



**OFFICE OF THE CONTROLLER**  
**CITY AND COUNTY OF SAN FRANCISCO**

Ben Rosenfield  
Controller  
Todd Rydstrom  
Deputy Controller

August 15, 2023

The Honorable Anne-Christine Massullo  
Presiding Judge, Superior Court of California, County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102

Dear Judge Massullo:

The following is in response to the 2022-2023 Civil Grand Jury report, *Not Making the Grade: San Francisco's Shortage of Credentialed Teachers (June 15, 2023)*. In accordance with California Penal Code §933, our response is being submitted to the Presiding Judge.

Thank you for the opportunity to comment on this Civil Grand Jury report. If you have any questions, please contact me at [Todd.Rydstrom@sfgov.org](mailto:Todd.Rydstrom@sfgov.org).

Respectfully submitted,

Todd Rydstrom /s/  
Deputy Controller

cc: Ben Rosenfield, Controller  
Mark de la Rosa, Director of Audits  
Claire Stone, Manager of Special Projects and Key Initiatives  
Anatolia Lubos, Civil Grand Jury Analyst  
Stephanie Cabrera, Board of Supervisors Clerk

| #                   | Recommendation                                                                                                                                                                                                                                                                           | Respondent<br>Assigned by CGJ | Response                 | Response Text                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     |                                                                                                                                                                                                                                                                                          |                               | Has been implemented     | Summary regarding implemented action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                     |                                                                                                                                                                                                                                                                                          |                               | Will be implemented      | Timeframe for implementation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                     |                                                                                                                                                                                                                                                                                          |                               | Require further analysis | Explain scope and parameter of analysis, timeframe (should not exceed 6-months)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                     |                                                                                                                                                                                                                                                                                          |                               | Will not be implemented  | Explain thereof                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| R4.1<br>[for<br>F4] | By September 30, 2023, the Mayor should request that the San Francisco Controller’s Office prepare a public report that performs a root-cause analysis of the San Francisco Unified School District’s purchase and implementation of EMPowerSF.                                          | MYR, CON                      | Will not be implemented  | While we believe that a post-stabilization review of the SFUSD’s implementation of a new payroll system is warranted, we do not believe that our office has the jurisdiction, capacity, or technical knowledge of SAP payroll systems to provide the recommended analysis. However, it is also helpful to note that the Controller’s Office — in an effort to assist the SFUSD with their payroll stabilization efforts — has provided senior leadership-level participation on the SFUSD’s Corrective Action Plan Governance Steering Committee, along with functional payroll procedures guidance and other assistance. A new systems implementation assessment, of the sort recommended by the Civil Grand Jury, we believe is better provided by an SAP-experienced Independent Verification and Validation consultant, conducted at the direction of the SFUSD’s governing board or superintendent. |
| R4.2<br>[for<br>F4] | By September 30, 2023, the Mayor should request that the San Francisco Controller’s prepare a public report that performs a root-cause analysis of the San Francisco Unified School District’s failure to correctly report staff tax withholdings to the California Franchise Tax Board. | MYR, CON                      | Will not be implemented  | While we believe that a post-stabilization review of the SFUSD’s implementation of a new payroll system is warranted, we do not believe that our office has the jurisdiction, capacity, or technical knowledge of SAP payroll systems to provide the recommended analysis. However, it is also helpful to note that the Controller’s Office — in an effort to assist the SFUSD with their payroll stabilization efforts — has provided senior leadership-level participation on the SFUSD’s Corrective Action Plan Governance Steering Committee, along with functional payroll procedures guidance and other assistance. A new systems implementation assessment, of the sort recommended by the Civil Grand Jury, we believe is better provided by an SAP-experienced Independent Verification and Validation consultant, conducted at the direction of the SFUSD’s governing board or superintendent. |