

Answers to Budget Chair Haney's Questions

DEPARTMENT ON THE STATUS OF WOMEN

JUNE 16, 2021

Eliminate Corruption and Waste

1. *How are you setting a "tone at the top" that demonstrates ethics, transparency, and the public interest?*

I believe strongly in our moral and ethical obligation to be dutiful safeguards and stewards of the public's dollars, and as Director, I have made clear both internally and externally my commitment to providing responsive and accountable government services.

Upon assuming my duties, I instituted a weekly 1:1 meeting with all staff (including interns) as well as worklogs and other internal accountability controls for the Department to measure and monitor staff's workloads and responsibilities in this remote environment. As a result of these new protocols, there has been a distinct shift in expectations of staff on both performance and output.

I also issued a management directive to discontinue with past practices around contracts and workorders that were not in compliance with our mandated competitive bidding process for City dollars.

2. *What protections do you have to ensure transparent and effective contract and spending oversight?*

This is an area of improvement for our Department. Historically, the community-based organizations that comprise our gender-based violence grants portfolio have accounted for 80-90% of our Department's budget. Though DOSW has developed and maintains strong working relationships with these agencies, generally, the spending/ fiscal oversight of the programs has been lacking.

Within the first 60 days of assuming my position, I directed our team to do an exhaustive evaluation of the past three years of said performance measures and created a list of recommendations of areas where we can improve. A couple examples include designing and implementing better processes for tracking, monitoring and data collection, as well as requiring more detailed information as it relates to service performance measurements around outcomes for survivors. These are some of the new protocols we plan to initiate in FY 21-22.

3. *How do you evaluate and measure performance on contracts?*

This is another area for improvement. Currently, the gender-based violence partner agencies submit quarterly reports per the contracted service goals and objectives outlined in their grant agreements. Beyond the compilation of the Annual Performance Summary Report, the Department has historically done very little in the way of proactive oversight.

As previously mentioned in question number two, through the recent evaluation process, we identified numerous areas where the Department should and will improve both the quantitative and qualitative accuracy of the data it collects. To ensure proper accountability

and better monitoring, the Department has begun evaluating different software systems that can collect and track a wider range of data points and create better insight into how the City and County's dollars are being utilized in these programs.

The Department will also be incorporating a suite of strengthened protocols around tracking and reporting as part of both FY 21-22 contract amendments as well as our upcoming RFP cycle. Changes include mandatory participation in certain accountability programs, like trainings and quarterly grantee fiscal meetings as a requirement of their contract and grant agreement.

The findings from our internal evaluation of performance measures have also been presented at our Commission meeting to ensure transparency and greater accountability of the Department to the public at-large.

4. *When was your latest audit or performance audit? How did the results of those audits or performance audits impact your work?*

This past February, the Controller's Office performed an annual personnel expense cost audit with no actionable findings.

5. *What are you doing to reduce the number of positions that are either temporary or interim within your department?*

The Department does not utilize temporary or interim positions, with the exception of our Fellows who were converted this past fiscal year from independent contractors to 9910 Public Service Trainees.

Rebuild a Better City

1. *Who within your department's service portfolio was especially impacted negatively during the pandemic--how are you targeting your resources to help them recover, make them whole, and protect them in the future? Please address Black, Latino, Asian, and LGBTQ residents specifically.*

Women, specifically working Black and Indigenous mothers and those in our BIPOC communities, have been hit especially hard during this pandemic.

Recognizing historical shortcomings of the Department as it relates to funding allocations' alignment with demographical information around race, moving forward all grant funding in the three core service areas will have increased requirements for data reporting, as well as greater monitoring and collection by the Department. Applying a racial equity lens, the Department is committed to ensuring communities most impacted and in need of support receive an equitable share of the Department's resources.

As part of the Department's strategic shift to expand our impact, we will focus on providing education, training, and resources to help women from the most impacted communities create opportunities and build pathways to healthy and prosperous futures beyond shelter-services.

2. *What inequities and gaps did you identify during FY 2020 and 2021?*

The Department has identified a significant need to reexamine our gender-based violence grant program with an eye towards greater racial equity. Despite Black, Indigenous and Latinx women being disproportionately affected by gender-based violence, a cursory evaluation of our awards shows that funding has not aligned with this reality. Moving forward, the Department is shifting portions of our funds to give to organizations that predominately serve our Black and Indigenous communities here in San Francisco and to make up for lost equity and investment in these communities.

3. *How is your budget aligned to address those gaps, inequities, and inefficiencies?*

The Department has realigned approximately 10 percent of our budget to new initiatives that will target these marginalized communities, as well as a reapportionment of general funds to Black and Indigenous community-based organizations as a course correction for previous underfunding and disinvestment.

4. *What is your department doing to support our city's small businesses and improve the climate for small businesses in the City?*

As recently as last month, the Department collaborated with the Small Business Commission, Office of Early Care and Education, Office of Economic and Workforce Development and the San Francisco Chamber of Commerce to promote women-owned business through a roundtable discussion.

The Department will continue to expand our work in this area through our new economic security initiative (to be deployed this upcoming fiscal year), which will look to partner with banks and other financial institutions to encourage microlending, small business loans, education, and other resources to help bring gender equity to small business creation and sustainment here in San Francisco.

5. *How are you planning for the future? What are the big goals and outcomes you have for the next 3-5 years?*

For more than a decade, the Department on the Status of Women has been almost exclusively immersed in gender-based violence, with the work having consumed 80 to 90 percent of Department's budget. While an incredibly important area, this singular focus has come at the expense of serving a wider host of issues under the Department's purview, thus reinforcing the false narrative that gender-based violence should institutionally fall to one department (DOSW) to fund, coordinate, and address. It is critical that this Department serves the whole needs of the woman, girl, and nonbinary person so that they can flourish and thrive in a society still aimed at keeping them subjugated to the white male patriarchy.

Beginning this fiscal year and over the course of the next 3-5 years, the Department will expand into new areas that deal with the physical and mental health of target communities, their economic security and their agency and autonomy through increased civic engagement and political empowerment. We are excited to expand our work in new

directions; work that will be informed by data and infused with confidence, conviction, and clarity of purpose.

Innovate by Focusing on Impact

1. *What big systems changes do you have planned for 2021-2022 that will make your work more efficient, proactive, and impactful?*

The Department will begin to use fully the City's FSP system to create better efficiencies in our contract management processes. The Department also is looking to design and launch a new data collection system to track performance measures, as well as more in-depth demographical information around the populations that our grants serve. The Department will also require mandatory participation in certain accountability programs, like trainings and quarterly grantee fiscal meetings as a requirement of their contract and grant agreements.

2. *How do you measure your impact in a way that aligns your funding to the greatest impact for our residents?*

There are several ways to measure the Department's impact, including our performance measures, but the Department has begun conversations with local academic researchers to help us identify valid and reliable measurement tools and diagnostics to gauge our impact as we expand our focus to these new areas. The Department recognizes the need to bring in outside subject matter experts to ensure we are building accountability practices that reflect the best learnings and standards from leading experts.

San Francisco is a world class City and so should be the level of data coming from its Department on the Status of Women.

3. *How do you collaborate with Digital Services or the Office of Civic Innovation? Have you utilized user/human centered design in your service delivery?*

The Department has a long history of victim-centered service delivery in our gender-based violence grants program. We are currently managing a state grant on a first-of-its-kind pilot program for sexually exploited and trafficked youth, which utilizes a human-centered design. The Department certainly looks to leverage the Office of Civic Innovation's resources and knowledge to help during the design and implementation process for our new data collection system.

Through the three refreshed and renewed programmatic areas outlined in the Executive Summary, the Department aims to improve the whole lives of our targeted communities, including their health, wealth, physical safety, and well-being. Our programming is designed to not just create balance when it comes to the construct of gender, but also to empower women, girls, and gender-nonconforming people with the tools and resources to build pathways to healthy and prosperous futures.

4. *How can San Francisco residents participate actively in supporting your department's work?*

In an effort to connect in new and more innovative ways with San Francisco residents, this year, the Department will develop a more fully integrated digital presence, systematize a coordinated engagement strategy, and move beyond our one-directional email listserv channel as the primary mode of communication.

The Department intends to increase two-way communication through vehicles like surveys to get direct input and meet the residents of San Francisco "where they're at." With the easing of Covid-19 restrictions, the Department will soon be in the community hosting events such as workshops, forums, townhalls, symposiums, conferences and other in-person meetings.

Throughout the pandemic, the Department has continued to coordinate, promote, and participate in community organizing and building activities, like the Missing and Murdered Indigenous Women and Girls (MMIWG+) activities that we hosted last month.

Currently, the Department is working to design a multi-department field day - "Leveling the Playing Field SF" - under our newly reorganized Health and Safety pillar to encourage girls' participation in sports and other athletic activities as we look to focus on supporting the whole well-being of the person.

5. *How are you being more transparent in 2021-2022 with data that you share publicly that will help residents understand your goals and impact?*

Our Department intends to publish the results of our performance measures on our website, as well as continue with the practice of presenting these findings to residents via the Commission's public meeting process. We will also call and convene hearings, as appropriate, to elevate critical issues impacting San Francisco's women, girls and nonbinary people.