficiency plan shall~~
8 ~~include the following information for each program activity set forth in the department's budget:~~

9 ~~1. Review of the success of achieving the performance goals of the fiscal year;~~

10 ~~2. Evaluation of the performance plan for the current fiscal year relative to the performance~~
11 ~~achieved toward the performance goals in the fiscal year covered by the report;~~

12 ~~3. Explanation and description where a performance goal has not been met, including when a~~
13 ~~program activities' performance is determined not to have met the criteria of a successful program~~
14 ~~activity or a corresponding level of achievement if another alternative form is used, including:~~

15 ~~(A) Why the goal was not met;~~

16 ~~(B) Those plans and schedules for achieving the established performance goal; and~~

17 ~~(C) If the performance goal is impractical or infeasible, why that is the case and what action is~~
18 ~~recommended;~~

19 ~~4. Summary findings of these program evaluations completed during the fiscal year covered by~~
20 ~~the report.~~

21 ~~(b) Each performance evaluation report shall set forth the performance indicators established~~
22 ~~in the annual performance element, along with the actual program performance achieved compared~~
23 ~~with performance goals expressed in the plan for that fiscal year.~~

1 ~~(c) If performance goals are specified in an alternative form, the results of such programs~~
2 ~~shall be described in relation to such specifications including whether the performance failed to meet~~
3 ~~the criteria of a minimally effective or successful program.~~

4 ~~(d) The report for fiscal year 2001-2002 shall include actual results for the preceding fiscal~~
5 ~~year, the report for fiscal year 2002-2003 shall include actual results for the two preceding fiscal~~
6 ~~years, and the report for fiscal year 2003-2004 and all subsequent reports shall include actual results~~
7 ~~for the three preceding fiscal years.~~

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10 APPROVED AS TO FORM:
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12 By: _____
13 THOMAS OWEN
14 Deputy City Attorney

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