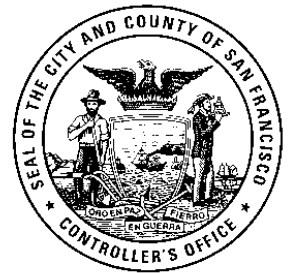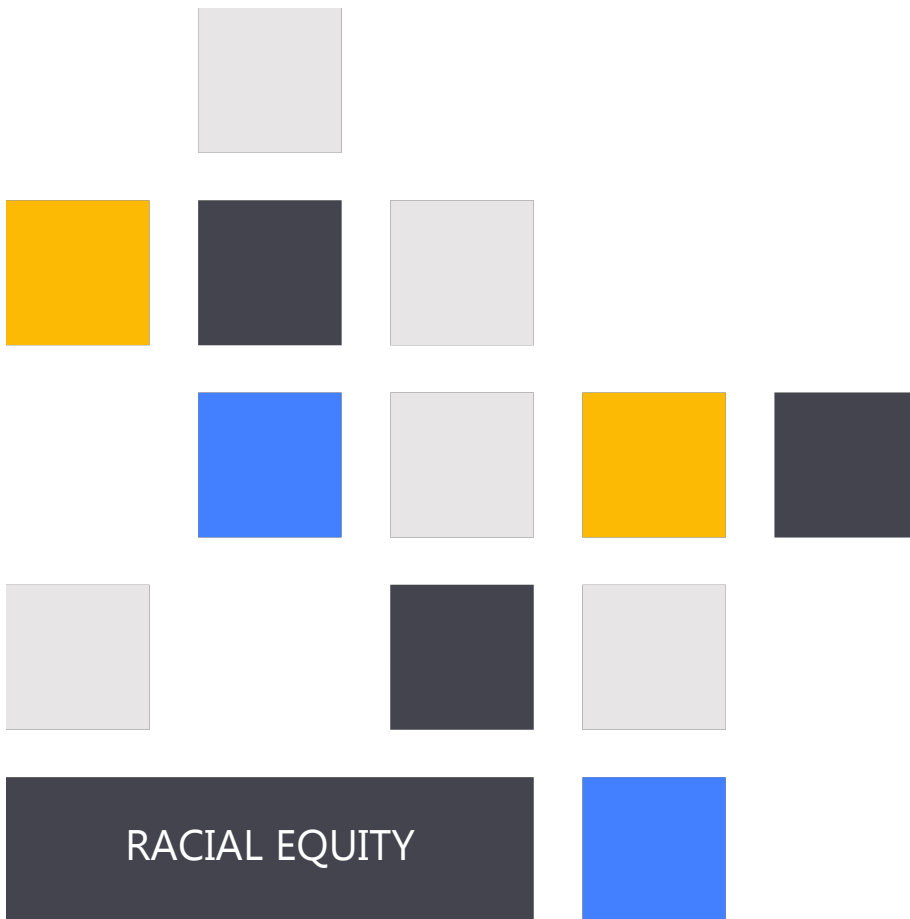# Racial Equity Action Plan

January 1, 2021 through December 31, 2023

RACIAL EQUITY

December 31, 2020

City & County of San Francisco
Office of the Controller

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EXECUTIVE SUMMARY

Background

The Office of Racial Equity (ORE), which was established through the 2019 San Francisco Racial Equity Ordinance, introduced a Racial Equity Framework for the City and County of San Francisco's (City) departments to engage in the development and implementation of a Racial Equity Action Plan (REAP). Phase 1 of the plan will be implemented on January 1, 2021 and is focused on the City's workforce, though the Ordinance also speaks to other external components including a Budget Equity Assessment Tool, a Citywide Biennial Racial Equity Report Card and a Citywide contracts implementation plan. The Controller's Office has supported various facets of the this important work including working with the City's Department of Human Resources (DHR) on the Annual Workforce Report, partnering with the Office of the City Administrator to develop an implementation plan to gather and report on racial and gender equity in City Contracting, and leveraging the City's enterprise systems and business intelligence (BI) tools to provide City departments with pertinent racial equity data and reports.

The City is committed to equal employment opportunity. It is the Controller's policy to ensure:

- Equal opportunity to all employees and applicants;
- That employees be selected and promoted based on merit and without discrimination; and
- Reasonable accommodations for qualified employees and applicants that require them.

The City, including the Controller's Office, prohibits discrimination and harassment on the basis of sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

Goals and Actions

The Controller's Office Racial Equity Action Plan includes and ensures: 1) the assessment of current conditions in seven key focus areas for all employees, including Workforce ethnicity, race and gender reporting (aggregated and to the extent employee privacy rights are ensured), for Black, Indigenous, and People of Color (BIPOC) and others; 2) the identification of necessary staffing and resources to carry out the plan; 3) the process and metrics to timely set, measurable goals and commitments; and 4) the planned actions to achieve racial equity within the department. Within the seven key areas of the Racial Equity Action Plan, there are many prescribed goals and associated actions outlined by ORE. The Controller's Office has also developed its own goals and actions through a staff assessment process including the creation of the first ever Racial Equity Team in the Controller's Office, staff surveys and divisional group meetings, and a review of staff demographics:

- **Hiring and Recruitment** (4 Goals/23 Actions): Cultivate an inclusive workforce by actively seeking out diverse candidates and people with non-traditional backgrounds by assessing barriers to access and partnering with non-traditional outlets, CBOs, BIPOC professional networks, etc.
- **Retention and Promotion** (3 Goals/13 Actions): Retain a strong workforce by supporting employees holistically, including providing a competitive salary, acknowledging the wealth gap and the effects of systemic racism, and by providing a clear and intentional path to promotion.
- **Discipline and Separation** (1 Goal/5 Actions): Corrective action and discipline must be applied equally using clear and accountable protocols.
- **Diverse and Equitable Leadership and Management** (1 Goal/4 Actions): Develop plans to achieve a more diverse and equitable leadership that will foster a culture of inclusion and belonging.
- **Mobility and Professional Development** (3 Goals/11 Actions): Intentionally invest in the professional development of each staff through mentorship, training, and workshops to create an internal pipeline for retaining employees and preparing them for leadership positions.
- **Organizational Culture of Inclusion and Belonging** (4 Goals/19 Actions): Actively work to create a culture of inclusion, commit to ongoing assessments of policies and procedures, and focus on the needs of employees by fostering intentional relationships with underrepresented employees.
- **Boards and Commissions** (2 Goals/7 Actions): Ensure a diverse and equitable board where commission members reflect the community being served, and make new members feel welcomed and valued.

2020, all Controller's Office staff were invited to participate in our Racial Equity Plan planning process. Our Throughout out 2020, the Controller Racial Equity Team met bi-weekly throughout 2020 to review, discuss and create plan goals and actions and to collect information from divisions to determine who will lead each of the defined actions, specify the resources committed and determine the implementation plan and timeline for each action. The team identified Division Leads and Racial Equity Topic Leads to survey staff on their current state and practices and develop division specific plans to further support the department's plan. In the first year of the plan, the Controller's Office commits to accomplishing the following key actions:

- **Annual Staff Survey** – Develop and conduct an annual staff survey on diversity and inclusion in the department. The results of the survey will help inform future racial equity priorities and the results will be included in our annual report.
- **Intentional Recruitment and Outreach** – Leverage Citywide partnerships and resources to develop an intentional approach to recruitment and outreach with the goal of diversifying candidate pools and ensuring applicants have access to pertinent hiring and examination information and resources.
- **Racial Equity Training** – Commit to identifying and conducting a racial equity training for all levels of leadership in the department to bring awareness to matters of racial equity and foster a shared learning experience. Department-wide training for all staff will be included in future.
- **Implement Mentorship Program** – Formalize an annual mentorship program for department staff based on the successful pilot program developed by the Controller's Office Professional Development Committee (PDC). Report out on mentorship opportunities and results annually thereafter.
- **Formalize Racial Equity Team** – Formalize and support the department's Racial Equity Team to focus on the implementation and reporting of racial equity action items.

Resources
For many of the goals, the Controller's Office is well positioned to review our work and practices through a racial equity lens given our internal resources, enterprise systems and long-term strategic goal of investing in staff. Below are some of the resources we currently have in place that can be leveraged to meet our racial equity goals:

- **Racial Equity Team** – A cross-section of employees focused on addressing matters of equity that can transition to a permanent committee and subcommittees that can regularly discuss and monitor progress towards racial equity goals.
- **Professional Development Committee** – A cross-section of employees focused on facilitating learning and professional development in the department.
- **Wellness Champions** – A cross-section of employees who have promoted well-being, focusing on a holistic view of employee health with the ability to organize and advertise events and activities.
- **Strong Analytical Capacity** – Workforce that is predominantly composed of knowledge-workers in analysis laden classifications with access to various internal and external resources that facilitate data collection, analysis and reporting.
- **Information Systems Expertise** – Systems Division can leverage enterprise systems to provide timely reporting and tracking of key indicators (e.g., demographic analysis, training tracking, disciplinary records, etc.) and provide guidance on feasibility and implementation timelines.

Challenges
The Controller's Office will address challenges in certain areas of plan implementation and in sustaining a permanent racial equity program. Below are areas that merit additional consideration and planning during the implementation phase:

- **COVID-19 Pandemic** – At the time this plan is being developed, roughly 12% of the department's workforce has been deployed as Disaster Service Workers (DSW), with additional staff providing ongoing support to the City's response to the pandemic. Even after the immediate response and the COVID-19 Command Center has shut down, the Controller's Office will continue to be engaged in the City's recovery effort. The lack of staff resources will impact how much of the plan we can address immediately and may require us to reassess timelines and priorities during a planned refinement period.
- **Budgetary Considerations** – Our budget must reflect the City's and our department's commitment to meeting our Racial Equity Action Plan. Depending how much centralized support is provided by DHR and ORE, especially for small and medium-sized departments like the Controller's Office, in the short-term, temporary staffing may aid in the implementation of this plan, and in terms of program sustainability, consideration of dedicated staff and/or staff time could be necessary. Longer-term, consideration of additional Learning and Development Coordinator or Racial Equity Coordinator resources may also be warranted, again depending on what is centralized and offered through DHR and ORE. Other staffing considerations include recurring staff mentorships as well as potential new hire outreach, internship and fellowship opportunities dedicated to racial equity work in the department.
- **Human Resources Capacity** – A significant amount of the prescriptive actions must be led by HR as it pertains directly to confidential personnel data, outreach and recruitment strategies, or coordinating with Citywide racial equity efforts and policy changes. Other actions will require HR to serve as lead(s) on employee committees or as subject-matter experts (SME), providing information on existing practices and procedures. Additionally, once implemented, many of the actions will result in changes to how HR conducts its work (e.g., additional recruitment tasks, new data collection and

reporting requirements, attendance at additional forums and meetings, etc.). Ensuring the department's HR unit is fully staffed and trained will be crucial to meeting these new responsibilities and potential changes to core work. We may also need to assess the current strategic goals (e.g., shifting from measuring the speed of recruitments to their quality, including candidate pool demographics and outreach success, etc.).

- **Reliance on Employee Committees/Groups** – Committees depend on the availability, capacity, and ongoing interest of employees to participate. Assigning recurring work to these groups may be difficult without a dedicated staff person to plan and facilitate the work as well as a strong commitment from management to promote and foster this important work. Per the concern above, HR currently co-leads the Racial Equity Team, the Professional Development Committee, and the Wellness Champions. Ensuring that these committees are well-staffed, that Division Directors ensure and encourage participation, and that they are provided with adequate resources, including access to consultants and external training, will be crucial to success.

- **Need for a Comprehensive Inclusion, Equity & Diversity Curriculum** – The type of learning that the Racial Equity Framework calls for is extensive, ongoing and shared. The plan calls for developing a formalized mentorship program. The Controller's Office Professional Development Committee will need to identify an effective training approach with input from the Racial Equity Team and explore creative ways to facilitate these trainings.

- **Division Goals and Resources** – Each division is developing their own action plan that may address unique goals for their division determined through their assessment process. Divisions will require additional support to meet their respective goals and actions. The type of support may vary depending on the final integration of goals and actions during the refinement period.

Conclusion

The Controller's Office Racial Equity Action Plan will be a dynamic, evolving document that will be updated with further refinement as divisional plans are finalized. Achieving plan goals will require a sustained and strategic effort to foster change, participation and buy-in within the department and to position the Controller's Office as a model inclusive place to work and grow. Implementing and sustaining the action plan and the impetus behind it will be challenging and require a long-term commitment that achieves staff belonging, inclusion, equity and diversity, through applicant outreach, recruitment and hiring as well as in our current employees' growth, learning and development.

RACIAL EQUITY ACTION PLAN PHASE 1

Version 2 – released December 9, 2020

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — ORE Legislative Mandate, Ordinance No. 188-19

Office of the Controller

Racial Equity Leads
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Last Updated
12/31/2020

Racial Equity Team
See Appendix

Racial Equity Action Plan Template Key
ACTIONS: specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material
INDICATORS: quantifiable measure of an action's success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS: the action's current status, updated regularly [ongoing | in-progress | completed | not started]
LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

Racial Equity Action Plan Sections
1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

PROCESS

During July of 2020, an open invitation was made encouraging interested Controller's Office staff to volunteer in the development of the department's first Racial Equity Action Plan. The Controller's Office convened a cross-divisional working group, Controller's Racial Equity Team, made up of 31 people that represented a mix of staff from different classifications and that met bi-weekly to discuss the topic areas and planning process. This team was led by the Executive Sponsors, the Racial Equity Planning Lead, Division Leads, and Topic Leads through a decentralized planning process that asked each division to reflect on their unique needs and goals for racial equity and create a division action plan that prioritizes these needs and ensures effective implementation and accountability across divisions. In addition, Topic Leads helped shape the action plan from a department-wide perspective. Members from each division represented division-level working groups that executed action planning. The planning process started out with an initial assessment phase to determine current practices, environment, strengths, and challenges for each division. This included the development of a survey tool that was provided to Division Leads and divisionally conducted, taken by 26% of employees, and staff input sessions at the division level. Each division developed a set of goals and actions based on the initial assessment results, which is being integrated into the ORE framework. Department-wide plan was also developed, focusing on actions requiring uniform guidance and coordination across divisions and integrating priorities identified through division plans. Next steps for refining the Controller's Office Racial Equity Action Plan will occur in FY 20-21 quarter three (January – March 2021) and include: further prioritization of actions at the division and department levels; more specificity with actions plans, including resources required and metrics; more integration and alignment within and between the department and division plans; and more uniformity between division plans. The Controller's Office cross-divisional Racial Equity Team will continue to meet to complete refinements to the plan, coordinate implementation, and ensure accountability through the duration of the plan.

DEPARTMENT BACKGROUND

Number of Employees: 288
Annual Budget $75,093,898

Who We Are:
The Controller serves as the chief accounting officer and auditor for the City and County of San Francisco (City). The Mayor appoints the Controller for a ten-year term, subject to confirmation by the Board of Supervisors. The Controller may only be removed by the Mayor for cause, with the concurrence of the Board of Supervisors by a two-thirds vote.

What We Do:
The Controller's Office is responsible for governance and conduct of key aspects of the City's financial operations, including operating the City's financial systems and issuing its financial procedures, maintaining the City's internal control environment, processing payroll for city employees, managing the City's bonds and debt portfolio, and processing and monitoring the City's budget.

The department audits and produces regular reports on the City's financial and economic condition and the operations and performance of City government. The Controller's Office can audit the accounts and operations of all City boards, commissions, officers, and departments – including documents, records, books, and other property – to evaluate their effectiveness and efficiency.

Mission Statement:
We ensure the City's financial integrity and promote efficient, effective and accountable government.

Vision Statement

We strive to be a model for good government and to make the City a better place.

Core Values

Guiding principles for achieving our mission and vision:

- Teamwork: We support a cooperative work environment. Our team is strengthened by the diversity and contributions of its members.
- Trust: We act with honesty, integrity and fairness.
- Respect: We understand and appreciate the inherent value of one another.
- Equal Opportunity: We provide opportunities to all staff to contribute and achieve their potential.
- Communication: We communicate honestly and openly.
- Excellence: We strive for personal and professional excellence. We recognize and reward exemplary performance.
- Service: We focus on our customers' needs. We recognize that to improve service, we must be a learning organization that seeks continuous improvement.

Services

The Controller's Office provides services through the following nine divisions:

ACCOUNTING controls the financial activities of the City, which include the certification of funds for contracts, vendor payments, personnel requisitions, and the oversight of departmental expenditures to assess the overall fiscal condition of the City.

ADMINISTRATION manages the department's internal financial, human resources, technology, and operational support services.

BUDGET AND ANALYSIS provides fiscal management and oversight, budgetary planning, and public policy analysis to support the development and management of the City's budget. The division implements and controls budgetary changes, balances revenues with expenditures, and regularly projects and reports on financial, operational, and economic issues for a wide range of customers.

CITY SERVICES AUDITOR conducts financial and performance audits of City departments, agencies, concessions, and contracts. The division also runs the City's Whistleblower Program.

CITY PERFORMANCE provides technical assistance, analysis, and training for City departments to improve public service delivery. The division has broad authority for benchmarking, performance management, and best practices.

ECONOMIC ANALYSIS reports on pending City legislation that has potentially substantial economic impacts on the City.

PAYROLL provides payroll services for City employees and ensures compliance with City, state, and federal tax, wage and timekeeping regulations.

PUBLIC FINANCE administers the City's General Fund debt obligations and generally oversees the City's broader debt portfolio. The division provides low-cost debt financing of large-scale, long-term capital projects while managing market and credit risks.

SYSTEMS manages major Citywide enterprise systems that City departments use to support financial, payroll, procurement, human resources, learning management, employee and retiree benefits, budgeting, and reporting needs.

Recent History and Work

Ben Rosenfield was initially appointed to a ten-year term as Controller by Mayor Gavin Newsom in Spring 2008 and re-appointed to a second term by Mayor Mark Farrell in Spring 2018. Mr. Rosenfield succeeded Edward Harrington as the Controller, following Mr. Harrington's appointment to the position of General Manager of the San Francisco Public Utilities Commission in 2008. Since December 2014, Todd Rydstrom has served as the Deputy Controller, where his leadership duties include Information Technology, Administration, Audits, Human Resources, Payroll, Records Management and Disaster Preparedness.

The Controller's Office will be entering its fifth year of its first five-year Strategic Plan in FY 21–22. The plan outlined the path the department intended to follow to improve the efficiency, effectiveness, and accountability of our government. During this period, we have modernized City financial operations by replacing antiquated technology and processes that thousands of City workers rely on to perform their work and serve the public. We intended to improve accountability through new means of keeping the public and policymakers informed regarding how their government is performing. We proposed to improve the efficiency and effectiveness of government operations through carefully selected audits, reviews, and assistance projects. We aimed to safeguard the City's financial health by identifying challenges ahead and charting a course around them. We have supported our employees through access to training, modern tools to perform their work, and opportunities to help shape the direction of the department.

In early 2020, the Controller's Office shifted gears at the start of the pandemic to support the City's COVID-19 emergency response. We continue to have a substantial presence in the management of the public health emergency, with Controller's Office providing key support to not only lead the finance function at the COVID Command Center (formerly the Emergency Operations Center) but also to other Command Center branches, including school reopening, testing, advance planning, community work, and feeding, and many others.

While we move ahead with key operations, our goals and projects for the remainder of FY 20–21 are more streamlined – an acknowledgement of our need to bend our work to meet the City's many needs during the COVID crises.

Vulnerable Populations Served
See Appendix

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these individuals out. This includes assessing the basic barriers to access that may influence the City's applicant pool, and developing a clear, intentional outreach strategy. Partnering creatively within new outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

The Controller's Office is committed to a comprehensive hiring approach that leads to a diverse and inclusive workforce by actively growing our applicant pool through recruitment partnerships and focused outreach efforts, expanding internship and fellowship opportunities that lead to permanent job appointments, and ensuring applicants have access to the necessary resources and information to successfully navigate the hiring process. Current workforce demographics highlight that the department is underrepresented in black, Indigenous and people of color (BIPOC) employees in comparison to the entire City workforce. Our staff assessment further highlighted the need for "more intentional outreach as well as more pipeline programs that recruit diverse applicants," with selection standards that "speak to more lived experiences and skills." The following actions aim to address these assessments in a meaningful way.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants' ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	HR Team, Racial Equity Team	Barriers assessment is completed	2021	Develop assessment tool for candidates to determine the barriers to employment. Review assessment tool results with Racial Equity Team and synthesize findings. Formalize expectation that all qualified internal candidates may apply for available positions and should not be discouraged.	Not started	HR
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would	HR Team, Racial Equity Team	Survey is administered annually	2021	Develop and/or utilize DHR's annual staff survey. Ensure that survey is broadly promoted and encourage all employees to participate.	Not started	HR

inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.[1]		Survey results are included in the department annual review		Collect responses from staff. Prepare reporting format. Report out on results. Include survey results in annual review.

ACTIONS		INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group.	HR Team, Racial Equity Team	Policy is created, implemented, and reviewed annually.	2022	Policy to be researched and drafted by HR. Racial Equity Team to review and provide feedback. Distribute final version of policy broadly to department staff. Schedule annual review of policy with Senior Staff.	Not started	HR

1.2.   Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	HR Team, Crew	Candidate pool is increasingly more diverse and referred from a variety of sources	2023	Map existing outreach measures. Work with Citywide partners, including DHR and ORE to identify more expansive outlets and networks and leverage shared resources. Discuss and review additional outreach outlets and protocols with Racial Equity Team. Update mapping of outreach efforts and develop tracking mechanism.	In progress	HR
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	HR Team, Division Leads	Candidate pool is increasingly more diverse and referred from a variety of sources	2023	Work with Division Leads to develop and maintain centralized list expanded outlets for recruitment. Work with DHR and ORE to identify additional non-traditional outlets for Controller's Office specific classifications.	In progress	HR

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[1] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences. Include multiple ways to apply to a position.	HR Team, Senior Management Team, Racial Equity Team	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	2023	With input from Senior Management and Racial Equity Team, develop standard job description template for job and exam announcements. During job analysis (JA) for examinations, review minimum qualifications with subject matter experts (SMEs) to determine appropriateness. With approval from DHR/union; consider developing a standard template for job descriptions used for posting; develop tracking system to record which classifications have been reviewed/simplified	Not started	HR
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	HR Team	An increase in applicant pool with more diverse life, education, and professional experiences	2023	Job Analyses are performed periodically for examinations but have not previously viewed MQ's as a potential barrier for BIPOC applicants. Since changing minimum qualifications requires a job analysis and approval from DHR/union/CSC, Senior Management and Racial Equity Team will leverage feedback from the Candidate Barriers Assessment tool (1.1.1) to prioritize those for review.	Ongoing	HR
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered.[2]	HR Team	An increase in applicant pool with more diverse life, education, and professional experiences	2023	HR Team to-perform job analysis for classifications that have typically used a supplemental questionnaire to confirm that "writing skills" are a required knowledge, skill or ability (KSA) and that a supplemental questionnaire is an appropriate examination component.	Not started	HR
1.2.6. Reject the practice of "degree inflation" which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	HR Team	An increase in applicant pool with more diverse life, education, and professional experiences	2022	Part of the minimum qualification analysis done in 1.2.4 will include a review of degree requirements to ensure classifications do not list a degree when not needed and to understand the impact on current staff when changes to remove degree requirements are proposed.	Not started	HR

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[2] From https://www.cityofmadison.com/civil-rights/documents/RESJEquitableHiringTool.docx.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of a diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	HR Team	Candidate pool is increasingly more diverse and referred from a variety of sources	2022	Ensure that contracted external recruiters abides by the departments new recruitment and outreach policy and have a documented history of engaging in recruitment through a racial equity lens with a proven track record of promoting diverse candidate pools.	Not started	Senior Management

1.3.   Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	HR Team; Temporary staffing budget	# of paid interns/fellows, increase annually or meets department needs/capacity	2021	In addition to current fellowship and internship placements from City Hall Fellows, Willie L. Brown Jr. Fellowship Program, San Francisco YouthWorks, Project Pull and other sources, commit to expanding temporary budget funding and formalizing dedicated internship opportunities for each division. Identify appropriate classifications with an emphasis on providing work experience that prepares interns for entry level positions and partner them with trained mentors. Mentorship to include how to navigate the Civil Service process.	In progress	Senior Management
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor's Opportunities for All program.	HR Team, Division Leads	# of Opportunities for All placements and mentors	2022	Divisions in the Controller's Office have traditionally utilized summer placements through YouthWorks and Project Pull. We will explore with Division Leads where a potential placement for an Opportunities for All internship would be appropriate, including identifying how to fund the placement. This also serves as an opportunity to centralize listings of summer youth internship	Not started	Division Leads

				opportunities to facilitate future placements; augment annual tracking process; collect feedback from past interns to better understand how to improve the intern experience; spotlight past interns with emphasis on BIPOC stories.		
1.3.3. Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District's Career Pathways Program.	HR Team	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	2021	The Racial Equity Team will research and develop a listing of fellowship and internship programs at nearby community colleges and trade schools and identify local training and re-entry programs. The Controller's Office will redouble outreach effort to promote further inclusion for underrepresented groups.	In progress	HR
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	HR Team	# of opportunities during internship/fellowship	2021	Develop base curriculum specific for interns that focuses on diversity, equity and inclusion; make available opportunities for intern to participate on the Controller's Racial Equity Workgroup	Not started	Racial Equity Team
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	HR Team	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	2021	Identify what data needs to be collected to evaluate intern/fellow experience; develop assessment tool and implement its use; add feedback to annual reporting	Not started	HR

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	HR Team	Standardized interview process with a set of inclusive interview questions.	2023	HR currently reviews all interview questions to ensure a non-discriminatory selection process across all divisions. HR will take the lead in developing and maintaining a bank of inclusive interview questions by category that can be used by all hiring panels.	In progress	HR
1.4.2. Ensure a diverse hiring panel for each interview.	HR Team	Demographic composition of panels Increase in diverse interview panels	2023	Develop guidelines for establishing diverse hiring panels. Develop ways to track and report out on the demographic composition of hiring panels.	In progress	HR
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	HR Team	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	2021	Require Implicit Bias training for Exam Raters. Develop strategies to ensure training is taken by all participants, especially external panelists. Develop training refresher timelines.	In progress	HR
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	HR Team	Tool created and implemented # of applicants increased Increased assistance to job seekers	2023	Develop and publish guides for candidates to better understand the Civil Service exam process, recruitment timelines, and who to contact with additional questions.	Not started	HR
1.4.5. Share and post all job openings internally. Abide by department's RE Action Plan goals to create and streamline professional mobility.	HR Team	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	2020	The Controller's Office regularly informs staff of employment opportunities via weekly newsletters, SharePoint site, and at quarterly Town Hall meetings with staff. HR Team will evaluate effectiveness of communications to ensure all staff are aware of promotive opportunities.	In progress	HR

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HR Team	Hiring, interviewing, and onboarding processes standardized Lag times/wait times Establishment of new hiring metrics	2021	Bifurcate metrics for hiring times between HR lead processes and division lead ones (i.e., post-referral selection process). Review recruitment tracking data to determine which processes can be improved to complete hiring faster.	In progress	HR
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	HR Team, Division Leads	All new hires are processed similarly regardless of position	2020	The Controller's Office has a standardized onboarding process for employees, interns, and fellows on their first day with department. This process is posted internally for all employees to reference on department's SharePoint site. HR Team will work with Division Leads to review the onboarding process of each respective division to understand best practices and encourage an equitable experience for new hires across all divisions.	Complete	HR
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	HR Team	Maintain log of all rule certification requests	2021	Controller's Office has consistently requested the highest rule certification available for all planned examinations. Develop a tracking system for rule certification requests that include department requests, Union responses, and final Certification Rule. Analyze potential impact of expanded rule certifications on applicant pool diversity.	Complete	HR

1.5.   Facilitate job applicant access to employment-related information and resources.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.5.1. Develop and promote resources to assist applicants navigate the employment process.	HR Team	Resource page developed and publicized	2022	Based on applicant and Racial Equity Team feedback, develop a webpage on the Controller's Office website with resources and information to	Not started	HR

demystify the hiring process for prospective applicants. Leverage any presentations or resources developed by DHR

2.   RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended families and friends. A clear and intentional path to promotion addresses barriers to upward mobility underrepresented employees may face. In addition, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

The Controller's Office values the contributions of all employees and is committed to staff retention and ensuring non-discriminatory pathways towards promotion, including the provision of competitive salaries and benefits, and a clear and transparent processes for promotive opportunities. This section of the plan will formalize efforts to analyze our salary and benefit packages to comparable industries, and focus efforts on those classifications where BIPOC employees are currently underrepresented.

2.1.   Ensure protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed.[3]	HR Team	Tracking mechanism implemented Demographic data analyzed	2021	Over 40% of Controller's Office staff have been deployed to all or some portion of City's response since the beginning of the COVID-19 crisis. Staff were encouraged to volunteer for assignments as potential development and learning opportunities, which allowed for periodic assignment rotations. Currently, 12% of Controller's Office staff (as of 12/31/20) have active DSW assignments. Our Systems team has developed SF Reports and Analytics dashboards for Citywide reporting on DSW demographics. We will periodically review	In progress	HR

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[3] Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

				this data to understand if there are any potential equity concerns or developmental opportunities.		
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	DPO, Central Finance Manager, Division Directors	Budget analysis completed Strategies developed and published	2021	In budget discussions--annual budgeting process and quarterly meetings--review staffing needs with Senior Management with a focus on DSW deployments. Work with Senior Management to strategize on preventing inequities if layoff and/or furloughs are needed.	In progress	Administration Division
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	COVID-19 Command Center Finance and Administration Section Chief, Departmental COVID-19 Stakeholders	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	2020	In department's weekly COVID-19 convenings, Division Directors solicit and circulate any PPE needs and coordinate with CCC Finance and Administration Section Chief for distribution to DSW staff in addition to staff performing core work on-site during the pandemic.	Completed	Administration Division
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	Controller, Deputy Controller, DPO, Payroll Staff	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	2020	Controller's Office has actively recognized staff who have served and continue to serve in DSW roles responding the COVID-19 pandemic. Our HR Team has implemented all Federal and City compensatory plans and communicated them broadly to staff including at Town Hall meetings, weekly newsletters, and a dedicated SharePoint site. HR Team continues to be available to discuss any benefit questions with staff.	Completed	HR
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	COVID-19 Command Center Finance and Administration Section Chief, Departmental COVID-19 Stakeholders	Caretaking and safe transportation sections included in DSW deployment protocol	2020	When considering requests for DSW deployments, the Controller's Office evaluates an employee's capacity to meet the assignment, including any caretaking and transportation concerns. The department has also introduced telecommuting options for several DSW assignments, further mitigating potential burdens on employees.	Completed	Division Directors

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	HR Team	Pay inequities are reduced and aligned annually after salary data is reviewed	2022	Work with Racial Equity Division Leads to identify industry specific sources for salary surveys. Develop salary surveys tools for a standardized approach to all classification groups. Conduct biannual surveys for hard to fill classifications. Review survey data and identify any areas where pay disparity may hinder recruitment efforts.	Not started	HR
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	HR Team	Perform annual review of benefit parity	2022	Develop benefit comparison tools specific to classifications in the Controller's Office. Review findings annually with management. Make recommendations for benefit parity.	Not started	HR
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	HR Team	Provide annual breakdown of paid time off usage		Perform an analysis of paid time off (PTO) usage in the department with goal of understanding if there is any disparity by race/ethnicity.	Not started	HR

2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1. Determine standard factors considered for raises and promotions. Make this information available to staff.	Division Leads	Increase in knowledge about raises and promotions	2021	Work with Division Leads to develop standard factors for raises and promotions. Develop guidance document and make available to staff.	Not started	Division Leads

				Provide opportunities for staff feedback and review with Division Leads.		
2.3.2. Develop a formal and transparent process for raises and promotions.	HR Team	Increase in staff feedback about promotion and raise process	2021	As part of examination process, develop staff communication plan. Provide staff with opportunities to ask any questions related to promotions or raises.	Not started	Division Leads
2.3.3. Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation.	HR Team	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	2022	Review current processes around acting/interim assignments. Update internal policies and processes to ensure equity in process. Ensure that staff are aware of policies and processes.	Not started	HR Team
2.3.4. Internally investigate key classifications with current "drop-offs" in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	HR Team, Division Leads	Reversal of diversity drop-offs in 182x classifications	2023	Analyze demographics of all classifications and identify those with the least diversity. Work with Division Leads to develop core competencies needed for advancement. Strategize on strengthening professional development opportunities.	Not started	HR Team
2.3.5. Revisit classifications that "dead end" employees, to create a clear upward path for continued employment opportunities with the City.	HR Team	Identify "dead end" classifications	2023	Review all classifications in the department that "dead end". Identify classifications that can most likely be used as a "bridge" to a promotive path. Develop strategies for closing the gap in the requirements to promote.	Not started	HR Team

3. DISCIPLINE AND SEPARATION

Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equitably. Employees of color, especially Black and Latinx employees, may receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.[1] Higher rates of corrective action and discipline negatively impacts a department's ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.[2] Thus, supervisors should be aware of their own implicit biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

[1] Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/.
[2] Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

The Controller's Office issues few disciplinary actions per year and has established an exit interview process to collect information on separating employee's experience in the department. The department's goal is to assess the current state of discipline and separation, and to implement a plan that actively works to engage supervisors and managers to prevent potential biased disciplinary action.

3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	HR Team	Create tracking mechanism to gather written warnings with overlapping demographic data Standardize reporting on written warnings data and the disciplinary data the department already tracks but does not look at with demographic intersections	2021	Controller's Office currently has disaggregated data on disciplinary actions, but it does not currently track data that would illuminate potential bias against staff of color. Controller's Office will commit to reporting anonymized disciplinary actions data with overlapping demographics data to Division Directors annually. Controller's Office disciplinary actions have been and continue to be few and far between. Although this is positive and reflects the department's culture	In progress	HR

		Investigate how subtle forms of or precursors to discipline can be documented, gathered and analyzed		of coaching and positive professional development, it makes analyzing and understanding potential biased disciplinary actions difficult. Therefore, Controller's Office will explore tracking subtle forms of and precursors to discipline with intersecting demographic data to better understand the disciplinary process within Controller's Office. This data collection and reporting may facilitate conversations on potentially biased disciplinary action in the Controller's Office and help formulate a timely and actionable plan.	
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	HR Team	Standardize quarterly analysis of separations data. Ensure data is "weighted" or reported in percentage format so the significance of someone from a lesser-represented group leaving is understood Analyze data quarterly for an annual review Additional equity focused exit interview questions are developed and incorporated into current questionnaire	2021	Controller's Office has separations data (SF People & Pay houses all HR data) but does not currently look at separations from a racial equity lens. The department will commit to: i. Standardizing the quarterly analysis and reporting separations data with demographic intersections to Division Directors to better understand who is leaving the Controller's Office, and at what rate and why. ii. Controller's Office does have exit interview data, but we do not look at this data from a racial equity lens. The department will commit to qualitative analysis of exit interview data and to developing exit interview questions that can illuminate the former employee's perception of inclusion, bias, fair opportunities for promotion and other equity concerns and experiences.	In progress	HR
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	PDC, Racial Equity Team, HR Team. Funding for anti-bias training.	Number of trainings completed annually High-quality, conversation based bias awareness training that has a	2022	Controller's Office currently uses DHR's Implicit Bias training for staff on an examination rating or selection panel. The department will explore working with DHR or other City departments to implement specific bias training focused on	Not started	PDC

		component focused on potential bias in discipline, and the sometimes subtle ways implicit bias can creep into manager's perceptions of their employees, casual conversations, warnings and disciplinary actions		addressing how bias can influence discipline and therefore lead to disproportionate separations for people of color. Controller's Office is committed to going beyond a "check the box" training implementation plan to achieve a clear and equitable protocol for disciplinary actions. The department does not just want to quantify how many trainings managers attend but is committed to measuring effectiveness. Training impact can be understood with reporting figures from 3.1.1 and 3.1.2, before and after training implementation. Trainings need to be grounded in the understanding that implicit bias in a manager's perception of their subordinate is subtle and nuanced. The department would like trainings to "lean in" to that nuance.		
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.	HR Team	Human resources trained on alternative dispute resolution	2023	In December, DHR rolled out a peer-led mediation program which operates outside of EEO official complaints. This peer mediation program will provide intermediary escalation resolution to resolve a variety of interpersonal issues like bias and discrimination reports. The peer mediation project is a big DHR initiative that is just starting to be developed. The Controller's Office will grow and develop its Peer Mediation Program with DHR over the next three years.	In Progress	HR
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	HR Team	Reduction of racial disparities in disciplinary actions		Racial Equity Survey sent to Controller's Office staff revealed that staff are not fully aware of what the department's disciplinary protocols are. To facilitate a more transparent disciplinary process, the Controller's Office will publish clear disciplinary procedures that staff to access at will. Standardization will facilitate an expectation that if, for example an employee is consistently late, their manager has a database that shows what disciplinary action the department recommends	Not started	HR

that employee receive. Once all disciplinary standards are set and publicly issued, the level of discipline that everyone receives will be uniform and less subject to implicit bias. To create a baseline for action, we will use past actions in the disciplinary database to understand what types of discipline has been administered in the past, and work with that data to create appropriate actions for the future.

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.[1] A diverse leadership that carries shared values with their staff will better uplift the staff. All employees, both white and employees of color, benefit from a diverse leadership team.[2] A diverse leadership team will be more broadly connected with the community, and thus may be able to create more robust and innovative ways to support them.

[1] Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace.
[2] Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

The Controller's Office is committed to a Diverse and Equitable Leadership that has a firm understanding of racial equity issues, promotes an inclusive workplace, and actively solicits feedback from staff, especially BIPOC voices. Our Division Directors have played key roles in the development of division lead racial equity plans. Implementation of these plans will require ongoing training and learning opportunities on matters of racial equity and inclusion to all levels of leadership in the organization.

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	HR Team, Senior Management	% increase in diverse leadership	2022	Develop and/or update hiring and recruitment policy. Elements specific to leadership could be incorporated into section 1.1.3.	Not started	Senior Management
4.1.2. Commit to ongoing racial equity training and development for leadership.	Professional Development Committee (PDC), Senior Management	(1) # of training & development activities completed by leadership per quarter (2) % leadership completion of trainings and activities	2021	Identify and develop minimum training requirement. Schedule required trainings and development activities. Part of larger, comprehensive training plan, but tone at the top will be crucial; a shared learning experience for all	Not started	Senior Management

				Senior Staff would be preferable to ensure uniform understanding. Add other managers and supervisors.		
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	HR Team	Senior leadership demographic included in the department annual report	2021	Include data in Controller's Office annual work plan.	In progress	HR
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.[4]	HR Team, Senior Management	% of staff is aware of the process	2022	Develop and implement process to collect anonymous feedback and to report on and respond to feedback. Should be managed by the Controller's Office HR Team.	Not started	HR
4.1.5. Ensure racial equity and inclusion criteria are built in to department goals, work plan prioritization, and internal processes.	Senior Management	Inclusion in CON strategic plan	2022	Consider adding goal/criteria for each goal to upcoming Controller's Office 5-year strategic plan and use racial equity and inclusion criteria in plan development and activities prioritization. Report annually on progress to the Controller's Office Racial Equity Plan.	Not started	Senior Management
4.1.6. Transparency, building leaders, expand what "management" mean? How to communicate decision-making. Safe space to speak up.	Senior Management	Performance metrics defined to tiers of managers and supervisors	2021	Define tiers of managers and supervisors in leadership training and development activities to promote and spread diverse and equitable management practices throughout the Controller's Office.	Not started	Senior Management

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[4] Department management will need to review all responses to see whether any of them qualify as EEO complaints.

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee's Needs are Met, so are the Department's Needs. Our City workforce should center the needs of our employees. To do that, it is important to recognize that employees of color are more likely to have to repeatedly prove their capabilities, rather than being evaluated by their expected potential.[1] By intentionally investing in the specific professional development of each staff, the Department can uplift an employee's journey to developing new skills rather than potentially scrutinizing for a lack of skills. Professional development through mentorship, training, and workshops can create an internal pipeline retaining employees to fill leadership positions.

[1] Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice.

DEPARTMENT GOAL

A core value of the Controller's Office is ongoing learning for all staff. The department has established an annual professional development requirement, a Professional Development Committee, and the Citywide promotion of SF Learning as a tool to deliver eLearning content and as a system of records. The department will build on this work by further analyzing training and professional development patterns and applying a racial equity lens to the work and initiatives of our Professional Development Committee, including the implementation of a mentorship program that was successfully piloted in 2019.

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Professional Development Committee, DPO, Senior Management	# of available professional development opportunity # of completed training % of employees who complete 24 hours of professional development	2020	The Controller's Office has established a goal that all employees complete 24 hours of professional development within the fiscal year. Supervisors and are asked to develop a training plan with their employees at the beginning of the fiscal year. The department has further established a Professional Development Committee to help facilitate access to training opportunities and spearhead professional development initiatives.	Completed	Professional Development Committee

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	Division Leads, Central Finance, HR Team	# of attended, external conferences	2021	Process for attending conferences, including reimbursements, established at the division level with support from Central Finance and Human Resources Teams. HR Team will begin tracking attendance of external conferences for annual reporting.	Completed	Division Leads
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	Professional Development Committee, HR Team	# of staff enrolling and completing extended learning $ dedicated to extended learning annually	2020	The Controller's Office will continue to leverage the resources developed by the Professional Development Committee, including an online training resource guide for employees, semi-annual focused training opportunities, and annual survey of employee training interest to facilitate continual and extended learning.	Completed	Professional Development Committee
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department's missions and goals. Provide financial support for paid opportunities.	Professional Development Committee, HR Team	# of staff participating in outside events or opportunities	2020	The Controller's Office will continue to promote external professional development opportunities in the department's weekly newsletter as they become available. Identify ways to track internal versus external professional development opportunities.	Completed	Professional Development Committee
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	HR Team	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	2021	The Controller's Office will continue to utilize SF Learning as the primary keeper of training records for department staff. The department will leverage SF Reports & Analytics to analyze training completion by demographics.	In Progress	HR Team

5.2.   Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1.	Managers and supervisors	Annual performance evaluation program for all staff	2020	The Controller's Office requires all employees working most of the performance period (i.e., fiscal year) to receive an annual performance	Completed	Senior Staff

Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.				review. Included in the performance reviews are discussions on professional development and a training plan for the next review period.		
5.2.2. Create a mentorship program between senior and junior level staff.	PDC	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	2021	Professional Development Committee successfully piloted a six-month mentorship program in 2019. Post-pandemic, the PDC will evaluate how to scale this program and establish an annual cohort with support from Senior Management.	In progress	PDC

5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's administration. The overall timeline process should be transparent and easily accessible.	HR Team	Process developed % of staff aware of accommodation process	2021	Human Resources Team to outline current process and ensure process is visible to staff, including accommodation submission process. Survey staff to ensure broad understanding of the process. Meet periodically with staff with accommodations to ensure needs are being met.	Ongoing	HR Team
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	HR Team	Accommodations discussed and recorded during bi-annual performance evaluation process	2021	Addressed in action 5.3.1.	Ongoing	HR Team
5.3.3. Assign spaces for staff to take breaks and/or be in community with one another (e.g., department celebration, affinity groups).	Operations Staff, HR Team, Senior Management, Racial Equity Team	Improvement in overall staff mental health, increase in staff feedback	2022	Ensure break rooms are maintained and meet the needs of staff. Continue practice of celebrations at departmental and divisional levels. Ensure that celebrations are culturally sensitive and inclusive of all employees. Facilitate the creation of affinity groups with input from Racial Equity Team.	Ongoing	HR Team
5.3.4.	Senior Management	Assessment of non-work-related staff needs	2022	Develop strategies to assess non-work-related staff needs. Evaluate ways to support staff holistically.	Not started	Senior Management

Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.		Increase in staff awareness of accommodations		
5.3.5. Respect religious and cultural practices of employees.	HR Team	Improvement in overall staff mental health	2021	Ensure managers and supervisors are aware of the department's non-discriminatory policies and practices. [5]	Ongoing	HR Team

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[5] The City's equal employment opportunity policy can be found on DHR's website: https://sfdhr.org/equal-employment-opportunity.

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Departments must actively work to create a culture of inclusion and commit to ongoing assessment to achieve this goal. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

[1] Aysa Gray, *The Bias of 'Professionalism' Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL

Our departmental assessment process highlighted how an organizational culture of inclusion and belonging are integral to both recruiting and retaining BIPOC employees and applicants. Given the underrepresentation of BIPOC employees in the department, the Controller's Office is committed to elevating those voices by formalizing and actively supporting the department's Racial Equity Team, engaging in shared learning experiences that promote racial equity understanding, and ensuring a robust and equitable internal communication process.

6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department's mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	Racial Equity Team	Department strategic plan, mission, policies, and procedures are updated and available	2022	Tap into existing outlets such as the Controller's Office 5-year Strategic Plan, Annual Performance Plan, Racial Equity Team framework/templates/tools, and survey. Set tone at the top but that tone should be an active/fluid process to inform senior leadership through various lenses of people/experiences that make up Controller's Office. This should be a hybrid process that flows between Dept and Division guidance and how-to's. Performance results that	Open	Senior Management

				help ensure accountability and transparency at the division and department level.		
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	Senior Leadership Nominations Racial Equity Team	Regular, scheduled meetings with RE Team to implement RE Action Plan	2021	Identify initial department racial equity working group to build the initial department racial equity plan. Expand the working group and number of Division Leads as the plan is rolled up starting in year 1.	In Progress	Racial Equity Team
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	Racial Equity Team	RE Action Plan is published on department website	2021	Assign division leads to develop divisional RE plans. Racial Equity Team members that signed up as topic leads to each of the (7) Racial Equity topics are tasked with developing goals and actions at the topic level for the department plan to which division plans will be attached.	In Progress	Racial Equity Team
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	Senior Management	RE Action Plan is published on department website	2021	Report out updates on Racial Equity Action Plan at town hall meetings and other platforms where information can be easily accessed by staff. Identify what body of boards and commissions the department should report to for RE updates.	Ongoing	Senior Management
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	Racial Equity Team HR Team	Department employee engagement survey	2021	Develop an internal survey for department staff to identify the various racial groups to which they self-identify. Can also be a new section to existing employee engagement/satisfaction survey. Create affinity groups that are staff and manager led with senior staff sponsorship. Consider hiring 3rd party contractor with expertise in DEI/racial affinity groups to help initially shape the roll-out of the program. As a kick-off to creating a more equitable culture,	Open	Racial Equity Team

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				participate in department-wide 21-Day Racial Equity Habit Challenge.[6]		
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	Racial Equity Team	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter Trainings being mandatory and offered more than once a year.	2021	Set training requirements around diversity, equity and inclusion specific Racial Equity training.	Open	PDC
6.1.7. Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging.	Racial Equity Team	Annual survey with disaggregated data and feedback	2023	Expand the department-wide employee engagement survey, which occurs every two years. Develop a survey specifically on Racial Equity that is deployed annually. Use survey results to help shape department-wide Organizational Culture of Inclusion and Belonging.	Ongoing	HR
6.1.8. Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Racial Equity Team	Increase in staff engagement	2021	Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Ongoing	Racial Equity Team

6.2.   Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	Administration Division	Increase in staff feedback, participation, and response to communications	2021	A process for regularly updating departmental mailings lists has been established and is carried out by the Administration Division.	Ongoing	HR

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[6] The 21-day challenge is a widely available tool to help foster a shared understanding of racial equity issues.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	Racial Equity Team	Ongoing staff participation and feedback	2022	Ensure that department-wide all staff meetings center diverse speakers within the divisions that will present and the guest speaker that tends to come from other City departments. Be transparent about the speakers and topics.	In Progress	Senior Management
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	Racial Equity Team	Ongoing staff participation and feedback	2021	Through a survey, collect information to determine the best way, method, timing, and size to make a space available to share information.	Not started	Administration

6.3.   Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Racial Equity Team	Protocol distributed internally and with any outward-facing interactions	2021	Determine the accessibility protocol for the department across all events, communications, and departmental functions.

Communicate the protocol throughout the organization.

Adopt the protocol department wide. | In progress | Administration |
| 6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.

e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc. | Racial Equity Team | A plan for physical space improvement

$ funding secured

Successful implementation | 2021 | Determine the accessibility protocol for the department across all events, communications, and departmental functions.

Communicate the protocol throughout the organization.

Adopt the protocol department wide. | In progress | Administration |
| 6.3.3. | Racial Equity Team | A plan for digital improvement | 2023 | Identify all methods of communication and digital functions for department staff. Determine a way to | Not started | Administration |

Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.		$ funding secured Successful implementation		evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities. e.g. plain-text messages, recordings with captions, accommodations for people with vision impairment, accommodations for deaf people, etc.		
6.3.4. Invest in translation services.	HR Team	# Increase in translated materials	2021	The department has a long-standing recurring contract for translation services to assist staff with visitors who are Limited English Proficient (LEP) persons. As documents are determined to need translation services, seek out additional translation services	Complete	HR
6.3.5. Encourage individual forms of inclusive identity expression. e.g. honoring gender pronouns, relaxing or modifying dress code, etc.	Racial Equity Team	Increase in staff using inclusive identity expression, second nature	2021	Sending new communication through the Weekly Administrative Update of ways the department is encouraging individual form of inclusive racial identity expression.	Ongoing	Racial Equity Team
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	Racial Equity Team	Accommodations information infused throughout department touchpoints (e.g., website, event announcements) Provide closed-captioning by default Increased digital equity (e.g., access) for all employees	2021	Ensure accessibility information is always offered or communicated to individuals interacting with the departments.	Ongoing	HR

6.4.   Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	Racial Equity Team	Community will have an impact on all department projects	2022	Identify a pool of communities the Controller's Office serves to determine what communities to engage and the reporting tool to employ to report out on the department's activities.	Open	Racial Equity Team
6.4.2. Find opportunities to invest into and support the communities the department serves.	Racial Equity Team	Identify communities served by the department	2022	Identify a pool of communities the Controller's Office serves to determine what communities to engage and the reporting tool to employ to report out on the department's activities.	Open	Racial Equity Team

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also made by boards and commissions. These seats must represent the community that the Department serves. Policies and budget decisions made by Boards and Commissions must be assessed through a racial equity lens.

DEPARTMENT GOAL

The Controller's Office serves on or supports various boards, commission, committees and advisory groups as highlighted in the table below. We acknowledge the respective scope of influence each of these bodies has and their inherent responsibility in making decisions and recommendations with an understanding of racial equity issues. The Controller's Office is committed to highlighting issues of racial equity, promoting a diverse and equitable membership, and ensuring that all members feel welcomed and valued.

Boards & Commission for which the Controller appoints a Member

a. Retiree Health Care Trust Fund Board, 1 (of 5) is the Controller's appointee

b. Citizens' General Obligation Bond Oversight Committee, 2 (of 9) are the Controller's appointees

c. Our Home, Our City Committee, 1 (of 9) is a Controller's Office appointee

d. SFPUC's Revenue Bond Oversight Committee, 1 (of 7) is the Controller's appointee

Boards & Commission for which the Controller is a Member or Names a Delegate

a. Treasury Oversight Committee, 1 (of 7) is the Controller or Controller's Office appointee

b. Transbay Transit Center Program Cost Review Committee, 1 (of 3) is the Controller or Controller's Office appointee

c. Sweatfree Procurement Advisory Group, 1 (of 1) is a Controller's Office appointee

d. Workers Compensation Council, 1 (of 6) is the Controller of Controller's Office employee

Board & Commissions that the Controller's Office supports/staff

a. Inclusionary Housing Technical Advisory Committee (Controller's Office staffs)

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the department's RE Action Plan.	Controller's Office Staff or Appointee	Bylaws, rules of order or other procedures successfully amended	2022	Where applicable, request a review of bylaws and/or rules of order. Encourage adoption of inclusive language where needed. Encourage members to leverage peer resource opportunities across all groups.	Not started	Board, Committee or Advisory Group Leadership
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Controller's Office Staff or Appointee	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts Greater racial and gender equity in board and/or commission members	2021	Determine if demographics are currently tracked. If not being tracked, work with board or committees support staff to develop collection process. Work with Controller's Office Racial Equity Team to incorporate data into annual report.	In progress	Board, Committee or Advisory Group Leadership
7.1.3. Have board/commission adopt a resolution around racial equity.	Controller's Office Staff or Appointee	Resolution adopted	2022	Controller's Office will support and encourage boards and committee's leadership to agendize the discussion, drafting and adoption of a racial equity resolution.	Not started	Board, Committee or Advisory Group Leadership
7.1.4. Racial equity-related items are regularly agendized.	Controller's Office Staff or Appointee	# of policies and issues related to racial equity that are heard, reviewed and/or implemented	2022	Controller's Office will encourage consideration of racial equity related items be placed on the agenda to the extent possible on each respective board or committee.	Ongoing	Board, Committee or Advisory Group Leadership
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.	Controller's Office Staff or Appointee	Participatory budgeting processes	2022	Work with board or committee leadership to identify ways to introduce diverse voices on a recurring basis at meetings. Explore developing	Not started	Board, Committee or Advisory Group Leadership

		Community advisory working groups Issue-specific task forces			community advisory groups or issue-specific task forces as additional ways to incorporate these voices.		
7.1.6. Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.[7]	Controller's Office Staff or Appointee	Resolution adopted	2022	Controller's Office will support and encourage boards and committees to adopt a resolution on Ramaytus Ohlone Land acknowledgement.	Not started	Board, Committee or Advisory Group Leadership
7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Controller's Office Staff or Appointee	Greater racial and gender equity in board and/or commission members	2021	Work with appointing authorities to notify each board and committee of pass of the Proposition C 2020.	Not started	Board, Committee or Advisory Group Leadership
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Controller's Office Staff or Appointee	# of policies passed with RE lens Budget equity completed	2023	Controller's Office will support and encourage the adoption of ORE racial equity assessment tools to help inform decision making.	Not started	Board, Committee or Advisory Group Leadership

7.2.   Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc.	Controller's Office Staff or Appointee	# of diverse board/commission members % of board/commission retention	2022	Work with boards and commissions to determine what the current protocols around accessibility are. Share best practices and protocols from other groups. Encourage updated or standardized	Not started	Board, Committee or Advisory Group Leadership

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[7] https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement

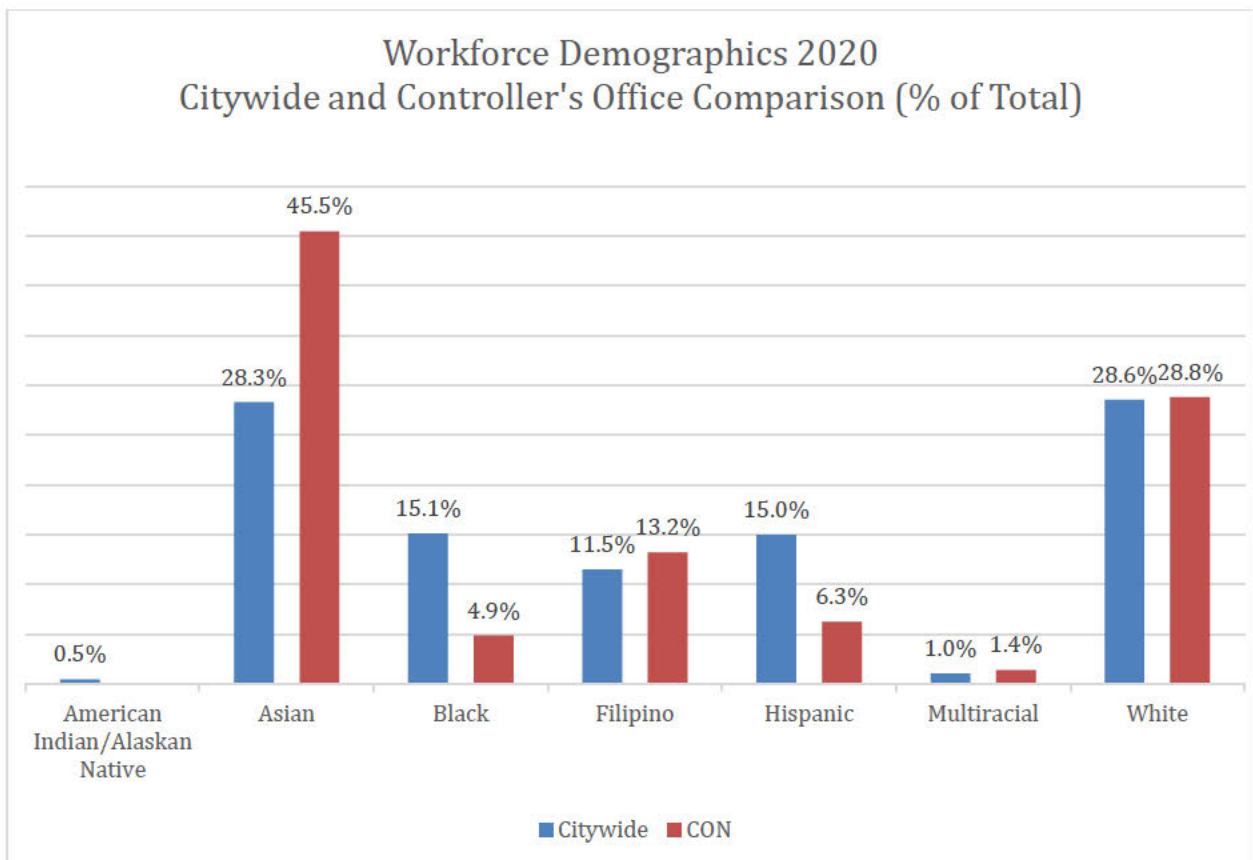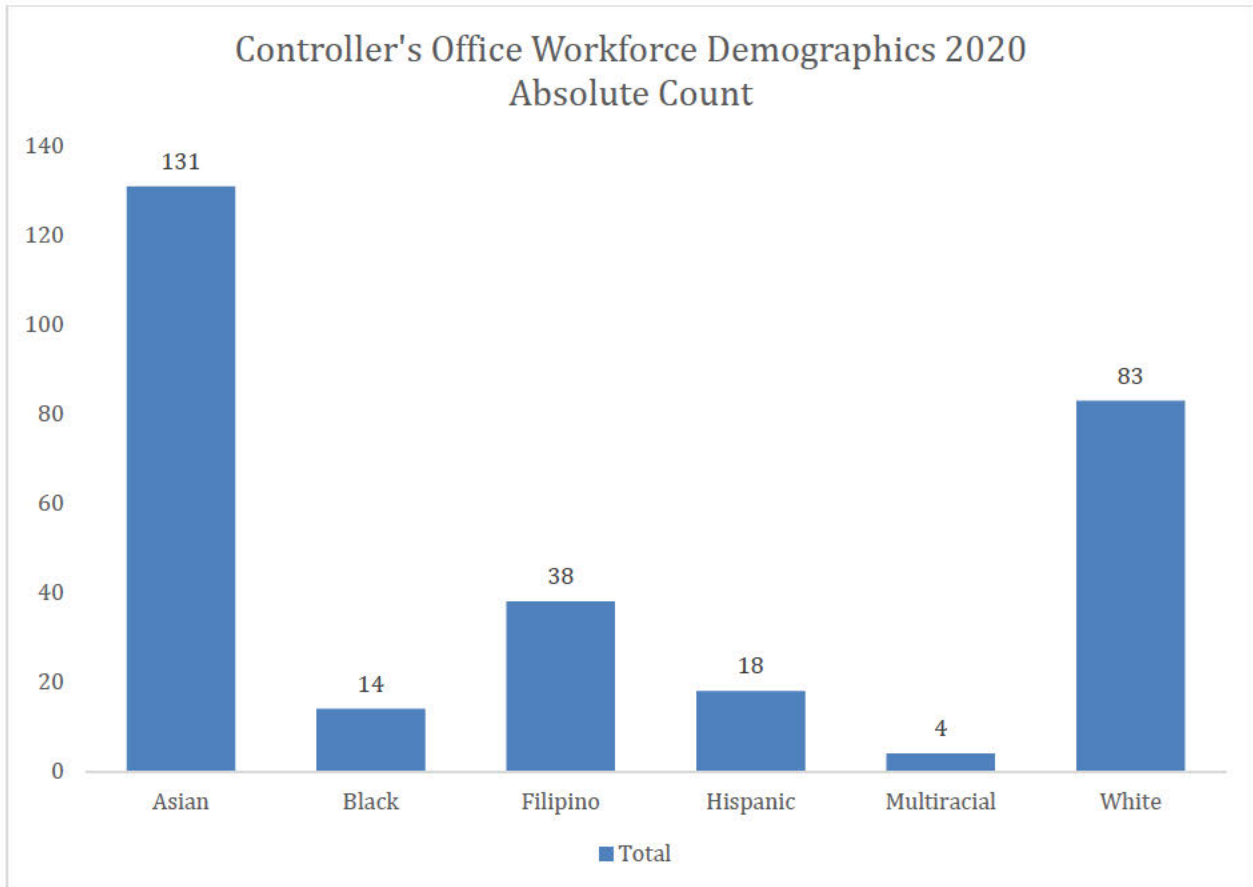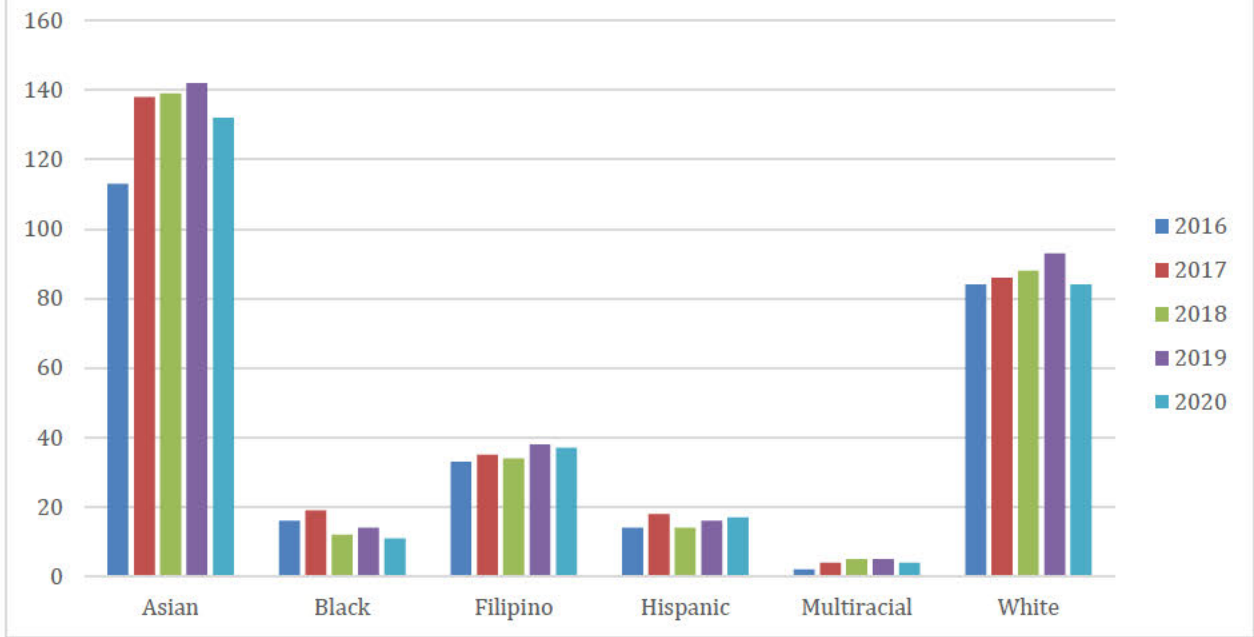|					
e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		Implementation of inclusive protocols		protocol for accommodation requests where needed.	
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.	Controller's Office Staff or Appointee	# of completed training per quarter Increased participation rate	2021	Encourage board and committee leadership to prioritize racial equity training for members.	Not started	Board, Committee or Advisory Group Leadership
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.	Controller's Office Staff or Appointee	Increased board/commission retention Member experience satisfaction survey	2023	Encourage and support board and committee leadership to develop mentorship program where there are currently none. Where programs do exist, explore evaluating member experiences.	Not started	Board, Committee or Advisory Group Leadership

APPENDIX – RACIAL EQUITY TEAM

Name	Division/Unit	Role(s)
Todd Rydstrom	Admin	Co-Executive Sponsor
Carlos Benitez	Admin	Co-Executive Sponsor/Topic Lead
Jeannie Wong	Admin	Division Lead
Vicente Centeno	Admin	Member
Maura Lane	Admin	Member
Kira Sanchez	Admin	Member
Jocelyn Quintos	AOSD	Division Lead
Juan Gomez	AOSD	Member
Justina Thai	AOSD	Member
Ed Chun	AOSD	Member
Massanda D'Johns	Audits	Division Lead/Topic Lead
Rebecca Charlton	Audits	Topic Lead
Majeedah Wesley	Audits	Topic Lead
Ysabel Catapang	BAD	Division Lead
Karen Zhang	Payroll	Division Lead
Julie Ansell	Systems	Member
Christy Powell	Systems	Division Lead
Emily Alpert	Systems	Member
Sharie Arnold	Systems	Member
Allison Beresford	Systems	Member
Bryan Okelo	City Performance	Member
Glynis Startz	City Performance	Member
Dan Kaplan	City Performance	Member
Marnie Purciel-Hill	City Performance	Member
Julia Salinas	City Performance	Racial Equity Planning Lead/Division Lead
Natasha Mihal	City Performance	Topic Lead
Francisco Alvarado	City Performance	Member
Emily Vontsolos	City Performance	Member
Vivian Chen	City Performance	Member

APPENDIX – CURRENT WORKFORCE DEMOGRAPHICS

All workforce data provided by the City and County of San Francisco's Human Resources Department

Controller's Office Workforce Demographics 2020
Absolute Count

Race	Total
Asian	131
Black	14
Filipino	38
Hispanic	18
Multiracial	4
White	83

Workforce Demographics 2020
Citywide and Controller's Office Comparison (% of Total)

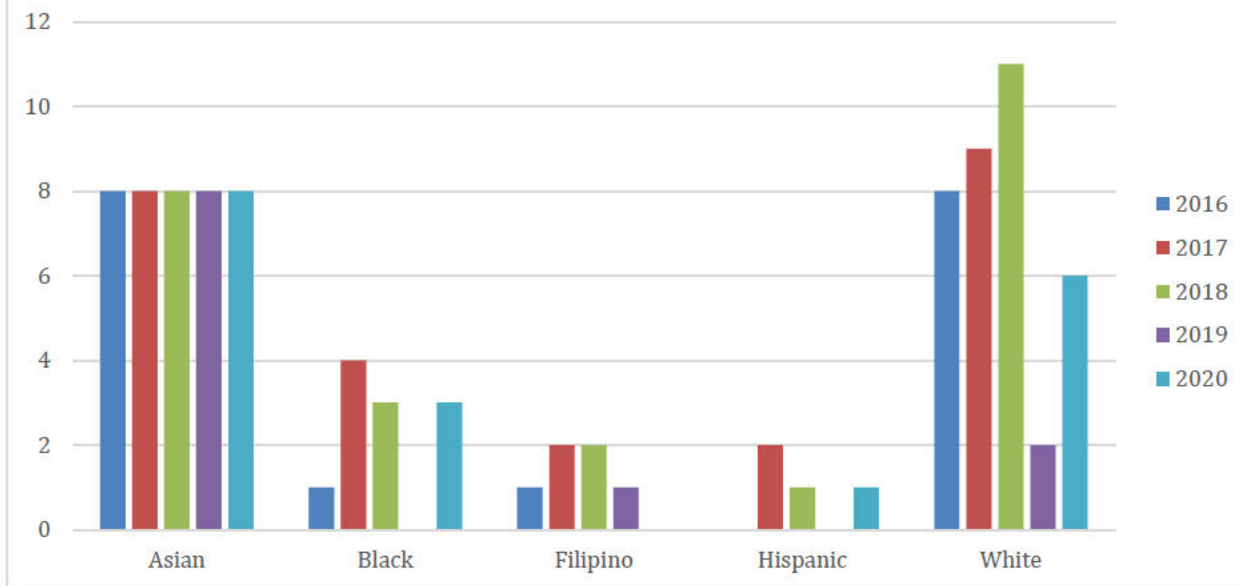| Race	Citywide	CON
American Indian/Alaskan Native	0.5%	
Asian	28.3%	45.5%
Black	15.1%	4.9%
Filipino	11.5%	13.2%
Hispanic	15.0%	6.3%
Multiracial	1.0%	1.4%
White	28.6%	28.8%

Controller's Office Historical Workforce Demographics (2016-2020)

Controller's Office Hiring Demographics (2016-2020)
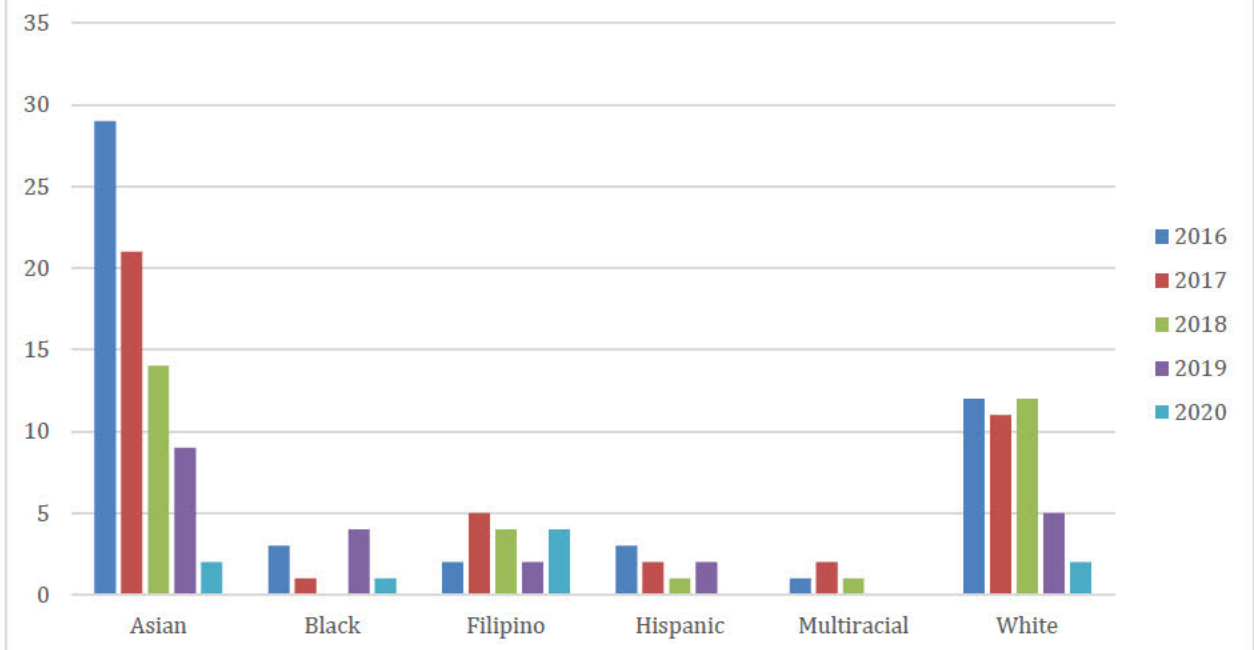
Controller's Office Separation Demographics
(2016 - 2020)

APPENDIX – VULNERABLE POPULATIONS

Vulnerable Populations Engagement Survey

1. Which communities of color do you serve?

The Controller's Office is responsible for governance and conduct of key aspects of the City's financial operations, including operating the City's financial systems and procedures, maintaining the City's internal control environment, processing payroll for City employees, managing the City's bonds and debt portfolio, and processing and monitoring the City's budget. The department produces regular reports and audits on the City's financial and economic condition and the operations and performance of City government. We are an internal services agency, and our services and work products are not directly targeted to specific communities of color, but we have played an active role in the implementation of the City's Racial Equity Ordinance through collaboration with the Department of Human Resources, Office of Racial Equity, and the City Administrator's Office, including the development of workforce demographics dashboards and a draft implementation for racial and gender supplier inclusion in City Contracting and to facilitate technological training and Citywide tools for all department to carry out provisions of the ordinance.

2. What other vulnerable groups/communities do you serve?

We are primarily an internal services agency, and our services and work products are not directly targeted to specific vulnerable groups.

Overview of Engagement Activities

3. Please describe your community engagement activities with individuals and groups in San Francisco's communities of color.

Although we do not have direct community engagement as a primarily internal services agency, we lead the Nonprofit Monitoring & Capacity Building Program, which consolidates contract monitoring requirements for nonprofit contractors that receive funding from multiple City departments. The Controller's Office coordinates fiscal and compliance monitoring that uses consistent standards and methods.

4. Based on your work, what critical issues do these communities face?

We do not directly work with these vulnerable populations.

5. Who are the community-based organizations, leaders and/or groups within the vulnerable population(s) you serve? (Describe your engagement with these stakeholders)

In FY 18-19, the Citywide Nonprofit Monitoring and Capacity Building Program, included 165 nonprofit providers contracted through 12 City departments that are the primary funders of health and social services.

Budget Considerations & Impacts

6. What is your Department's total annual budget for FY 20-21? Briefly describe how your Department generally decides upon its proposed budget allocations:

$75,093,898

7. What data, indicators and considerations were taken into account to maximize equity and support for vulnerable populations within your proposed Budget?

Dependent on Board of Supervisors, Mayoral and City departments' requests for specific support, available professional services funding and staff bandwidth. We endeavor to do as much as we can in as many areas as possible to maximize a variety of services and support of diversity, inclusion and racial equity.

8. Does your Department provide community participatory budgeting opportunities, or perform external outreach to get feedback on its budget decision-making processes?

The Controller's Office holds a public budget hearing in accordance with the SF administrative codes requirement.

9. If your Department does have a community participatory budgeting process, or perform external outreach to get feedback on budget decisions, please outline that process here:

N/A

10. What is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

Salaries and fringe. The Controller's Office has a relatively small team of less than 300 people to serve and support the City and its departments in all our key areas responsibilities. Our ability to serve the City well is highly dependent on our staff whose expertise and skills are key.

11. Beyond salaries and benefits, what is your largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

Aside from salaries, the Controller's largest expenditure is in professional services. Professional services supplement staff expertise and work. They are procured to support the department's key functions of:
- Controlling & reporting on the City's financial activities
- Administering the City's budget
- Paying City employees, retirees, contractors and vendors/suppliers
- Running core citywide IT systems for financial & other business operations
- Managing the City's debt portfolio
- Auditing, assisting, & reporting on the City's finances, operations, performance
- Supporting legislative development and reporting on impacts of new legislation and potential ballot measures

12. What is your second largest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

Professional Services. See response to Question 11 above for additional details.

13. What is your lowest projected expenditure? Please go beyond listing a line item and be specific and explanatory.

Materials & Supplies. The Controller's Office manages our department well and provides the necessary materials and equipment to our staff for them to work efficiently and effectively with our small materials & supplies budget.

14. What percent and dollar amount of your overall budget supports the vulnerable population(s) you serve?

As an internal services agency primarily, the Controller's Office does not have activities that directly serve vulnerable populations, however, we have a host of activities that promote and support the City and city departments in the City's overall goals and efforts to serve vulnerable populations. Examples of our department's support are: - City Performance has worked with the Human Rights Commission and its Office of Racial Equity to plan, analyze and support the development of the Citywide Racial Equity Framework and the other tools needed to advance the City's goals in addressing racism and structural inequity. Our staff performed a Citywide equity program inventory and analysis for HRC, conducted benchmarking research on their behalf, and supported the HRC with developing metrics, process analysis and planning as they worked to implement the City's ordinances and policies in this area. Depending on the HRC's and Office of Racial Equity's needs in FY 20-21, this support will continue. - Systems' reporting and analytics for City diversity and equity hiring goals and practices; City departments' procurement, contracting and vendor compliance supporting MBE and other priorities.

15. What are the recurring funding gaps or limitations in your overall budget that could inhibit your Department's ability to advance equity?

Most notably, data limitations, including the prior absence of a Citywide demographics reporting framework, impede our Systems Division's ability to create and design both departmental and Citywide analytics and reporting to monitor and inform equity, inclusion and diversity efforts in hiring and contracting.

16. Please identify potential impacts of your proposed reductions on communities of color and vulnerable communities, and describe what strategies your Department recommends to mitigate any potential adverse impacts.

Reductions to our budget could mean less staff and professional services resources to support our above noted activities, and inability to create/design more systems analytics and reports to monitor and inform City departments efforts supporting equity, inclusion and diversity in hiring and contracting, etc. We would have to determine whether we could reduce any other activities or core services to maintain budget to support racial equity goals.

17. How does your commitment to vulnerable population(s) show up in your proposed expenditures?

☑ Staff Time

☑ Recruitment and Hiring

18. In what ways will your entire budget be realigned for the next fiscal year in targeted ways to advance equity?

The Controller's Office will continue to engage in the activities and support noted above.