



MEMORANDUM

TO: Chair Khaldoun Baghdadi
Members of the Human Rights Commission

FROM: Chris Iglesias, Executive Director

DATE: February 14, 2008

SUBJECT: HRC Budget for Fiscal Year 2008-2009

The Mayor's Office is currently projecting at least a \$229 million General Fund deficit for fiscal year 2008-09. In addition, as a result of an estimated \$10 billion State deficit, the Governor of California has declared a fiscal emergency. The Mayor's Office of Policy and Finance estimates that this will result in potential cuts and decreased revenues to the City and County of San Francisco ranging from an additional \$30 million to \$100 million. Thus, the total estimated General Fund deficit for fiscal year 2008-09 is projected to range from \$259 million to \$339 million. The budget deficit continues into FY 2009-10.

To address this shortfall, the Mayor has asked all departments to submit 8% target General Fund reductions, in a combination of on-going and one-time solutions. These reduction targets are only anticipated to resolve approximately 20% of next year's problem. All City departments have been asked to additionally submit contingency reductions of 5% of our General Fund base budgets.

The 8% target reduction in General Fund support for our department is \$84,811, of which 5% (\$53,007) is on-going and 3% (\$31,804) is one-time. In addition, another 5% (\$48,766) reduction in General Fund support will be proposed as a contingency.

On February 7, 2008, the Mayor formally issued mid-year reductions for many City departments. Although we do not anticipate a mid-year reduction of our department's budget, we will continue to work with the Mayor's Office, the Board of Supervisors and the Controller's Office to minimize the impact of this year's target reductions on HRC's core services to the public. Almost all (97%) of HRC's General Fund expenditures are used for salaries, mandatory fringe benefits and services of other departments. All efficiencies have been achieved for other General Fund expenditures. Therefore, any target reductions will need to be achieved through reductions in General Fund salaries and mandatory fringe benefits.



We will work to address the requested reductions by increasing the utilization of funds provided to us by other departments. We will also work to avoid staff reductions by reallocating General Funds used for salaries and mandatory fringe benefits to our Work Order sub-fund. Therefore, we hope and plan to avoid staff reductions in FY 2008-09. However, to the extent additional savings are necessary to reach our target reductions, unfortunately, personnel layoffs may be our only option. To the extent layoffs are necessary, we will continue to attempt to minimize reductions in core services to the public, as per the Mayor's directive.

Attached, submitted pursuant to the San Francisco Performance and Review Ordinance (Section 88 of the Administrative Code) and Charter Section 16.120, please find HRC's efficiency plan and performance measures for FY 2008-09.

The attached spreadsheets provide a picture of our budget for the past three fiscal years. The spreadsheets also outline the budget we would need to maintain our current staffing levels (in light of increased personnel costs) as well as a budget that addresses the reductions we have been asked to make. As you will note, we plan on balancing our 8% General Fund target reduction (and our contingency proposal of an additional 5% reduction) through an increase of at least the same amount in our Work Order sub-fund.

The following is a list of significant dates from the budget schedule issued by the Mayor's Budget Office:

Approval of Budget Proposal by the HRC	February 14
Final Budget submission to Controller	February 21
Controller's submission to the Mayor	March 3
Mayor's recommendation to the Board – no later than	June 2
Enactment of Interim Appropriations Ordinance – no later than	June 30
Board's Budget Consideration – no later than	July 15
Final Board Budget Adoption – no later than	July 29

According to the above schedule, the Commission must hear public comment and approve a draft budget on February 14, 2008 in order to meet the deadline to submit the budget to the Controller's Office by February 21, 2008. Masood Ordikhani will brief you on your draft budget at this meeting. Since the attached proposal is based on a target reduction that continues to be in flux, we will continue to update you on the budget process as we move forward.

**HUMAN RIGHTS COMMISION
2008-09 BUDGET YEAR**

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Object Title	2005/06 BREP BUDGET	2006/07 BREP BUDGE7	2007/08 BREP BUDGET	2008/09 DEPT. BASE TOTAL	2008/09 SB TOTAL	2008/09 GEN FUND TOTAL	2008/09 GF TAR. REDUCT.	2008/09 GF REVISED TOTAL	2008/09 WORK ORDER TOTAL	2008/09 WO TAR. INCREASE	2008/09 WO REVISED TOTAL	2008/09 DEPT. BASE TOTAL
Permanent Sal.	2,786,511	3,241,181	3,298,996	3,373,018	195,464	515,467	-63,417	452,050	2,662,087	63,417	2,725,504	3,373,018
Premium Pay	8,365	8,365	8,365	8,365		3,565		3,565	4,800		4,800	8,365
Mandatory Pay	802,015	857,687	919,162	937,853	56,070	160,149	-21,394	138,755	721,634	21,394	743,028	937,853
Training	4,437	4,437	4,437	4,437		618		618	3,819		3,819	4,437
Employ. Field Exp.	5,390	5,390	5,390	5,390		540		540	4,850		4,850	5,390
Membership Fees	678	678	678	678					678		678	678
Prof/Spec Srv. (GF)	25,000	25,000	25,000	25,000		25,000		25,000				25,000
Prof/Spec Srv. (SB)	54,146	230,086	209,086	209,086	209,086							209,086
Maint. SVCS-Eq	6,400	6,400	6,400	6,400		650		650	5,750		5,750	6,400
Rent/Leases-Bldg.	155,041	155,041	207,575	207,575	21,576	146,041		146,041	39,958		39,958	207,575
Rent/Leases-Eq.	800	800	800	800					800		800	800
Other Curr. Exp.	131,333	4,133	4,133	4,133		2,765		2,765	1,368		1,368	4,133
Mat. & Supp.	3,615	3,615	3,615	3,615					3,615		3,615	3,615
Other Mat. & Supp.	5,533	5,533	5,533	5,533		5,533		5,533				5,533
Equipment Purch.	41,130	32,721	30,000	0								0
Serv./Other Depts.	222,383	274,572	287,265	287,265		138,596		138,596	148,669		148,669	287,265
TOTALS:	4,252,777	4,855,639	5,016,435	5,079,148	482,196	998,924	-84,811	914,113	3,598,028	84,811	3,682,839	5,079,148

*This column is added to both the lightly shaded columns (original BPREP totals) and darker shaded columns (revised target totals).

**HUMAN RIGHTS COMMISSION CONTINGENCY PROPOSAL
2008-09 BUDGET YEAR**

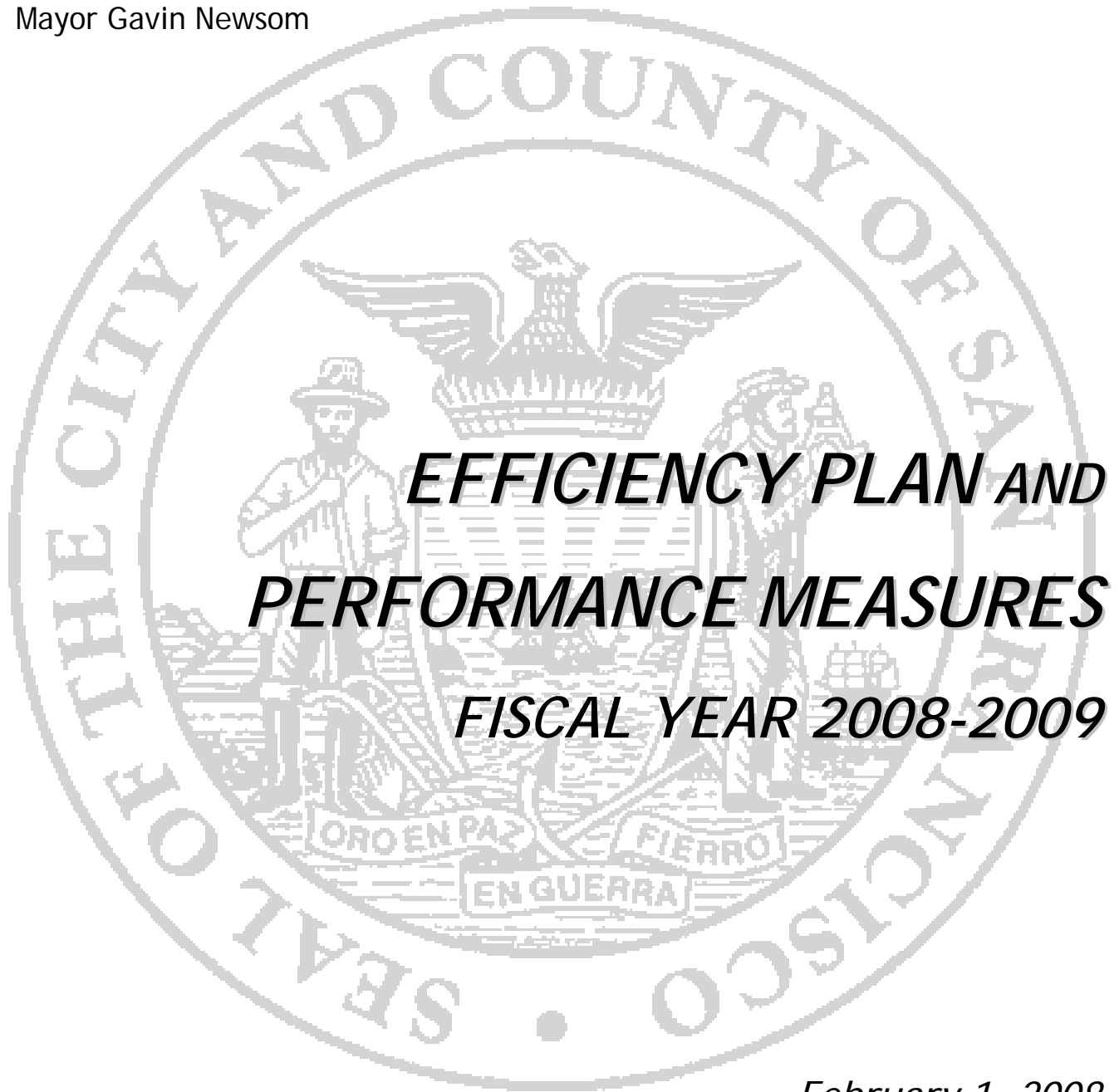
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Object Title	2008/09 GF AFTER TARGET REDUCTION	2008/09 GF CONTINGENCY PROPOSAL	2008/09 GF REVISED TOTAL	2008/09 WO TOTAL AFTER INCREASE	2008/09 WO INCREASE AFTER CONTINGENCY	2008/09 WO REVISED TOTAL	2008/09 SB TOTAL	2008/09 DEPT BASE TOTAL AFTER CONTINGENCY
Permanent Sal.	452,050	-36,464	415,586	2,725,504	36,464	2,761,968	195,464	3,373,018
Premium Pay	3,565		3,565	4,800		4,800		8,365
Mandatory Pay	138,755	-12,302	126,453	743,028	12,302	755,330	56,070	937,853
Training	618		618	3,819		3,819		4,437
Employ. Field Exp.	540		540	4,850		4,850		5,390
Membership Fees				678		678		678
Prof/Spec Srv. (GF)	25,000		25,000					25,000
Prof/Spec Srv. (SB)							209,086	209,086
Maint. SVCS-Eq	650		650	5,750		5,750		6,400
Rent/Leases-Bldg.	146,041		146,041	39,958		39,958	21,576	207,575
Rent/Leases-Eq.				800		800		800
Other Curr. Exp.	2,765		2,765	1,368		1,368		4,133
Mat. & Supp.				3,615		3,615		3,615
Other Mat. & Supp.	5,533		5,533					5,533
Equipment Purch.								0
Serv./Other Depts.	138,596		138,596	148,669		148,669		287,265
TOTALS:	914,113	-48,766	865,347	3,682,839	48,766	3,731,605	482,196	5,079,148

HUMAN RIGHTS COMMISSION

City and County of San Francisco

Mayor Gavin Newsom



EFFICIENCY PLAN AND PERFORMANCE MEASURES FISCAL YEAR 2008-2009

February 1, 2008

Pursuant to the San Francisco Performance and Review Ordinance (Section 88 of the Administrative Code) and Charter Section 16.120, the Human Rights Commission submits its annual Efficiency Plan and Customer Service Plan for FY 2008-09. It consists of the following components: (1) Long-term Strategic Planning, (2) Customer Service, and (3) Performance Evaluation.

I. Long-term Strategic Planning

Mission and Goals

The mission of the Human Rights Commission (HRC) is to “work to provide leadership and advocacy to secure, protect and promote human rights for all people.” The HRC performs the following functions:

- **Advocates** for human and civil rights.
- **Investigates and Mediates** discrimination complaints. When appropriate, the HRC provides referrals to other government agencies.
- **Monitors** City contracts to ensure non-discrimination in employment and equal opportunity in City contracting activities to ensure equitable participation of Local Business Enterprises and underrepresented groups.
- **Certifies** Local, Small, Micro Business Enterprises and maintains a database for participation in City contracting.
- **Resolves** community disputes and issues involving individual or systemic illegal discrimination.
- **Provides** technical assistance, information and referrals to individuals, community groups, businesses and government agencies related to human rights and social services.

Outcome-Related Goals and Objectives

HRC’s long-term goals and objectives for the period that extends three years beyond the current fiscal year are as follows:

- Initiate a strategic planning process with the Office of the Controller in partnership with the HRC Commission, staff and numerous other stakeholders. We anticipate beginning this process in February 2008 and concluding in late 2008 or early 2009. This process will encompass work in the following three areas:
 - Strategic/Business Planning
 - Performance Audit
 - Technical Assistance

At our January 24, 2008 Commission meeting, the Human Rights Commission took action to assign a 5-member task force to work with staff to initiate this strategic planning process. We are excited about this process and believe that we have a wonderful opportunity to develop sound policy and a plan for the HRC that will lead us into the next decade and beyond.

We have begun work in the area of Technical Assistance and are working with the Office of the Controller to address the following immediate concerns:

- Data tracking, time entry, work-order and cost allocation;
- Staffing and work-order analysis; and
- Operational analysis of compliance, certification and tracking processes.

HRC's general goals and objectives are as follows:

- Mediation and conciliation of intergroup disputes and tensions;
- Enforcement of local anti-discrimination laws and equal opportunity monitoring (in San Francisco, discrimination is prohibited on the basis of race, religion, creed, ethnicity, national origin, color, ancestry, age, sex, sexual orientation, gender identity, domestic partner status, marital status, disability, AIDS/HIV, weight and height);
- Ensuring compliance by City departments and contractors with the provisions of the Local Business Enterprise Ordinance (Administrative Code Chapter 14B) and the Equal Benefits Ordinance (Administrative Code Chapter 12B);
- Implementation of federal and local fair housing protection; and
- Development and administration of the City's Hate Violence Reduction Program.

Resource Levels and Achieving Stated Objectives

Providing the public with fast, friendly and effective assistance with the handling of complaints, processing of compliance applications or waiver requests is of utmost importance to the HRC, as is involving a broad base of community members in the work of the Commission. Division managers must constantly review other contract compliance programs to ensure that the HRC is employing a best practices methodology within the confines of our limited staff and financial resources.

During the past several budget cycles, HRC has seen a reduction in staffing levels. The most significant impediment to effective service delivery is insufficient funding to support the level of staffing needed to address the increase in the need for HRC services. Due to both the scope and complexity of HRC's departmental mandates, HRC looks forward to continuing to work with the Mayor's Office, the Board of Supervisors, the Office of the Controller and other stakeholders to ensure that resource levels requested for future budget years enable the department to achieve stated objectives.

HRC is strongly committed to implementing its programs efficiently and effectively. To this end, HRC has implemented some practices to ensure that our customers are being served promptly and effectively, including a 24 hour call back policy and a requirement that all complaints are addressed by senior managers. In addition, we have initiated a strategic planning process with the Office of the Controller in partnership with HRC Commissioners, staff and numerous other stakeholders to achieve our departmental objectives and mandates.

II. Customer Service

While working to promote, protect and advocate for human rights in the City and County of San Francisco, the HRC is dedicated to ensuring that the needs of each customer is met with the highest level of service and efficiency. Each division within the HRC has a unique set of customers. The HRC is

comprised of three main divisions. These divisions are as follows:

- Employment, Housing and Public Accommodations Division (EHPA)
- Lesbian, Gay, Bisexual, Transgender & HIV Division (LGBTH)
- Equal Opportunity in Contracting (EO)

The following section contains a short description of each division, a description of customers, quality standards, procedures to meet customer service objectives and future goals to ensure that we provide the highest level of customer service.

Program Areas and Services: HRC Divisions

A. Employment, Housing & Public Accommodations Division (EHPA)

EHPA, whose work is mandated under Administrative Code Chapters 12B and 12C as well as Municipal Code Articles 33 and 38, intervenes in and mediates disputes between individuals and communities to remedy discrimination and prevent the escalation of violence, reduce tensions and promote social harmony by assisting persons alleging employment, public accommodation and/or housing discrimination. This Division works to reduce hate violence, discrimination against immigrants, and assists in the development of housing affordability strategies for fair housing and equal opportunity in future public and private housing development.

Division staff investigate and mediate complaints, allegations of discrimination, and non-compliance in employment, housing and public accommodations, as prescribed by city policy and jurisdiction. In addition, the division staff:

- Prepare, encourage and coordinate programs that serve to reduce or eliminate existing inequalities and disadvantages due to unequal practices;
- Address issues contributing to intergroup tensions and encourage cultural diversity;
- Educate the community regarding the principles of equal opportunity; and
- Staff the Employment and Issues Committee

EHPA Customers

- Individuals with complaints of discrimination (external)
- City contractors/businesses (external)
- Employment, Housing and Public Accommodation providers (external)
- Contracting City departments (internal)

EHPA Statement of Service

- Investigate, mediate and make findings on complaints of discrimination
- Provide technical assistance and municipal, statewide and federal referral services to citizens with claims of discriminatory treatment in the areas of employment, housing and/or public accommodations
- Provide private businesses with information on non-discrimination

- Support and inform the public of the activities concerning employment discrimination, public accommodations and current cultural issues of discrimination facing members of the San Francisco community

EHPA Customer Service Objectives

- Provide a consistent and reliable level of complaint handling to individuals with complaints of discrimination.
- Utilize Complaint Tracking Database to identify types of complaints, identify social or financial indicators that may affect levels or types of discrimination, the needs of citizens or particular neighborhoods in San Francisco and further solidify goals and directions of EHPA Division.
- Provide clear, informative, efficient and easily accessible forms and resource materials.

HRC's Success in Meeting Stated Benchmarks

Meeting Customer Service Objectives

- Retrain all EHPA Staffers in standardized complaint handling procedures contained in the Complaint Handling Manual
- Require that all staff follow standardized procedures
- Retrain Staff on utilizing Complaint Tracking Database
- Require staff to input all complaints
- Prepare Commission reports on status of complaint handling
- HRC Committee agendas, minutes and links to pertinent reports and/or supporting documentation are posted on our website
- Current forms, resources, applicable ordinances, and other legal referrals are available on HRC website and in kiosk in HRC lobby
- Reception staff trained and available to help customers navigate our website and/or provide the proper direction or resources to walk-in customers

Performance Goals and Targets for 2008-2009

- Continue to implement and monitor procedures contained in the Complaint Handling Manual. Feedback will be used to measure successes as well as help identify possible problems or needs.
- Thorough review of data output from the tracking system will be used to evaluate success in meeting goals and in identifying and correcting any problem areas.
- Ensure that all appropriate and most recently updated resources are available to individuals with complaints of discrimination
- Ensure that all appropriate and most recently updated resources are available to businesses in the area of non-discrimination
- Train/work closely with LBE Advisory Committee staff to ensure that all agendas, minutes and attachments are properly created and posted on HRC's website

B. Lesbian Gay Bisexual Transgender & HIV Division (LGBTH)

Our Lesbian Gay Bisexual Transgender and HIV Division, whose work is mandated under Administrative Code Chapters 12B and 12C as well as Municipal Code Articles 33 and 38, mediates and

investigates complaints of discrimination based on sexual orientation, gender identity, HIV status and domestic partner status. This Division also implements and enforces the City's Equal Benefits Ordinance, which requires City contractors and lease holders to provide equal benefits for employees with spouses and employees with domestic partners. This Division also runs a training program, with an emphasis on gender-identity discrimination, designed to resolve workplace tensions and reduce acts of discrimination.

LGBTH Customers

- Individuals with complaints of discrimination (external)
- Potential City contractors (external)
- Contracting City departments (internal)
- Members of the LGBT & HIV-affected communities (external)

LGBTH Statement of Service

- Investigate and mediate complaints of discrimination
- Evaluate potential City contractors' compliance with Equal Benefits Ordinance requirements
- Evaluate Equal Benefits Ordinance waiver requests submitted by contracting City departments
- Support and inform the public of the activities of the LGBT Advisory Committee

LGBTH Customer Service Objectives

- Continue to provide individuals with complaints of discrimination access to initial intake and screening services as quickly as possible, and no later than within 24 hours of first contact.
- Continue to provide clear, informative and easily accessible compliance forms and resource materials for potential City contractors seeking to comply with the Equal Benefits Ordinance.
- Provide technical support to LGBT Advisory Committee to foster diverse membership and enable issues of community concern to be brought forward.

HRC's Success in Meeting Stated Benchmarks

Meeting Customer Service Objectives

- Continue to implement backup intake schedule to maximize availability of point of contact when initial call is made or walk-in arrives.
- Compliance forms, Quick Reference Guide, Rules of Procedure, applicable ordinances, annual reports, fact sheets and sample policies have been developed and posted on the HRC's website.
- Most typically needed forms and Quick Reference Guide are available on kiosk in HRC lobby.
- Equal Benefits compliance and reception staff have been trained and are available to help customers navigate our website and forms if needed.
- Assess diversity of current LGBT Advisory Committee
- Conduct broad outreach annually via mailings to community-based organizations and the media to recruit applicants for membership
- Meeting agendas are mailed to a wide array of community-based organizations and are posted, along with monthly minutes, on the HRC's website.

Performance Goals and Targets for 2008-2009

- Case tracking system will be used to evaluate success in meeting goals and in identifying and correcting any problem areas.
- Review all forms and documents to ensure they are current and provide the most up-to-date resource information available.
- Continue to review and update outreach methodology, including community and media mailing lists

C. Equal Opportunity in Contracting (EO) Division

The EO Division, whose work is mandated under Administrative Code Chapter 14B (the Small and Micro Local Business Enterprise program), remains focused on ensuring non-discrimination in City contracting and ensuring contracting opportunities for small businesses. This Division monitors compliance with the LBE program goals, oversees the Citywide Surety Bond and Technical Assistance Program; conducts outreach to and evaluates the certification applications of small, local businesses; implements the non-discrimination in contracting provisions of Chapter 14B; and maintains the Citywide Diversity Tracking System. This Division also staffs the LBE Advisory Committee, which advises the Commission on policy matters related to small, local businesses.

EO Customers

- Individuals with complaints of discrimination (external)
- Potential City contractors (external)
- Contracting City departments (internal)
- Small, Local Business Owners or Potential Owners (external)

EO Statement of Service

- Certify small, local businesses
- Provide direction and support in contracting with the City
- Establish LBE goals
- Investigate and mediate complaints of discrimination
- Monitor departmental compliance with LBE Ordinance requirements
- Maintain Citywide Diversity Tracking System

EO Customer Service Objectives

- Continue to implement the LBE ordinance efficiently and effectively.
- Update Rules and Regulations consistent with the LBE public contracting program
- Continue to ensure that all parties affected by the LBE Ordinance are trained and in compliance with requirements of the ordinance.

HRC's Success in Meeting Stated Benchmarks

Meeting Customer Service Objectives

- EO staff and LBE Advisory Committee continue to conduct best practices studies to identify successful measures for eliminating discrimination in contracting.
- EO staff continues to evaluate the LBE Ordinance to identify possible problem areas and propose possible solutions, as well as gather evidence from LBEs through extensive public

hearings and LBE Advisory Committee meetings.

- EO staff have participated in City meetings to discuss possible improvements to the City's public contracting program
- EO staff will continue to evaluate the implementing rules and regulations to ensure that the LBE Ordinance is implemented effectively and efficiently
- The Certification Unit within the EO Division offers workshops throughout the year to businesses. Topics of these workshops include how to become an HRC Certified Business and how to contract with the City and County of San Francisco

Performance Goals and Targets for 2008-2009

- EO staff will continue to stay informed and provide information and recommendations on the City's public contracting program
- Mediate and investigate instances of discrimination in public contracting
- Investigate and conduct audits to ensure compliance with the LBE Ordinance
- Continue to collect data and maintain the Diversity Tracking System
- Issue Reports consistent with the requirements of the LBE Ordinance
- Work with the City Attorney's Office, other City departments and the small business community to recommend effective implementing rules and regulations for the City's public contracting program on an ongoing basis
- Continue to provide training to all City departments with contract awarding authority to ensure compliance with the LBE Ordinance on an as-needed basis
- Provide training to staff, Advisory Committee and City departments on any future changes to the Rules and Regulations

III. Performance Evaluation

Performance measurements for each of HRC's departmental objectives have been submitted providing prior year targets and actual performance for each measure; current year targets, year-to-date actuals and year-end projected performance; proposed budget year performance targets; and a discussion of any variance between targets and actual performance. The detailed performance data has been entered into the City's web-based performance management system. Please also find attached to this Efficiency Plan, HRC's Department Measures Summary Reports.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of HRC-assisted negotiations and mediations to resolve discrimination complaints.	FY2008	607		1,214
		FY2009		1,214	

Measure Definition Total number of complaints for which HRC staff conducted mediation sessions or assisted in negotiations between parties to resolve disputes.

Data Collection Method and Frequency Data Collection Method and Location of Documentation: Complaint database on HRC network is queried to determine the total number of mediations and HRC-assisted negotiations by HRC staff.

Comment Period	Comment Subject	Comment Body
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Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of staff investigations of discrimination complaints.	FY2008	107		214
		FY2009		214	

Measure Definition Total number of investigations conducted by HRC staff to determine whether there is evidence to prove allegations of discrimination submitted by complaints.

Data Collection Method and Frequency Data Collection Method and Location of Documentation: Complaint database on HRC network is queried to determine the total number of discrimination complaint investigations conducted by HRC staff.

Comment Period	Comment Subject	Comment Body
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Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Number of actions taken on tenant/landlord disputes	FY2006	938	975	1,030
		FY2007	870	800	620
		FY2008	544	1,240	1,240
		FY2009		1,240	

Measure Definition Number of actions taken in mediating and counseling individuals in landlord/tenant disputes. Includes client complaints, walk-in referrals, phone in or mail in complaints.

Data Collection Method and Frequency Collection Method: A complaint file is maintained for all complainants including status updates. Complaint data is entered into a access database that can be queried. Timing: Data is available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	Numbers have declined due to reduction in staff and referrals to other tenant/landlord agencies. However, we anticipate a substantial increase in the number of action in FY09 as Planned Unit Developments come on line.
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Number of actions taken on fair housing complaints	FY2006	889	930	970
		FY2007	716	720	456
		FY2008	330	740	740
		FY2009		750	

Measure Definition Number of actions taken in processing fair housing complaints. Includes client complaints, walk-in referrals, phone in or mail in complaints. Investigation may include a fair housing test*, contacting the housing source to advise on Fair Housing statutes, and/or intervention and mediation of the dispute. If the investigation finds discrimination or violation of housing public policy, the investigator notifies the respondent by phone or mail and offers mediation.

Data Collection Method and Frequency Collection Method: A complaint file is maintained for all complaints, including status updates. Complaint data is entered into HRC Complaint tracking System. Timing: Available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	The overall volume of fair housing complaints reflected in actuals should reduce slightly in the target sum as our fair housing training to housing providers in the private and public/non-profit sectors continues. However, housing property management has a high turnover and fair housing outreach education and training if not continuous and consistent will result in an increase of the target sum. The protected class category of disabilities has seen dramatic increases in the number of fair housing complaints. Further, we anticipate a significant increase as new housing developments through 2009 open. The Planned Unit Development is substantial according to S.F. Planning Department.
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
3	Number of actions taken on public accommodation complaints	FY2006	414	450	466
		FY2007	306	300	390
		FY2008	410	780	780
		FY2009		800	

Measure Definition Number of actions taken in public accommodation complaints investigated. Includes client complaints, walk-in referrals, phone in or mail in complaints. Sectors include the retail industry, business establishments and public accommodations such as restaurants, hospitals and department stores. Complaints include racial or appearance profiling discrimination resulting in false detention, seizures and searches of customers accused of shoplifting or attempting to purchase items illegally due to appearance or race.

Data Collection

Method and Frequency Collection Method: Data is tracked by HRC Complaint Tracking System and through case files. Timing: Data available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	There are increasing reports of appearance discrimination by retail stores. There is also an increase in the number of disability accommodation complaints concerning admitting service or emotional support animals into theatres, restaurants, offices and other businesses and public accommodations. The numbers of complaints filed are tied to the health of the economy. Consumers in the protected class categories are like anyone else. With less money to spend one is not likely to patronize retail stores, etc.
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
4	Number of actions taken in processing employment complaints	FY2006	380	300	375
		FY2007	375	390	380
		FY2008	213	420	420
		FY2009		430	

Measure Definition Number of actions taken to investigate employment complaints. Includes referral, counseling, conciliation, investigation, information, mediation and/or resolution services.
HRC handles two types of complaints, general non-construction type employment complaints and construction type complaints. Complaints may level off during the summer months due to increased seasonal employment opportunities.

Data Collection Method and Frequency Collection Method: Data is tracked by HRC Complaint Tracking System and through case files. Timing: Complaints are tracked via Access Database. Data is available as needed

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	Numbers have been consistent for past five years.
JUN - FY2007	FY 07 Yr End Actual Explanation	Numbers have been consistent over past 5 years.
JUN - FY2007	FY 08 Yr End Target Explanation	Numbers are consistent and we expect pattern to continue.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Numbers are consistent and we expect pattern to continue.
DEC - FY2008	FY 09 Proposed Target Explanation	The target has increased since FY08 because of the decline in the economy. More people are losing their jobs.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
5	Number of actions taken to investigate and resolve sexual orientation complaints	FY2006	680	650	650
		FY2007	653	650	600
		FY2008	245	600	490
		FY2009		490	

Measure Definition Number of actions taken in processing sexual orientation discrimination complaints (received by phone, mail and walk-in). Complaints can be handled in simple ways (phone call to landlord) or in much more complex way (conducting investigation). This measures the following actions: conducting an intake meeting, drafting a complaint, serving a complaint to a respondent, reviewing the response with a complainant, conducting a mediation session, interviewing witnesses, examine relevant documents and drafting findings.

Data Collection Method and Frequency Collection Method: Intake sheets and/or case files are kept by staff detailing complaint contacts, correspondence and actions taken. Case summary reports are archived in computer files.
Responsible: Larry Brinkin, Senior Contract Compliance Officer, 252-2510
Timing: Available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	The numbers have been consistent over the last few years, and we expect that pattern to continue.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	The numbers have been consistent over the last few years, and we expect that pattern to continue.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actuals are lower than target primarily due to our inability to accept all complaints because of lack of resources. Also, we have not had the resources this period to do sufficient outreach to acquaint the public with our services.
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
6	Number of actions taken to investigate and resolve gender identity complaints	FY2006	486	600	525
		FY2007	462	525	750
		FY2008	170	460	370
		FY2009		370	

Measure Definition Number of actions taken in processing gender identity discrimination complaints (received by phone, mail and walk-in). Complaints can be handled in simple ways (phone call to landlord) or in much more complex way (conducting investigation). This measures the following actions: conducting an intake meeting, drafting a complaint, serving a complaint to a respondent, reviewing the response with a complainant, conducting am mediation session, interviewing witnesses, examine relevant documents and drafting findings.

Data Collection Method and Frequency Collection Method: Intake sheets and/or case files are kept by staff detailing complaint contacts, correspondence and actions taken. Case summary reports are archived in computer files.
Responsible: Larry Brinkin, Senior Contract Compliance Officer, 252-2510
Timing: Available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	Numbers are lower, possibly due to positive results from sensitivity trainings.
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actuals are lower than target primarily due to our inability to accept all complaints because of lack of resources. Also, we have not had the resources this period to do sufficient outreach to acquaint the public with our services.
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
7	Number of actions taken to investigate and resolve HIV status complaints	FY2006	328	500	400
		FY2007	355	400	500
		FY2008	80	300	180
		FY2009		200	

Measure Definition Number of actions taken in processing HIV status complaints (received by phone, mail and walk-in). Complaints can be handled in simple ways (phone call to landlord) or in much more complex way (conducting investigation). This measures the following actions: conducting an intake meeting, drafting a complaint, serving a complaint to a respondent, reviewing the response with a complainant, conducting an mediation session, interviewing witnesses, examine relevant documents and drafting findings.

Data Collection Method and Frequency Collection Method: Intake sheets and/or case files are kept by staff detailing complaint contacts, correspondence and actions taken. Case summary reports are archived in computer files.
Responsible: Larry Brinkin, Senior Contract Compliance Officer, 252-2510
Timing: Available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	Target may be somewhat lower as "know your rights" trainings enable some clients to achieve goals without HRC assistance.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Target may be somewhat lower as "know your rights" trainings enable some clients to achieve goals without HRC assistance.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actuals are lower than target primarily due to our inability to accept all complaints because of lack of resources. Also, we have not had the resources this period to do sufficient outreach to acquaint the public with our services.
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
8	Number of actions taken to investigate and resolve domestic partner status complaints	FY2006	42	30	30
		FY2007	35	30	40
		FY2008	25	40	45
		FY2009		40	

Measure Definition Number of actions taken in processing domestic partner status complaints (received by phone, mail and walk-in). Complaints can be handled in simple ways (phone call to landlord) or in much more complex way (conducting investigation). This measures the following actions: conducting an intake meeting, drafting a complaint, serving a complaint to a respondent, reviewing the response with a complainant, conducting am mediation session, interviewing witnesses, examine relevant documents and drafting findings.

Data Collection Method and Frequency Collection Method: Intake sheets and/or case files are kept by staff detailing complaint contacts, correspondence and actions taken. Case summary reports are archived in computer files.
 Responsible: Larry Brinkin, Senior Contract Compliance Officer, 252-2510 Timing: Available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	The numbers have been consistent over the last few years and we expect that pattern to continue.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	The numbers have been consistent over the last few years and we expect that pattern to continue.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
9	Number of discrimination complaints and inquiries processed.	FY2007	500		
		FY2008	714		1,428
		FY2009		1,428	

Measure Definition Total number of complaints and complaint-related inquiries processed by the Human Rights Commission by mediation, investigation, technical assistance or referral.

Data Collection Method and Frequency Collection Method: Complaint database is on HRC's server and is queried to determine the total number of complaints and complaint-related inquiries processed by all divisions of the HRC Timing: Available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
10	Number of employment discrimination complaints and inquiries processed	FY2007	32		
		FY2008	158		316
		FY2009		316	

Measure Definition Total number of employment complaints and complaint-related inquiries processed by the Human Rights Commission by mediation, investigation, technical assistance or referral.

Data Collection Method and Frequency Collection Method: Complaint database is on HRC's server and is queried to determine the total number of employment complaints and complaint-related inquiries processed by all divisions of the HRC Timing: Available when needed

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
11	Number of housing discrimination complaints and inquiries processed	FY2007	391		
		FY2008	418		836
		FY2009		836	

Measure Definition Total number of housing complaints and complaint-related inquiries processed by the Human Rights Commission by mediation, investigation, technical assistance or referral.

Data Collection Method and Frequency Collection Method: Complaint database is on HRC's server and is queried to determine the total number of housing complaints and complaint-related inquiries processed by all divisions of the HRC Timing: Available when needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 1 Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
12	Number of public accommodations discrimination complaints and inquiries processed	FY2007	77		
		FY2008	89		178
		FY2009		178	

Measure Definition Total number of public accommodations complaints and complaint-related inquiries processed by the Human Rights Commission by mediation, investigation, technical assistance or referral.

Data Collection Method and Frequency Collection Method: Complaint database is on HRC's server and is queried to determine the total number of public accommodations complaints and complaint-related inquiries processed by all divisions of the HRC Timing: Available when needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	Targets are our best guess based on the fact that the numbers of complaints and inquiries have been fairly consistent the last few years.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 2 Increase participation of local businesses (including minority- and women-owned businesses) in City contracts

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of measures taken to ensure OCA/Commodity purchases maximize local business participation.	FY2008	110	200	200
		FY2009		500	

Measure Definition Certification staff works closely with City Purchasers to ensure that the Purchasing Department (OCA) complies with Ordinance 14B and maximizes participation by Local businesses.

Data Collection Method and Frequency The information is gathered in the Certification Database

Comment Period	Comment Subject	Comment Body
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actual data retrieved from the Certification Database after implementation of new 14B Ordinance.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Certification staff works closely with City purchasers to ensure that the Purchasing Department (OCA) complies with Ordinance 14B and maximize participation by local business.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Ordinance 14B requires that staff perform site visits for new applicants, applicants seeking renewal, change of addresses, audits and investigations. Additionally, staff performs site visits for truckers at their office site as well as their parking site, and for suppliers at their office site as well as their warehouse site which may be in different locations.
DEC - FY2008	FY 08 Six Mo Actual Explanation	These are the total number of vendors in the Certification Database that have been found bonafide to do business with the City and County of San Francisco after a thorough analysis and review, including licenses, location, ownership and controls.
DEC - FY2008	FY 08 Six Mo Actual Explanation	This measure is one time only unless a pending lawsuit reverts the Ordinance to 12D.A. Reversion to the 12D.A Ordinance is not anticipated.
DEC - FY2008	FY 09 Proposed Target Explanation	As OCA staff becomes comfortable with the new requirements, the need for assistance will diminish.
DEC -	FY 09 Proposed	Should the Ordinance remain unchanged, the FY09 proposed target will be accomplished.

Department Measures Summary Annual

Comment Period	Comment Subject	Comment Body
FY2008	Target Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	Target depends on the current Ordinance remaining in force. However, there is presently a Supreme Court decision pending and the outcome may affect this measure.
DEC - FY2008	FY 09 Proposed Target Explanation	Unless 14B Ordinance is reversed and new requirements are implemented, we expect that the target will be constant.

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of actions taken on LBE Certifications applications received	FY2008	968	1,800	1,800
		FY2009		1,800	

Measure Definition Number of actions taken on LBE Certification applications received. Application forms include Local Business, PUC Regional, Non Profit Applications, and Recertification applications. This measure captures all phases of activity on applications submitted including data entry, review, analysis, written or oral communication with the business owner and final determination

Data Collection Method and Frequency Certification staff data enters information on the database every time an action is taken. Letters are sent out to the business owner. The Certification database tracks progress of an application

Comment Period	Comment Subject	Comment Body
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actual data retrieved from the Certification Database after implementation of new 14B Ordinance.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Certification staff works closely with City purchasers to ensure that the Purchasing Department (OCA) complies with Ordinance 14B and maximize participation by local business.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Ordinance 14B requires that staff perform site visits for new applicants, applicants seeking renewal, change of addresses, audits and investigations. Additionally, staff performs site visits for truckers at their office site as well as their parking site, and for suppliers at their office site as well as their warehouse site which may be in different locations.
DEC - FY2008	FY 08 Six Mo Actual Explanation	These are the total number of vendors in the Certification Database that have been found bonafide to do business with the City and County of San Francisco after a thorough analysis and review, including licenses, location, ownership and controls.

Department Measures Summary Annual

Comment Period	Comment Subject	Comment Body
DEC - FY2008	FY 08 Six Mo Actual Explanation	This measure is one time only unless a pending lawsuit reverts the Ordinance to 12D.A. Reversion to the 12D.A Ordinance is not anticipated.
DEC - FY2008	FY 09 Proposed Target Explanation	As OCA staff becomes comfortable with the new requirements, the need for assistance will diminish.
DEC - FY2008	FY 09 Proposed Target Explanation	Should the Ordinance remain unchanged, the FY09 proposed target will be accomplished.
DEC - FY2008	FY 09 Proposed Target Explanation	Target depends on the current Ordinance remaining in force. However, there is presently a Supreme Court decision pending and the outcome may affect this measure.
DEC - FY2008	FY 09 Proposed Target Explanation	Unless 14B Ordinance is reversed and new requirements are implemented, we expect that the target will be constant.

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of Site Visits Performed	FY2008	237	400	400
		FY2009		800	

Measure Definition Number of site visits performed by staff. Ordinance 14B requires that staff performs site visits for new applicants, applicants seeking renewal, change of addresses, audits and investigations. Additionally, Ordinance 14B requires that staff performs site visits for truckers at their office site as well as their parking site and for suppliers at their office site as well as their warehouse site which may be in different locations.

Data Collection

Method and Frequency Certification staff is required to submit a site visit report. The data is gathered in the database as well as filed in the vendor folder.

Comment Period	Comment Subject	Comment Body
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actual data retrieved from the Certification Database after implementation of new 14B Ordinance.
DEC -	FY 08 Six Mo	Certification staff works closely with City purchasers to ensure that the Purchasing Department (OCA) complies with Ordinance 14B and maximize participation by

Department Measures Summary Annual

Comment Period	Comment Subject	Comment Body
FY2008	Actual Explanation	local business.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Ordinance 14B requires that staff perform site visits for new applicants, applicants seeking renewal, change of addresses, audits and investigations. Additionally, staff performs site visits for truckers at their office site as well as their parking site, and for suppliers at their office site as well as their warehouse site which may be in different locations.
DEC - FY2008	FY 08 Six Mo Actual Explanation	These are the total number of vendors in the Certification Database that have been found bonafide to do business with the City and County of San Francisco after a thorough analysis and review, including licenses, location, ownership and controls.
DEC - FY2008	FY 08 Six Mo Actual Explanation	This measure is one time only unless a pending lawsuit reverts the Ordinance to 12D.A. Reversion to the 12D.A Ordinance is not anticipated.
DEC - FY2008	FY 09 Proposed Target Explanation	As OCA staff becomes comfortable with the new requirements, the need for assistance will diminish.
DEC - FY2008	FY 09 Proposed Target Explanation	Should the Ordinance remain unchanged, the FY09 proposed target will be accomplished.
DEC - FY2008	FY 09 Proposed Target Explanation	Target depends on the current Ordinance remaining in force. However, there is presently a Supreme Court decision pending and the outcome may affect this measure.
DEC - FY2008	FY 09 Proposed Target Explanation	Unless 14B Ordinance is reversed and new requirements are implemented, we expect that the target will be constant.

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of Local, Small, Micro, Minority, Woman, PUC Regional, and Non Profit Certified Firms	FY2008	226	500	500
		FY2009		1,000	

Measure Definition These are the total number of vendors in the Certification Database that have been found bona fide to do business with the City after a very thorough analysis and review including licenses, location, ownership, control

Data Collection Method and Frequency The information is gathered in the Certification Database. This is the status that remains constant for at least three years depending on the business economic threshold.

Department Measures Summary Annual

Comment Period	Comment Subject	Comment Body
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actual data retrieved from the Certification Database after implementation of new 14B Ordinance.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Certification staff works closely with City purchasers to ensure that the Purchasing Department (OCA) complies with Ordinance 14B and maximize participation by local business.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Ordinance 14B requires that staff perform site visits for new applicants, applicants seeking renewal, change of addresses, audits and investigations. Additionally, staff performs site visits for truckers at their office site as well as their parking site, and for suppliers at their office site as well as their warehouse site which may be in different locations.
DEC - FY2008	FY 08 Six Mo Actual Explanation	These are the total number of vendors in the Certification Database that have been found bonafide to do business with the City and County of San Francisco after a thorough analysis and review, including licenses, location, ownership and controls.
DEC - FY2008	FY 08 Six Mo Actual Explanation	This measure is one time only unless a pending lawsuit reverts the Ordinance to 12D.A. Reversion to the 12D.A Ordinance is not anticipated.
DEC - FY2008	FY 09 Proposed Target Explanation	As OCA staff becomes comfortable with the new requirements, the need for assistance will diminish.
DEC - FY2008	FY 09 Proposed Target Explanation	Should the Ordinance remain unchanged, the FY09 proposed target will be accomplished.
DEC - FY2008	FY 09 Proposed Target Explanation	Target depends on the current Ordinance remaining in force. However, there is presently a Supreme Court decision pending and the outcome may affect this measure.
DEC - FY2008	FY 09 Proposed Target Explanation	Unless 14B Ordinance is reversed and new requirements are implemented, we expect that the target will be constant.

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
0	Number of Investigations and site visits performed due to new ordinance requirement (Principal Place of Business)	FY2008	360		
		FY2009		720	

Measure Definition This measure, unless the Ordinance reverts to the 12D Ordinance is one time only. New ordinance 14B required that staff conducts investigations on the businesses presently certified and having a business location outside of the City and County of San Francisco. Staff identified and conducted a total of 120 certification investigations. Recurring of this measure is not anticipated.

Department Measures Summary Annual

Data Collection

Method and Frequency The information is gathered in the Certification Database

Frequency

Comment Period	Comment Subject	Comment Body
DEC - FY2008	FY 08 Six Mo Actual Explanation	Actual data retrieved from the Certification Database after implementation of new 14B Ordinance.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Certification staff works closely with City purchasers to ensure that the Purchasing Department (OCA) complies with Ordinance 14B and maximize participation by local business.
DEC - FY2008	FY 08 Six Mo Actual Explanation	Ordinance 14B requires that staff perform site visits for new applicants, applicants seeking renewal, change of addresses, audits and investigations. Additionally, staff performs site visits for truckers at their office site as well as their parking site, and for suppliers at their office site as well as their warehouse site which may be in different locations.
DEC - FY2008	FY 08 Six Mo Actual Explanation	These are the total number of vendors in the Certification Database that have been found bonafide to do business with the City and County of San Francisco after a thorough analysis and review, including licenses, location, ownership and controls.
DEC - FY2008	FY 08 Six Mo Actual Explanation	This measure is one time only unless a pending lawsuit reverts the Ordinance to 12D.A. Reversion to the 12D.A Ordinance is not anticipated.
DEC - FY2008	FY 09 Proposed Target Explanation	As OCA staff becomes comfortable with the new requirements, the need for assistance will diminish.
DEC - FY2008	FY 09 Proposed Target Explanation	Should the Ordinance remain unchanged, the FY09 proposed target will be accomplished.
DEC - FY2008	FY 09 Proposed Target Explanation	Target depends on the current Ordinance remaining in force. However, there is presently a Supreme Court decision pending and the outcome may affect this measure.
DEC - FY2008	FY 09 Proposed Target Explanation	Unless 14B Ordinance is reversed and new requirements are implemented, we expect that the target will be constant.

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 2 Increase participation of local businesses (including minority- and women-owned businesses) in City contracts

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Number of payments monitored to ensure actual participation of certified firms	FY2006	26,054	20,000	21,000
		FY2007	25,355	20,000	26,000
		FY2008	12,256	25,000	25,000
		FY2009		26,000	

Measure Definition The measure is the number of payments on contracts and contract modifications processed for compliance with Chapter 14B of the S.F. Administrative Code. Prime contractors must identify the individual subcontractors who will be paid under each progress payment request. Upon receiving the payment from the City, the prime contractor must submit HRC Form 9 to verify all subcontractors have been paid before the next progress payment request is processed. This ensures local businesses (including minority and women-owned businesses) participate on the contract as specified in the bid or proposal and are paid in a timely manner as required by Chapter 14B.

Data Collection Method and Frequency Collection Method: Computerized database available on the intranet. DTIS develops and maintains the database under contract to HRC. Timing: Data available when needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 2 Increase participation of local businesses (including minority- and women-owned businesses) in City contracts

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Number of contract bidders reviewed to ensure opportunities for certified small and micro local business enterprises, including minority and women-owned firms.	FY2006	10,270		10,000
		FY2007	10,560	10,000	12,000
		FY2008	10,332	20,000	20,000
		FY2009		24,000	

Measure Definition Number of contractors (successful and unsuccessful bidders, along with the subcontractors that they list) that are reviewed, processed, and approved/disapproved for compliance with Chapter 14B of the San Francisco Administrative Code during the contract award and contract modification process. In previous measure years, the measure definition did not include the number of unsuccessful bid reviews performed by HRC. The number of unsuccessful bidders has been added to more accurately reflect the review work performed by HRC.

Data Collection Method and Frequency Collection Method: Computerized database available on the intranet. DTIS develops and maintains the database under contract to HRC. Timing: Data currently collected twice annually for performance measures data reporting; data is available in real time.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	In previous measure years, the measure definition did not include the number of unsuccessful bid reviews performed by HRC. The number of unsuccessful bidders has been added to more accurately reflect the review work performed by HRC.
JUN - FY2007	FY 08 Yr End Target Explanation	In previous measure years, the measure definition did not include the number of unsuccessful bid reviews performed by HRC. The number of unsuccessful bidders has been added to more accurately reflect the review work performed by HRC.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 2 Increase participation of local businesses (including minority- and women-owned businesses) in City contracts

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
3	LBE Certification	FY2007	937		
		FY2008	878	1,200	1,200
		FY2009		1,200	

Measure Definition To Identify number of local business enterprises certified by HRC

Data Collection Method and Frequency Collection Method: Certification database and application files Timing: Data is available when needed

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 2 Increase participation of local businesses (including minority- and women-owned businesses) in City contracts

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
4	Percentage of Annual LBE Participation in City Contracts	FY2007	18%		25%
		FY2008	21%	22%	22%
		FY2009		22%	

Measure Definition Percent of Prime and Sub level LBE participation in City Contracts.

Data Collection Method and Frequency Collection Method: Database is maintained by DTIS. Timing: Data is available when needed

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 3 Ensure the equal provision of benefits to spouses and domestic partners

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Number of actions taken on contractor submittals	FY2006	6,484	7,000	7,000
		FY2007	6,710	7,000	7,000
		FY2008	3,748	7,000	7,000
		FY2009		7,000	

Measure Definition Number of actions taken on contractor submittals (declaration forms and supporting documentation such as insurance policies, retirement plans, employee handbooks, etc.). Captures all phases of activity on contractor submittals, including data entry, review, analysis, written or oral communication with contractor and contracting department.

Data Collection Method and Frequency Collection Method: Every time an action is taken, it is logged into the computer and counted as part of this measure. Database on HRC network is queried to determine the pool of contractors with activity in given timeframe. Assessment of activity level is tied to number of employees working for contractor, which reflects complexity of benefits offered (i.e. the larger the company, more complex benefits are offered to employees requiring more staff time to review files, negotiate with contractor, etc.). Timing: Data available as needed

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Unless the City experiences a significant change in its contracting activities, we expect the target to remain constant.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 3 Ensure the equal provision of benefits to spouses and domestic partners

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	Number of waivers processed	FY2006	1,251	1,500	1,100
		FY2007	1,275	1,100	1,100
		FY2008	563	1,100	1,100
		FY2009		1,100	

Measure Definition Number of 12B waivers reviewed, analyzed and processed. May include research into industry at issue and assistance to requesting departments regarding waiver request preparation.

Data Collection Method and Frequency Collection Method: Database on HRC network is queried to determine the number of waivers acted upon in given timeframe. Form 12B-104 waiver counted by hand and located in HRC files. Timing: Data available as needed

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	On target.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Expect waiver requests to remain fairly constant.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 3 Ensure the equal provision of benefits to spouses and domestic partners

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
3	Number of contractors in compliance with the Equal Benefits Ordinance	FY2007	11,736		11,300
		FY2008	12,133	12,500	12,500
		FY2009		13,700	

Measure Definition Number of entities that have submitted compliance paperwork and have been determined to meet requirements of the Equal Benefits provisions of the SF Admin. Code Chapter 12B, including entities with employees that offer benefits, entities with employees that offer no benefits, entities with no employees

Data Collection Method and Frequency Collection Method: Access database is located on HRC's server and is queried to determine the total number of entities that have been deemed compliant. Timing: Data available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	Consistent with trend observed over life of legislation.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Based on trends observed over life of legislation.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 3 Ensure the equal provision of benefits to spouses and domestic partners

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
4	Number of contractors in compliance with the Equal Benefits Ordinance that offer employee benefits	FY2007	5,133		5,300
		FY2008	5,291	5,430	5,430
		FY2009		5,730	

Measure Definition Number of entities that have employees and offer employee benefits, that have submitted compliance paper work and have been determined to meet the requirements of the Equal Benefits Ordinance provision of SF Admin. Code.

Data Collection Method and Frequency Collection Method: Access database is located on HRC's server and is queried to determine the total number of entities that have been deemed compliant. Timing: Data available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	Approximately 300 new employers (offering benefits) comply each year.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Based on trends observed over life of legislation.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 3 Ensure the equal provision of benefits to spouses and domestic partners

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
5	Number of employees working for contractors in compliance with the Equal Benefits Ordinance that offer employee benefits.	FY2007	2,867,550		2,730,000
		FY2008	3,131,732	3,250,000	3,250,000
		FY2009		3,500,000	

Measure Definition When applying for compliance , entities must identify the number of employees they have in the United States. This measure reflects the total number of US based employees working at entities that have been determined to meet the requirements of the Equal Benefits Ordinance provision of SF Admin. Code.

Data Collection Method and Frequency Collection Method: Access database is located on HRC's server and is queried to determine the total number of entities that have been deemed compliant. Timing: Data available as needed.

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 07 Yr End Actual Explanation	Target exceeded due to unanticipated increase in number of large employers becoming compliant.
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Based on trends observed over life of legislation.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: HUMAN RIGHTS COMMISSION

Goal: 4 Provide sensitivity trainings on various discrimination and diversity issues

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	Number of sensitivity trainings on various discrimination and diversity issues	FY2006	146	140	140
		FY2007	132	140	130
		FY2008	76	119	130
		FY2009		130	

Measure Definition Number of trainings staff conducts regarding sexual orientation, gender identity, HIV, domestic partners and equal benefits for employers, employee groups, schools, city departments, city contractors and others. Each training includes preparation, scheduling and conducting training.

Data
Collection
Method and
Frequency

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	Level of training activities expected to be similar to last year.
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: NON PROGRAM

Goal: 1 All City employees have a current performance appraisal

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
1	# of employees for whom performance appraisals were scheduled	FY2006	36		36
		FY2007	36	36	
		FY2008	31	31	31
		FY2009		31	

Measure Definition New measure requested by Mayor on 8/15/05. This is the number of employees in a department for whom a performance appraisal is to be conducted. DHR policy is that all permanent and provisional employees must have an annual appraisal. For new employees, the first review should be scheduled according to their applicable probationary period. For other employees, reviews should be conducted every 12 months. Departments can do appraisals for temporary employees at their discretion.

Data Collection Method and Frequency

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	

Department Measures Summary Annual

Department: HUMAN RIGHTS COMMISSION

Program: NON PROGRAM

Goal: 1 All City employees have a current performance appraisal

Measure Number	Measure	FISCAL_TIME	Actual	Target	Projected
2	# of employees for whom scheduled performance appraisals were completed	FY2006	36		36
		FY2007	36	36	
		FY2008	31	31	31
		FY2009		31	

Measure Definition New measure requested by Mayor on 8/15/05. This is the number of applicable employees in a department for whom a performance appraisal was conducted and completed during the fiscal year. "Completed" means an appraisal form has been filled out and is in the employee's personnel file. DHR policy is that all permanent and provisional employees must have an annual appraisal. For new employees, the first review should be scheduled according to their applicable probationary period. For other employees, reviews should be conducted every 12 months. Departments can do appraisals for temporary employees at their discretion.

Data Collection Method and Frequency

Comment Period	Comment Subject	Comment Body
JUN - FY2007	FY 07 Yr End Actual Explanation	
JUN - FY2007	FY 08 Yr End Target Explanation	
DEC - FY2008	FY 08 Six Mo Actual Explanation	
DEC - FY2008	FY 09 Proposed Target Explanation	