



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

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Date: December 20, 2021

To: Civil Service Commission

From: Sandra Eng *SE*
Executive Officer

Subject: **Fiscal Years 2022-24 Mayor's Budget Instructions and
Department Budget Preparation Schedule**

Departments are required to submit a Fixed Two-Year Budget Plan for Fiscal Years 2022-23 and 2023-24. This report outlines the Civil Service Commission Budget Request.

I. Planning Calendar

The Mayor's Office issued its Five-Year Financial Plan and Budget Instructions Overview for Fiscal Years 2022-24 on December 15, 2021. All departments, including the Civil Service Commission are required to submit their respective Budget Plan to the Office of the Controller and the Office of the Mayor on February 22, 2022.

SANDRA ENG
EXECUTIVE OFFICER

TARGET DATE	DESCRIPTION
December 15, 2021-January 2, 2022	Preliminary Work: Preparation of Draft Budget Request
January 3, 2022	Civil Service Commission review and comments on Draft Budget Request
January 3, 2022 – February 6, 2022	Budget Preparation for February 7, 2022 Civil Service Commission Meeting
February 7, 2022	Civil Service Commission review and approval of Budget Request
February 7, 2022 until Budget Deadline	Changes made by the Civil Service Commission incorporated and final Budget Request prepared
February 22, 2022	Civil Service Commission Budget Request submission due to the Controller's Office and the Mayor's Office

II. Budget Outlook for FY 2022-24

The Mayor’s Office projects a surplus of approximately \$108.1 million in the next two (2) years due to a mix of revenue improvements (property tax and property transfer tax), significant ongoing savings in retirement due to record returns in the City pension system, and efforts to constrain major cost growth over the last two budgets during the pandemic.

Departments have been instructed to not increase the General Fund and focus on improving service while prioritizing programs that meet the following top priorities of the City:

- Restoring the vibrancy of the City, including improving public safety and street conditions;
- Focusing on economic recovery; and
- Delivering on accountability and equity in city spending.

III. Fiscal Year 2021-22 Overview

A. Summary of Current Fiscal Year 2021-22

Below is a final Fiscal Year 2021-22 (current) Civil Service Commission Budget. The total budget allocation was \$1,388,312 of which \$1,027,473 is General Support. The remaining support consisted of Interdepartmental Expenditure Recovery totaling \$360,839.

This budget supports the administration of the three (3) major programs that are essential core functions of the Commission’s Charter mandate: 1) Appeals and Requests for Hearings, Rules, Policies, and Administration; 2) Merit System Review, Inspection Services, and Audits; and 3) Employee Relations Ordinance Administration.

Account	FY 2021-22 Adopted Budget	Total
Salaries	766,580	
Mandatory Fringe Benefits	322,821	
	Sub-total	1,089,401
Professional Services (Non-Personnel)	28,795	
Material and Supplies	3,395	
Services of Other Departments	266,721	
	Sub-total	298,911
General Fund Support		1,027,473
Interdepartmental Recovery		360,839
Total Budget Appropriation		1,388,312

B. Fiscal Year 2021-22 Staffing

The Commission's Fiscal Year 2021-22 budget includes a budgeted staff of 6.0 FTE:

- Two Administrators
 - Executive Officer (Job Code 0961 Department Head I)
 - Deputy Director (Job Code 0951 Deputy Director I)

- Two Professional Staff
 - Merit System Review/Audit and Employee Relations Ordinance Administrator (Job Code 1244 Senior Human Resources Analyst)
 - Public Records/Inspection Service Request Investigator (Job Code 1241 Human Resources Analyst)

- Two Technical and Support Staff
 - Rules, Personnel & Office Coordinator (Job Code 1203 Personnel Technician)
 - Administrative Staff Assistant (Job Code 1426 Senior Clerk Typist)

IV. Fiscal Years 2022-24 Budget Request

As indicated, the current Fiscal Year 2021-22 budget allocation for the Civil Service Commission is \$1,388,312 of which \$1,027,473 is General Fund Support. Due to upcoming labor negotiations, rising employee costs will not be known until 2022.

The Budget Request for Fiscal Years 2022-24 must provide sufficient funding for the Civil Service Commission (Commission) to operate its function of overseeing the merit system and Rule-making authority to provide qualified persons for appointment to City and County service. Commission staff is continuously meeting with management, human resources staff, employees, union organizations, and the public on Rule and policy clarification, hiring issues, training, and improving communication.

The Executive Officer continues to work closely with the Office of Racial Equity and human resources management citywide to review policies, procedures, and practices to increase opportunities for racial equity in the City's hiring process and creating an inclusive workplace. Union representatives, and members from different advocate groups are also meeting with the Executive Officer on the applicability of the Rules, policies, and procedures and how different groups may work collaboratively to expand on opportunities for growth in the City (e.g. training apprenticeship programs, tuition reimbursement, acting assignment rotation). With concerns in areas such as fairness in the hiring process, understanding the process for filing Equal Employment Opportunity claims and appealable matters, equity in career opportunities, use of acting assignments, and understanding the hiring process for exempt appointments in management positions, the Civil Service Commission staff is a trusted resource for many. The Civil Service Commission is also a great resource for historical knowledge and records that many departments have relied on the Commission staff to conduct research to answer questions that may often affect an employee's career with the City or a department's ability to expand on career opportunities for City employees in entry-level positions.

Reflecting on what the City has experienced during this pandemic, the Civil Service Commission (Department) has quickly learned the value of having a full staff versus “lean staffing” to fulfill the Charter mandated duties of the Department and to continue to efficiently provide necessary services to departments, employees, and the public. The consequences of having lean staffing for several years in addition to one vacancy and leaves of absences in the office since 2020 has affected the Department’s ability to the following: 1) Complete Inspection Service Requests within 60 days; 2) Follow-up with recommended corrective actions and training; 3) Propose or meet and discuss Rule and policy matters with departments, human resources management, and union representatives; and 4) Follow-up with departments on resolving appeals.

In addition to its Charter mandated duties, the Department has focused considerable time on racial equity, diversity, and inclusion in the hiring for the City. Management, union representatives, and employees have shared many concerns and ideas on changes to expand racial equity and inclusion. Since many are unfamiliar with the applicability of the Civil Service Commission Rules and policies, the Executive Officer is often educating stakeholders and broadening the views on how departments have the ability without Rule amendments to make changes with their racial equity action plans while working with the Department of Human Resources or the Municipal Transportation Agency and employee organizations. Although the San Francisco Administrative Code requires departments to designate one staff person to serve as a Racial Equity Leader and that the responsibilities not be in addition to existing duties without adjustment of work responsibilities, the Executive Officer remains the Racial Equity Leader because of lean staffing, job vacancy, and leaves of absences.

V. Recommendation

Direct Commission staff to prepare Fiscal Years 2022-24 Budget Request to maintain adequate staffing levels to meet current service needs and with a contingency for possible changes in FY 2022-24 in the hearing of appeals regarding discrimination matters; continue to negotiate amounts; present Budget Request at the Commission meeting of January 3, 2022; incorporate changes made by the Commission up to the Budget Request submission deadline; and approve to submit the Fiscal Years 2022-24 Budget Request to the Controller and the Office of the Mayor by February 22, 2022.