

**2011 Mayoral Candidate Questionnaire Responses**  
**San Francisco Human Services Network**  
**Responses as of 10/18/11**

The following questionnaire focuses on issues related to health, human services and community-based nonprofit organizations. The sponsor of this questionnaire is the San Francisco Human Services Network (HSN), an association of over 100 community-based nonprofit agencies dedicated to addressing issues critical to the health and human services sector of San Francisco and the people we serve. For more information, see <http://www.sfhsn.org>. If you have any questions, call 668-0444. The opinions included are those of the candidates, and do not reflect the views of HSN or its members.

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**The following candidates have not responded:** Michela Alioto-Pier, Ed Lee, Wilma Pang.

## **(B) City budget**

### **(1) Should the City include annual cost-of-doing-business increases in the contracts of nonprofits that are meeting their objectives?**

**Yes:** Avalos, Dufty, Yee

**No:** Hall

**Adachi:** Yes, the City should include the CODB increase in the contracts of nonprofits that are meeting their objectives because the non-profit sector provides crucial services for the benefit of our community. Nonprofit organizations are partners in the City's service delivery system. The salary and cost increases should be an integral part of the budget during the earliest stages of the process, not as an afterthought when there are fewer funds left to distribute to organizations. A CODB increase shores up the whole nonprofit sector by improving staff recruitment and retention, stabilizing infrastructure and capacity, and solidifying the ability to attract funds from private sources. (SFHSN, FAQ Sheet).

The CODB increase is a small investment that will strengthen and stabilize all nonprofit organizations. The CODB increase recognizes that operating expenses have risen dramatically for health benefits, rent, utilities, Workers Compensation and other related costs for non-profits. Without a CODB increase sufficient to cover rising costs, nonprofits will most likely be forced to cut the valuable services they are providing to the community. The cost-of-doing-business increase should not negatively impact the nonprofit industry; these vital organizations must be able to function and provide their services to the community.

**Ascarrunz:** Yes. If a non-profit has proved successful in being able to meet their objectives in serving a population that the city cannot fully give their attention and resources too, it is important that we are able to support those non-profits.

**Baum:** Yes. However, SF should consider whether the services provided by nonprofits could be performed at a lower cost by City workers.

**Chiu:** Yes. We need to solve our structural budget deficit so that we can stop deferring these long overdue increases for nonprofits that are meeting their performance objectives.

**Currier:** No. Cost Of Living Allowances (fixed COLA budget percentage increases) or cost-of-doing-business contract ratchets and latches do not serve the public's interest. While grant increases may be good for a non-profit organization, there must be an independent methodology to measure "meeting objectives". With the current \$1.6 billion per year budget set aside, allocated for non-profit organizations, each 1% of any COLA formula equates to \$16 million per year cost to the taxpayers. Some City Pensions are already set at a 8.5% annual growth rate for the top earners. If this was applied to the non-profits we would auto add \$136 million per year to our budget. I favor two year budgets with the same zero-based budgeting Mayor Christopher used to run a smooth operation.

**Herrera:** Yes, to the extent financially practicable.

**Lawrence:** No. Many non-profits have a poor history of accounting for the funds that they get. It is a big problem, at the moment.

**Rees:** I support zero based budgeting where we go department by department to determine what programs are working and what programs are no longer meeting their intended purpose. This process

will lead to greater accountability and funding will be tied to results in delivering services to the community.

**Ting:** Yes as long as this is part of an overall upgrade of our contracting process to make sure San Francisco residents are receiving the most effective results for their tax dollars and to ensure that we are awarding contracts to the very best providers.

As the former executive director of the Asian Law Caucus, I am acutely aware of the huge role nonprofits play in providing critical city services. While the city asks nonprofits to help provide these services, they are often providing less than half of what it costs the city - since many nonprofits pay their employee significantly less than city workers. We need to create a more equitable situation.

San Francisco's nonprofit community provides our city with innumerable services. I strongly believe that nonprofits should receive fair contracts from the City for the great work they do.

In order to ensure this, we need to improve the transparency of our city contracts process. This transparency can help track City Hall and those who contract with the City. This is why I created [Reset San Francisco](#), an online and offline community, to work toward more transparency and accountability in government and to give San Franciscans a greater voice.

**(2) Should the City increase funding for nonprofit salaries to reduce the wage gap between nonprofit employees working on city contracts and comparable city employees?**

**Yes:** Avalos, Dufty, Yee

**No:** Hall

**Adachi:** Yes, the City should reduce the wage gap between nonprofit employees working on city contracts and comparable city employees. Employees deserve to make a reasonable wage that allows them to live in the City where they work. Nonprofit workers continue to fall farther behind City employees in comparable positions. The disparity with City employees makes it difficult for nonprofits to recruit and retain staff, which threatens service quality. (SFHSN, FAQ Sheet).

In 2000, the San Francisco Board of Supervisors approved a Living Wage Ordinance which was designed to combat the declining affordability of living and raising a family in the City. The Ordinance called for a wage of \$9 per hour which would jump to \$10 per hour followed by 2.5 percent raises for three more years. Non-profits were excluded from this portioned increase. The City approved general fund COLAs of 2% in 2001 and 1% in 2003. Except for those modest increases, nonprofit funding was flat for years. (SFHSN FAQ Sheet). Non-profit organizations do great work for our city. Without comparable wages there will be no one to staff these NPOs, and they will eventually close. That is a loss we cannot afford.

**Ascarrunz:** Yes. Everyone should be able to receive at the same pay even if they work for the city or a non-profit, especially if the job is ultimately the same. The gap between city employees and non-profit employees should be closed. If the job is getting done, there is no reason why one group should get paid more.

**Baum:** For lower-wage workers, yes. For executives, no. The Municipal Executives Association employees are overpaid, and bringing nonprofit executives up to the same wage level would be a waste of City funds.

**Chiu:** Yes. Again, we must work together to solve our structural budget deficit to be sure that contracts allow nonprofit workers to collect fair salaries.

**Currier:** No. I believe City Employees should receive market rate compensation. I do not agree that personnel who have not been vetted by our Human Resources Department have that claim on compensation or on benefits. I advocate a simple Single Payer Health Insurance for everyone in California, including our City & County Staff, as well as the staff of any for-profit and non-profit organization. I am not about to equate volunteer work or paid non-profit work with public sector employment. One thing I do insist on is a “Waiver” from all non-profits who seek to do business with San Francisco, so that we can audit their books and see how they spend our grant money. No waivers – no contracts. The non-profits owned by friends, relatives, and campaign contributors are really soaking San Francisco.

**Herrera:** Yes, to the extent financially practicable. Working to expand economic opportunities and creating jobs that assure livable wages to San Franciscans has been a central policy priority of my campaign, as reflected in my comprehensive Jobs Plan. The non-profit community is a part of that, and I would support raises in nonprofit salaries for those organizations that are effective and performing effectively and efficiently.

**Lawrence:** No. Until the City gets a full handle of the accountability for non-profits, which would show exactly what many are doing, there should be cut-backs on many non-profits.

**Rees:** The Mayor must forge a cooperative relationship with department heads and city employees, rooted in transparent communication and a shared stake in putting our city on a more sustainable financial path.

I am committed to providing fair wages and benefits to city employees and those that work at nonprofits on behalf of the city, many of whom are commuting from outside the city each day because of the high cost of living in our community, and concerns about educational opportunities for their children. I believe that any changes to our wage and benefits structure must be matched with a commensurate effort to address the quality of life challenges that make it difficult for San Francisco’s own public employees to reside in the community they serve.

I recently requested a detailed budget from every city department through a Sunshine Ordinance Request, and received no details outside of the City Controller’s budget from any department. It is clear that we need greater transparency in how city government spends its resources.

**Ting:** Yes – there is a one-third to fifty percent wage gap. When I was the executive director of the Asian Law Caucus, I was paid approximately \$60,000 a year – almost what most of the clerical staff in my office were paid. My attorneys made between \$35,000 to \$60,000 a year. Under two city contracts, the city expected us to deliver services at such a cheap price that we were unable to compensate our staff any more. This is inherently unfair, and I would work with the nonprofit and philanthropic community to change this inequity.

Additionally, we need to streamline the contracting process to make it easier for nonprofits to apply for and comply with contracts. Quite often, hours are spent on grant applications for annual grants which are given almost every year – year in and year out. This is not an efficient use of nonprofit or city resources.

**(3) Should the City include the costs of compliance with wage and healthcare mandates in nonprofit contracts? (Current mandates are the Minimum Wage, Minimum Compensation, Health Care Accountability, Health Care Security, and Paid Sick Leave Ordinances.)**

**Yes:** Avalos, Baum, Herrera, Rees, Yee

**No:** Dufty, Hall

**Adachi:** No. The Human Services Network supported the Minimum Compensation, Health Care Accountability, Health Care Security and Paid Sick Leave Ordinances. The City includes the compliance costs in contract budgets. Moreover, the City can help the nonprofit industry by covering some of the costs of compliance for nonprofits. At the same time, nonprofits will continue to raise funds which will enable them to provide their services.

Nonprofit organizations reduce costs for the City because they provide vital services to the community and eliminate the need to create a duplicative City-run organization. If the costs of compliance were included in nonprofit contracts, these organizations would be unable to perform their services due to the increases in living wage, paid sick leave and health care ordinances. "It also creates a wage compression issue by making it more difficult for nonprofits to give raises to employees making over the mandatory minimum."

**Ascarrunz:** From my understanding most do already comply with these ordinances, since non-profits budgets are based off grants and personal out of pocket donations, if they should be allowed to take some time to meet these standards if they already have not. We want them to of course meet all legal standards but if it a financial burden, for example will force an organization to shut down, then some time should be allowed to comply with new regulations.

**Chiu:** Yes. Allowing nonprofits to include their costs of complying with the city's wage and health care mandates is only fair.

**Currier:** Yes. Single Payer as a State of California Program, where California opt's out of the Federal Health Program and delivers it's own Single Payer System will change the Health Care Accountability, Health Care Security, and Paid Sick Leave rules – as those will be incorporated in our new State Health System. Minimum wage is State Law. Of course costs of employment must be included budgets for compliance in all non-profit staff considerations. That is component on the non-profit. If the non-profit budgets for 150 workers and hires 20, they should not get money for more than the 20. We have huge graft going on in the City/Non-profit relationships now standing, which I intend to audit.

**Lawrence:** What we have is a non-profit loop hole in the City. We have big fat awesome salaries for the Directors, and then chump change for the people that work around these directors. This kind of non-profit has to end.

**Ting:** Yes – we should ensure nonprofits are treating their workers fairly and equitably.

**(4) Would you require your appointed health and human service department heads to confer with nonprofits early in the budget process (e.g. January/February) to discuss policy-based approaches and specific priorities to govern their budget decisions?**

**Yes:** Avalos, Baum, Dufty, Hall, Herrera, Rees, Yee

**Adachi:** Yes, my appointed health and human service department heads will absolutely be required to confer with nonprofits early in the budget process. As previously stated, nonprofit organizations are partners in the City's service delivery system. These services are vital to our community. The salary and cost increases for nonprofit organizations should be considered as an integral part of the budget during the earliest stages of the process.

**Ascarrunz:** Yes. The more conversations there are about budget, the more transparency there is between their organizations that need to collaborate.

**Chiu:** Yes. I encouraged our interim Mayor to open up the budget process early this year; as Mayor, I will be even more inclusive and open even earlier in the process.

**Currier:** Yes. One thing we must do is build auditing into the relationships to eliminate abuse of the relations.

**Lawrence:** No. We need a complete set of new rules for non-profits due to all the abuses that have popped up, here.

**Ting:** Absolutely. At Reset San Francisco, we often discuss the [benefits of participatory budgeting](#), which involves educating and engaging everyday residents to make important decisions about government priorities and budgets. In that same vein, I would encourage department heads and even department members to work together with these nonprofits in open and transparent budgeting processes. That way, everyone is on the same page on where their organizations' money will go and for what reason.

**(5) Would you convene and participate in an annual policy-based budget process consisting of a series of early meetings (e.g. April) attended by you, your key staff, health and human service department heads and nonprofits, to discuss proposed budget cuts and their relationship to policy priorities in order to prevent the most harmful cuts before the proposed budget goes to the Board?**

**Yes:** Avalos, Dufty, Hall, Herrera, Rees, Yee

**Adachi:** Yes, I would attend an annual policy-based budget process along with my key staff, health and human service department heads, and nonprofit organizations. We would discuss proposed budget cuts and their relationship to policy priorities. This would be an effective way to prevent the most harmful cuts before the proposed budget goes to the Board. A meeting would integrate public policies into the budget, as well as, address public expenditure management, fiscal discipline, strategic resource allocation, and operational efficiency.

**Ascarrunz:** Yes. Please refer to question 4.

**Baum:** Yes, so long as we're proposing cuts. My administration would focus more on the revenue side.

**Chiu:** Yes. As a Board President who has been intimately involved with balancing major budget deficits over the past three years, I know that we have faced and will face incredibly challenging budget choices. As Mayor, I would convene all stakeholders early to protect our frayed social safety net. We should not balance our budget on the backs of San Francisco's most vulnerable residents, including our seniors, disabled, at-risk youth, people who depend on the city for their health care needs, and families hit hardest by tough economic times.

**Currier:** Yes. I do not agree to the assumption of cuts however. My role as Mayor of all of San Francisco is to restore the cuts that have gone on under the last 4 years of City operations. Health and Human Services are a priority to me. We have fallen down in delivery of required services to maintain a civilized society. I am a strong advocate of economic and social justice. Health Care Service and Human Services are basic rights. This is why my plan for new revenues for our City & County based on the profits from our new Public Owned Bank will go more than the full distance to restore all the necessary and full rebuild of our social safety nets. Housing, Nutrition, and Health Care are human rights, as are quality free public education, public transportation and access to information and top quality digital communications.

**Lawrence:** I do not plan to cut any legitimate non-profit. That being said, I plan to investigate the whole non-profit field, and every organization in it.

**Ting:** Again, absolutely. As I answered in Question 4, I believe it is important for all voices and opinions to be heard and represented in city government, especially in such important meetings such as policy-based budget processes. I especially see it as a priority to attend these meetings because I believe in creating and encouraging policies of efficiency and closing revenue loopholes before making cuts in budgets.

For example, in the Assessor-Recorder's office alone, I worked to increase efficiency, cut waste, close loopholes and use more technology to raise over \$300 million in revenue that then can go to the San Francisco General Fund -- all without increasing taxes or making budget cuts. If these ideas and policies are carried out in other departments, imagine the funding we can gain to protect and possibly even create more city services.

**(6) Will you propose revenue measures that address projected budget deficits by increasing taxes on those most able to pay, such as large corporations and wealthier residents?**

**Yes:** Dufty, Yee

**No:** Hall

**Adachi:** Yes, my proposed funding methods will stimulate our local economy. We will support our community by reducing the negative impact of budget deficits on the underserved. For example, my proposed pension reform measure is designed to decrease the budget deficit. Similarly, the measure operates on a sliding scale based on ability to pay. The highest paid workers would be required to contribute more to their pensions.

**Ascarrunz:** Everybody needs to pay their fair share. If everyone is doing so we will see San Francisco go back to prosperous days.

**Avalos:** Yes – this was the keystone of my Real Estate Transfer Tax on high-end commercial buildings, which passed last year, and brought in \$45 million in new revenue. Without it, we would not have been able to balance this year's budget.

**Baum:** Yes; one of my campaign slogans is "Tax the Rich!"

**Chiu:** Yes. To adequately fund programs and services, we must grow our tax base by stimulating our economy and finding new revenue streams. For example, since I first took office, I have been the lead advocate for reforming our city's payroll tax, which disincentivizes job creation and is only paid by 10 percent of all San Francisco businesses. We need a tax that is more broadly based, and I have been convening

stakeholders to move us in the right direction. In addition, I support the ½ cent sales tax for the ballot this November to replace the 1 cent rollback of the sales tax at the state level. I have also strongly supported legislation to allow San Francisco to reestablish the Vehicle License Fee to its pre-2003 levels, and I recently proposed leasing some of the City's unused high-speed communications infrastructure -- called dark fiber -- to the private and nonprofit sectors in order to generate new revenue for the city.

**Currier:** Yes. When we stop gifting all the profits to Wall Street, that we generate here in San Francisco, which stem from the financial services that are consumed here, that new revenue will go far beyond restoring the cuts we have endured from registered Democrats who govern like Republicans. I am not interested in austerity at all. That is not good local government. We need to deliver prosperity thru the structure of our political and economic system. Private Banks are like vampires that suck all the lifeblood from our body politic. After Judge Quentin Kopp validated the financial soundness of my Public Bank proposal, as the first for any County in the USA, I am confident in our ability to generate the new revenue San Francisco needs without any new taxes. We must cut fees as well.

**Herrera:** Yes, I will propose revenue measures that address institutional budget shortfalls and reflect fairer taxation for all. But voters have the final say on whether to enact taxes. That's why I'm committed to convening a Tax Summit to forge a consensus approach to reform our business tax to assure sufficient collaboration, input and political support for passage. In the final analysis, a revenue proposal that can't win voter support is the same as no revenue proposal at all.

**Lawrence:** At present, corporations pay a payroll tax and this tax has chased out of the City, Bank of America, SBC which is now ATT, Standard Oil, American Express, Wells Fargo and others. Corporations regardless of how vile they are supposed to be, employ people and pay taxes. Non-profits do not pay taxes and really only pay their upper management big chunks of change.

**Rees:** Yes. I strongly support Senator Leno's efforts to allow local governments to levy income taxes. If the legislation passes, I will advocate an income tax for the highest income earners to replace lost payroll tax revenue. This would protect vital public services while ensuring that the wealthiest San Franciscans—many of whom work outside the city---are paying their fair share.

**Ting:** The best solutions rest with our ability to manage our finances and make government work as effectively as it should. I've seen this in my own career in government, taking over a dysfunctional agency and making it more efficient.. When I took over the Assessor-Recorders office in 2005, it was one of the worst departments in the city. By increasing office efficiency and productivity, ending favoritism and putting my management experience to work, we helped clear a five-year backlog and collected over \$300 million in new revenue without raising taxes.

I certainly believe we need fundamental tax reform on a statewide basis. That's why continue to organize efforts to close the corporate tax loophole in Proposition 13, which would raise an additional \$7 billion statewide. Through Close the Loophole, were working to build a coalition in support of a split-roll property tax that will make businesses pay their fair share while protecting homeowners.

We can raise additional revenue by closing loopholes (as I am working to do), collecting funds already owed (as I have done in my office) and stimulate our economy by creating more high-wage and green jobs in the city through programs I've championed, like GoSolarSF.

**(7) Should San Francisco reform the business tax to replace the payroll tax with a tax on gross receipts that results in an increase in total revenue (as opposed to being revenue neutral)?**

**Yes:** Dufty, Yee

**No:** Hall

**Adachi:** Yes, San Francisco should reform the business tax to replace the payroll tax. The current payroll tax causes small business owners to face a high cost to maintain employees. Small business owners would benefit from a payroll tax which was based on revenue. This supports our local economy and creates job growth.

**Ascarrunz:** Please refer to question 6.

**Avalos:** Yes, and I would consider this as Mayor.

**Baum:** Yes. The Green Party urged the Board of Supervisors not to adopt the current tax structure, and has been calling for this reform at least as far back as 2003.

**Chiu:** Yes, as stated above, I believe the payroll tax is regressive and must be replaced by a gross receipts tax that encourages job creation, and is fairer and more broadly based. Based on the City Economist's analysis of the progressive payroll tax measure I worked on last year, I am confident that business tax reform can both increase revenue and create jobs.

**Currier:** Yes. I oppose any City Payroll Tax. I support City Gross Receipts Taxation. I also support fair progressive Income Taxes like FDR and JFK imposed during their Federal Administrations. Until that local progressive Income Tax is added to our local tax base as legal for Counties in California to access, we must look to our bank for the profits to turn our County around. We can end the economic depression on our own by being responsible. We can lead all the other 3,141 other Counties in America out of this economic depression as well, as we should. San Francisco is still "the City that knows how". Phil Ting and I agree as well, that we must end the Corporate Loophole in Prop 13. Since this is one of many issues, which we must address as a State, I propose a Citizens State Constitutional Convention, as drafted and specified in the two proposed new California Constitutional Articles 36 and 37. I drafted those personally to allow us to recover California from the Corporations and return our State to the People.

**Herrera:** Yes, San Francisco should replace its business payroll tax, which is a disincentive to job creation. I am supportive of the gross receipts model that is far more widely practiced by California localities—but I'm committed to putting all ideas on the table for an inclusive process that achieves business tax reform in 2012.

**Lawrence:** If we have a gross receipts tax, no company would ever move to San Francisco, and all the rest would start looking to move out. We already have business taxes. The main thing that corporations do is bring people into the city to work, and these people have jobs and spend here, too. They pay sales taxes like everyone else.

**Rees:** Yes. I support replacing the payroll tax with a limited gross receipts tax. More than 100,000 city residents currently commute out of the city each day for work. I believe the current payroll and stock option tax system creates a competitive disadvantage against other communities, and should be eliminated.

**Ting:** Yes. The devil will be in the details – but absolutely yes.

**(8) Do you support Proposition G, the sales tax measure on the November ballot?**

**Yes:** Avalos, Dufty, Rees, Ting, Yee

**No:** Hall

**Adachi:** Yes. Proposition G would amend the San Francisco Business and Tax Regulations Code. According to the ordinance, a .50% transaction sales and use tax would be imposed for a limited time. Most taxpayers oppose the idea of an increased sales tax. However, this tax will provide funds for public safety programs and services to children and senior citizens. I support Proposition G because these services are essential to our community.

**Ascarrunz:** No. We already a high revenue coming from the sales taxes and increasing it will not do anything, what needs to be changed is how we spend what we get from taxes.

**Baum:** In this case, yes. In general I oppose sales taxes as they are regressive, but this one is intended to replace a tax that may not be renewed by the state legislature. Revenues from the sales tax will go to support safety measures and services for children and senior citizens.

**Chiu:** Yes. We cannot just cut our way to balancing our budget; we also need to look at new sources of revenue. I support the ½ cent sales tax for the ballot this November to replace the 1 cent rollback of the sales tax at the state level. The sales tax will be dedicated to making San Francisco safer through support of both the social safety net and law enforcement.

**Currier:** Yes. We must address the near term short fall in the near term. When our own local bank is set up and operational, we can look at, and we should look at the total restructuring our tax program to really benefit all our citizens and residents: everybody. Prosperity allows things that poor vision, poor management, and poor planning prevented. We cannot underestimate the real damage done by the Brown/Newsom Administrations, caused by institutionalized graft and corruption. The bad direction San Francisco traveled really started under Diane Feinstein. The repeal of Glass Steagle that Senator Feinstein and Congresswoman Pelosi, engineered with President Bill Clinton in 1999, really set up all of America for the depression we are now in. They are the problem, sad but true. The local girls did badly. We will restore a local Glass Steagle, with local policy and local rules set out in the charter of our new Public Bank to define the relationship between our new bank and our new San Francisco Community Development Corporation, which will handle our investment capital, and investment banking for public profits.

**Herrera:** Yes, I am voting for Prop G.

**Lawrence:** I like Proposition G, but it will not fix Muni's problem. I have spoken in front of the MTA for almost five years, now. If elected Mayor, I will start the process to sell all muni buses to bidders and drivers, just like the taxi industry. They will have to drive the route they bid for, what they paid for, and abide by all City rules in doing so. Each bus will have its own medallion and will not cost the City one dime from the day it is sold to the driver or drivers, will take at least four years to phase in, and will be a cash cow for the City. On the Prop Sales tax measure: No, I am against all tax increases of any kind.

### **(C) Longterm planning**

**(9) Would you support a Charter Amendment that: (a) Requires the development of a comprehensive plan that sets the policies and strategies to guide the implementation of health and human services for San Francisco's vulnerable residents over the next 10 years, and (b) Creates a planning body with the responsibility and authority to develop the plan, monitor and evaluate its implementation,**

**coordinate between policy makers and departments, and ensure that annual budgets are consistent with the plan?**

**Yes:** Avalos, Currier, Dufty, Hall, Ting, Yee

**Adachi:** Wholeheartedly, I would support a measure that would benefit San Francisco's most vulnerable residents. A comprehensive plan would: contribute to a reduction in spending, create transparency, and increase community participation in government. The implementation of health and human services contributes to public health and safety.

This Charter Amendment would complement the SF Department of Public Health's Health Commission program on Health, Equity and Sustainability. There is a committee and Health Impact Assessment tool that measures the impact of policies on public health. This approach is specially designed for underserved populations in our community: youth, seniors, domestic workers and the disabled.

A planning body would work directly with the Health Commission and Program on Health, Equity and Sustainability. This collaborative effort is similar to the Community Justice Center's model for serving our client's need. Of course, our city would benefit from additional oversight of the budget and oversight of policy implementation. This body would likely increase the consistency of policy measures and fund allocation.

**Ascarrunz:** Yes. Committees are going to be important in bridging together different bodies of decision making groups so that everyone can communicate effectively and be on the same page.

**Baum:** Yes. I would also ensure that nonprofits under City contract must comply fully with Sunshine laws that apply to City departments and workers.

**Chiu:** Possibly yes. I strongly support the idea of a more comprehensive and coordinated approach to the delivery of health and human services in San Francisco, and would support legislation to bring about (a) and (b) above. I do wonder whether we need a Charter Amendment to do that, but would absolutely be willing to review with all stakeholders what plans already exist (such as the Continuum of Care 10 year homelessness plan) and what commissions and agencies are responsible for overseeing them.

**Herrera:** No, I am unconvinced that a Charter Amendment is necessary to accomplish these otherwise worthwhile objectives.

**Lawrence:** Yes, once I terminate five thousand fat cat posts of \$125,000 a year or more. I will start with the highest and work down.

**Rees:** No. I do not support a Charter Amendment. We need to do a better process of long term budgeting and planning. We need leadership in the Mayor's office to get it done. As I said above, I have unique experience managing large budgets and I will implement zero based budgeting that is fully transparent and seeks community input.

#### **(D) The City / Nonprofit partnership**

##### **(10) Are there too many health and human service nonprofits?**

**Yes:** Hall

**No:** Avalos, Dufty, Herrera, Yee

**Adachi:** No. As previously stated, nonprofits provide crucial services to the community. The community needs nonprofit organizations because they provide health and human services. Our community is fortunate to have nonprofit organizations with a strong support network.

**Ascarrunz:** Yes. There are too many that do similar things and I believe it can be condensed.

**Baum:** No. However, the City should audit what each nonprofit is providing relative to the costs. Some areas should be increased; others may be decreased if the audit finds wasteful spending (such as on excessive executive salaries).

**Chiu:** No. However, we need to do a better job at making sure the broader public understands the work that our nonprofit sector accomplishes.

**Currier:** I don't know. Remember, in 2008, I was homeless in San Francisco for four months and all these wonderful services everyone talks about – I could not get any. My City Services were what I could find in the trashcans to eat and in the bushes to sleep where I would not get robbed or arrested. Care not Cash? I got \$67 dollars per month and the bushes and no services. 1235 Mission Street kept throwing my file into the trashcan. That is my experience of San Francisco's non-profits. When I tried for shelter in many recovery programs to get off the street, they kept telling me I was already sober so good luck and – no. I heard a lot of "No" from everyone. No one who needs help will ever hear the word "No" under my administration or people are going to get fired. Saint Francis did not specialize in "No". Speaking of Saint Francis, the Franciscans at Saint Anthony's fed me for three years. I cannot express my appreciation for that help. They just welcomed me and wished me well.

**Lawrence:** Yes, too many phony ones.

**Rees:** I have requested line item budgets from every single department and to date have received none. Until we have full budget transparency it is not possible to answer that question.

**Ting:** We have some excellent nonprofits, which need more resources, and some poorly performing nonprofits, which should probably not receive funding until they improve. Quite often, groups are funded because of charismatic leadership and not through the most effective service delivery. As funders, we should come together with nonprofits to figure out the most effective means of service delivery and then fund groups who are most effective.

**(11) Would you make it a budget and policy priority to maintain and strengthen the "San Francisco model" of diverse neighborhood and culturally based service delivery provided by a continuum of large to small nonprofits?**

**Yes:** Avalos, Currier, Dufty, Herrera, Rees, Yee

**Adachi:** Yes, the Healthy San Francisco program provides services to over 44,000 residents through community based networks. Currently, over 10,000 residents have transitioned to the federal program called SF Path. This new program is works within the community-based framework, as well. The City will support the community based model through budget and policy implementation.

All neighborhoods are not the same. We should expect for different neighborhoods to have different needs. Again, the City is fortunate that there is a continuum of nonprofits available to serve these diverse needs.

**Ascarrunz:** I want to help maintain the diversity of San Francisco. My priorities will be to solve our budget problems and public safety issues. I want to work with non-profits who are already successful at this to help transform San Francisco and bring it to better days.

**Baum:** Yes, if such services cannot be provided by City workers.

**Chiu:** Yes. I believe San Francisco's overall approach is a sound one, though that does not mean that both the City and County and the diverse nonprofit sector could not make improvements.

**Hall:** Need to know more.

**Lawrence:** I really do not know what this question means. Will I make it a budget and policy priority to maintain and strengthen the "San Francisco model," of diverse neighborhoods. Yes and no. This City is heading into bankruptcy, people better understand this, soon. We cannot keep giving 5.9 billion dollars away and claiming things are fine, "they are not fine."

**Ting:** Yes. My lifelong commitment to increasing diversity is founded on my firm belief that city government should hear all voices. The more engaged and involved we are as residents, the more responsive we are as a government. I am a big proponent of bringing more voices - of individuals, organizations, companies, politicians and any other people who will bring their input -- to the table, that's, again, why I started ResetSanFrancisco.org.

**(12) Would you require that your department heads ensure implementation of the City Nonprofit Contracting Task Force recommendations as part of the FY 2012-13 budget process?**

**Yes:** Avalos, Baum, Dufty, Rees, Yee

**Adachi:** Yes, I would require that my department heads review the City Nonprofit Contracting Task Force Recommendations as part of the FY 2012-13 budget process. The budget process would greatly benefit from review by the City Nonprofit Contracting Task Force. According to a 2003 SF Human Services Network Study, the City allocated \$1,496,000,000 to Public Health. Approximately, \$313,000,000 of these dollars were allocated to non-profits. These figures have likely grown since the last study. The recommendations will allow the city to better serve the community.

**Ascarrunz:** I want to make San Francisco more prosperous, I feel once that is done we will be able to make sure that non-profits that are doing a service to help San Francisco, will also be able to be a part of the budget.

**Chiu:** Yes. We should move forward with implementing these recommendations that were developed in conjunction with leaders from the nonprofit sector.

**Currier:** I do not know yet. I will need to fire and replace a lot of the Department Heads upon taking office. I am 100% about Regime Change.

**Hall:** Need to know more.

**Herrera:** Yes. In fact, served as co-chair of the 2009 CBO Task Force along with the San Francisco Foundation's Dr. Sandra Hernandez. We offered numerous recommendations to enhance the accountability and effectiveness of city-funded nonprofits that fulfill public services, including improved oversight and

closures to eliminate wasteful overlap. As Mayor, I would see that those recommendations are implemented.

**Lawrence:** I will set in motion accounting, auditing and compensation commissions, that will have only one item on their plate.

**Ting:** Our city department heads should adhere to the standards set for them by groups like the City Nonprofit Contracting Task Force, and it will be a priority of mine to ensure they do so. By improving government transparency, our residents can also hold our city officials accountable for their actions.

## **(E) Narrative questions**

### **(13) What are your top three health and human service priorities?**

**Adachi:** I will: (1) provide critical services to the community; (2) improve public health; and (3) plan for a strong and healthy future. Nonprofit organizations assist the City's service for the community. Long term public health will improve with increased: education, job growth, affordable housing and economic stability.

#### Emergency Services:

The City's Department of Emergency Management provides emergency medical services, communication services and disaster preparedness. We will increase emergency mental health outreach services for underserved populations like the homeless. Remedial services are costly. The City will invest in preventative maintenance and education for cost reduction. This creates stability, sustainability and improvement.

The public will be aware of health program eligibility and benefits. Community access will increase participation in pro-health movements like: preventing the transmission of communicable diseases, the food justice movement and the Health Equality Initiative.

We will track the changing needs of our population. For instance, as our population ages we will have to offer additional senior services. Our health policy must transition to accommodate these changing needs. We can support family growth by offering reliable quality healthcare. Most importantly, we need to forecast budget/finance trends to ensure that we are investing in long term public health of our City.

**Ascarrunz:** My top three are homelessness, public safety and education. There is so much that needs to be done in order to address these issues. We need to start holding city hall responsible in getting these issues back on track and making them a priority once again. So many families are fleeing San Francisco because they are afraid of raising a family in the city, and our education also gets neglected. Homelessness has been a long-standing issue and I have held many fund raisers and will continue to so that the homeless are provided with services and treated with dignity.

**Avalos:** I believe it's necessary for a livable city to ensure all of its residents have access to health and human services, regardless of income, neighborhood, race, or gender, and throughout my years of public service I have dedicated myself to these basic social justice issues.

As Mayor, I'll engage in a multi-pronged strategy to control healthcare costs and strengthen access to federal funding. I support coordinated care through accountable care organizations that assemble different aspects of care for patients. I'll work for greater transparency, allowing San Franciscans to know what their providers charge so they can make informed choices. Since much of our funding comes

from the Federal government, I'll work with the Controller to regularly audit how we are using our available resources.

I'll create a task force to help keep Healthy SF strong and viable, to serve those who are excluded from health reform, especially our immigrant populations. I'll ensure the employer-spending requirement of the Health Care Security Ordinance isn't adversely affected by reform. I'll support the African American Disparity Project, to help improve the health of our African American population, and eliminate institutional racism, and ensure the CPMC supports a comprehensive vision for a Healthy San Francisco.

**Baum:** The top priority is increasing revenue. Two major new sources of funds would be Public Power and the creation of a City-owned, City-run Municipal Bank of San Francisco. The former has been extensively discussed in the Bay Guardian, so I won't review it here. A Municipal Bank would bring in revenue by investing public pension money, allow borrowing by City residents at below market rates, and fund local business development.

My second priority is increasing affordable housing; lack of this is driving poor people, artists, and other vulnerable residents out of the City. We need a moratorium on most new market-rate development (i.e., only more affordable housing), more City support for cooperative housing and community land trusts, and legalization of in-law units.

My third priority is job creation. I support local hiring requirements and bans on chain stores. I also support tax reform to favor small businesses over larger ones; e.g., a formula combining payroll and gross receipts tax, tuned to the type of business, which only kicks in for successful businesses over a moderate size. The current policy of giving tax breaks to large corporations like Facebook and Zynga while ignoring the plight of small businesses is completely backwards.

**Chiu:** We are a wealthy city, but too many residents suffer from a lack of basic necessities like housing, food, and health care. My first priority is to reverse the fraying of San Francisco's safety net for our most vulnerable residents. To do this, we need to close our budget deficit through a combination of efforts like pension and healthcare reform and new smart revenue sources. We need to take a close look at successful health and human services programs and dedicate more resources to them.

Second, we must invest in supportive housing, which is the most successful and most economical solution to homelessness. It saves the City \$10,000 per person and should be a priority in the budget process. We should develop 3,000 units of supportive housing by 2017.

A third priority is ensuring universal health care and adapting to federal healthcare reform. As Mayor, I will focus on how individual mandates to purchase health insurance will impact Healthy San Francisco. We should use the opportunity of this overhaul to do a better job of serving the health care needs of low income San Franciscans.

**Currier:** (1) Eliminate Homelessness in 90 to 180 days with transitional housing and transitional City Services. (2) Shore up Healthy San Francisco and fully fund the work they do until we can pass California's Single Payer to take over. (3) Open up seven-day per week Homeless Connect Services with mandated MAP and Detox Services as part of cleaning up our streets from the scourge of alcoholic addiction. This will be the policy of the Mayor's Office under the full term of my Administration. On this project, I intend to work with our new Sheriff, who I hope will be Chris Cunnie and with our new District Attorney, whom I hope will be Sharmin Boch.

**Dufty:** I am committed to reducing the spread of HIV by 50%, using pre-treatment housing and court restructuring to decrease homelessness, and increasing funding for mental health services. To my knowledge, I am the only Supervisor over the past ten years who agreed to serve on the City's Mental Health Board and I attended meetings frequently. In that role, I was very active with the Prop 63 campaign.

**Hall:** Genuine homeless treatment, safe and clean streets, and equal access to health services.

**Herrera:** As Mayor, my first priority will be to create jobs. I've offered the most aggressive jobs plan of any candidate for Mayor. I'll continue efforts to attract and retain large and midsize employers and dramatically enhance support for small businesses.

My second priority will be to lead a government that truly earns the confidence of our residents. I'll bring the same professionalism and demand for excellence that made the City Attorney's Office into one of the nation's most respected public law offices. I'll implement zero-based budgeting to justify our expenditures against our priorities.

My third priority will be to lead an honest conversation with all San Franciscans about our City, because I don't think we're living up to our potential. As federal and state governments push more and more responsibilities off to localities, we can stumble—or it can shine. As Mayor, I'll work hard to make sure our city governs more effectively, grows more intelligently, and gets back to basics. To accomplish this, it's going to take a Mayor who's experienced enough to lead our City and has the strength and courage to do what is best for San Francisco without being swayed by the pressures of powerful brokers.

**Lawrence:** The top one is children in the school system. After that, all the others will fall in line.

**Rees:** Education needs to be a citywide endeavor that is treated as one of our core civic priorities. We cannot afford for our Mayor to stand on the sidelines and allow public schools to fend for themselves. Too many kids are being underserved and too many families are leaving the City, because education has not been a priority. We must take bold steps to create quality neighborhood based community schools, where social services we already pay for are wrapped around and located on site at the school.

Every San Franciscan deserves the strong feeling of community that is achieved when people work close to home and have their children go to neighborhood schools. We must bring quality, high wage jobs back to San Francisco, so that workers who ride buses everyday to Silicon Valley can instead walk or take public transportation to jobs in the City. It's time to fundamentally rewrite the City's economic equation with a long-term strategy focused on job creation.

Most people are willing to pay for support and services to make the City feel safe and clean. But people want to know what they are paying for and where the money goes.

**Ting:** My top three health and human services priorities are to help San Francisco's homeless transition off the streets, ensure San Franciscans have access to affordable health care and advocate for affordable housing.

I also fully support universal health care access for every San Franciscan and those working in San Francisco. If elected Mayor, I will continue to support affordable housing bonds, access to affordable health care and successful programs that are helping the homeless transition off the streets.

Affordable housing helps to ensure that the opportunity to live in our city is open to socially and economically diverse groups. I supported the last two affordable housing bonds and will fight for affordable housing when I am mayor.

**Yee:** I've long demonstrated my support for vital social services and those that provide them I will continue this support as Mayor.

Supporting and expanding HealthySF and the rest of our safety net infrastructure is of particular importance to me. While we have not yet fully realized our goal of complete universal care, this program is the most substantial attempt that any local government has made in the country. As Mayor, I will be committed to supporting and expanding HealthySF.

We must work locally to make sure we are providing adequate services for our most vulnerable citizens. I fought to minimize the institutionalization of our seniors by preserving in-home support services. I've worked to ensure our domestic violence shelters remain open and funded. I've strengthened Laura's Law and advocated for the expansion of mental health services. I spoke out for Lyon Martin and the expansion of services available to LGBT and HIV/AIDS community. As Mayor, I will continue to champion these issues.

As Mayor, I'll make sure school-based health programming, like the San Francisco Wellness Initiative, is available to our community. By providing services through the schools, we can ensure universal coverage and access in San Francisco, especially in underserved areas.

**(14) What would you do to ensure mutual accountability between the City and its contracting partners, while strengthening nonprofits and ensuring their ability to provide high quality services?**

**Adachi:** The City and its contracting partners should be accountable to the people of San Francisco. I would prefer a line by line accounting process for every dollar that is spent. I support government transparency, and community participation in government. Nonprofits would be strengthened with early and frequent meetings with the City. Nonprofits will coordinate with the City to provide services. This will develop roots in the community for additional funding support.

This would increase public awareness of changes in spending and services. This will enable nonprofit organization to discuss, and plan for budget deficits. The proposed planning body would enable the City to avoid a disruption in services.

**Ascarrunz:** I feel that all around accountability is necessary to helping San Francisco become a prosperous city once again. We need to keep jobs in San Francisco and by providing non-profits who employ residents will also ensure that community based organizations will also feel the flow of prosperity.

**Avalos:** I will create a task force of experts from all aspects of health care to guide me in my decision-making and ensure the clear and effective communication between City departments, contracting partners, and non-profits.

**Baum:** The City should audit what each nonprofit is providing relative to the costs. Some areas should be increased; others may be decreased if the audit finds wasteful spending (such as on excessive executive salaries).

I would also ensure that nonprofits under City contract must comply fully with Sunshine laws that apply to City departments and workers.

**Chiu:** While I believe the City and its nonprofit partners generally work well together, I would strive to end the annual budget roller coaster that requires nonprofit staff members to spend inordinate amounts of time in City Hall fighting for ever smaller slices of the budget pie. To get to this point, we need long-term planning, that includes funding scenarios and performance criteria to create more predictability. In 2009, I led the effort to pass Proposition A, which includes a requirement for our city government to engage in five-year financial forecasting, which will help to create more predictability.

Smoothing out the budget process, along with cost of living adjustments and support for long-recommended reforms, would help the City and the nonprofit sector do a better job of meeting our shared goal of protecting San Francisco's most vulnerable residents.

**Currier:** I will institute my required full waiver of all Audit Prohibition Rights the non-profits now hide behind to shield a level of graft and corruption that puts San Francisco in worse shape than New Orleans in terms of out and out corruption. If any non-profit wants to do business with San Francisco, we need to see the books, and be able to audit where our cash goes. Accountability means responsibility with both the positive and/or negative consequences deserved. Theft of public money will be met with criminal prosecution under my Administration.

**Dufty:** The delivery of human services in San Francisco is strengthened by the strong ties nonprofits have to particular cultural communities and neighborhoods. The City can do a better job building capacity within organizations by working to attract and train Board members with fundraising and financial skills, and leveraging assets like the Controller's Audit division to help contracting partners identify and improve weaknesses. I will be an Outcome Mayor, but will make sure we find resources to support consistent data gathering so that the burden is not solely on contracting partners.

**Hall:** I would closely monitor the work of the contracting partners to ensure that the people's best interests are truly being represented.

**Herrera:** While our city is lucky to have committed and effective government and community partners, we must ensure that every dollar spent is used to its maximum capacity. As Mayor, I will institute systems to promote more accountability among government and nonprofit service providers. I will make sure to recognize effective and innovative nonprofits and channel funds to those programs.

Currently, the Human Services Agency and Department of Public Health do not have a method of measuring the effectiveness of particular programs. The ability to measure our results and accurately gauge the effectiveness of our efforts will be critical to determining programmatic success in serving the City's health and human services needs.

**Lawrence:** Read my answer to No. 12,

**Rees:** We have seen this play out across the seemingly arbitrary across the board budget cuts, and in many cases, a costly and antiquated approach to service delivery, permitting, and regulatory compliance. As an entrepreneur and education advocate, I've spent the last two decades managing large budgets, helping businesses and schools do more than anyone thought possible with limited resources, and building sustainable financial models able to withstand a variety of economic contingencies. We can and must do the same for San Francisco, but it will require a different approach.

As the innovation capital of the world, we must work to better utilize emerging technologies to streamline bureaucracy and improve efficiency. And we must commit to a process of bottom-up budgeting, where each program is evaluated on its merits with results tied to specific benchmarks of accountability.

Finally, we must improve the transparency of the overall budgeting process. Where shared sacrifice is needed or tough choices demanded, the community will be far more accepting of the results when the community knows where their money is going and why.

**Ting:** While the city holds nonprofits accountable through the contracting process, we need nonprofits to do a better job holding the city accountable for providing services as well. We need a two way street and we need the city to become more efficient and cost effective just as the city has demanded this from nonprofits.

We have the technology and the collective innovation to make our city run better and more efficiently. This extends to how we ensure mutual accountability between the City and its contracting partners. And that's what Reset San Francisco is all about – organizing our voices to crowdsource solutions and to hold our government accountable.

I recently proposed creating an API (programming interface) for the Ethics Department to mirror public documents to a Sunshine Site – and we partnered with California Common Sense to launch an interactive transparency portal for the San Francisco budget, expenditures and performance metrics by department.

We are known around the world for our innovation and technological achievements. The tools needed to increase government transparency do exist, and we need to start holding our government accountable. Let's explore new ways to tap the creative energy of our city to hold all aspects of government accountable.

**Yee:** In these difficult economic times, when services are essential for so many, the nonprofit sector and the city must be accountable to each other and to our clients – the people of San Francisco. My record on issues of accountability and transparency is well established. As Mayor, I will support our nonprofit partners – in providing critical services, creating jobs and contributing to the local economy.

Nonprofits must demonstrate effectiveness through established performance measures in order to maintain their funding, and city services should have the same level of accountability in this partnership. A shared accountability model will ensure that services are delivered in a transparent and timely manner. As Mayor, I will collaborate with our nonprofit partners to determine best practices for implementing the recommendations of the Non-Profit Contracting Task Force and the CBO Task Force report.

## **Appendix: Background information on health and human services nonprofit issues**

**City budget and nonprofit costs of doing business:** Every year, the City assesses its inflationary, regulatory and structural cost increases at the beginning of the budget process, while considering nonprofit increases only if funds are available at the end of the process. Over time, flat funding of nonprofit contracts represents an "invisible" budget cut. In FY2005 to FY2007, the Mayor and Board provided a cost-of-doing-business (CODB) increase on the full amount of general fund contracts, which helped nonprofits cover the rising costs of salaries, health insurance, rent and other operational expenses. Due to the severity of the budget crisis, nonprofits have received no CODB since the FY2007 budget, and have had to absorb all cost increases at the expense of staffing and services. Even in years with typical increases of 1-3%, the CODB did not fully cover unavoidable operating cost increases and staff raises, threatening nonprofits with the slow erosion of their capacity to provide services.

**Budget process:** In past years, nonprofits faced a chaotic and frustrating June addback process where a parade of vulnerable city residents and service providers spent hours in line for their two minutes of public comment to request last-minute restoration of cuts. This year, the Mayor, his key staff, city department heads, and the Board Budget Chair attended a series of early meetings with service providers to discuss policy-based recommendations and priorities. These meetings resulted in Mayoral "add-fronts" before the budget went to the Board and to a more policy-based process for Mayoral and Board decision-making.

**Revenues:** The City's Three-Year Budget Projection predicts ongoing deficits through at least FY 2013-14, and they are likely to continue indefinitely. The combination of local deficits with potential state and federal reductions poses a deep threat to funding for safety net services. The City will have to decide to what extent revenue increases will be part of the solution, and what type of revenue increases.

**Longterm planning:** After years of budget cuts and flat funding, the City's nonprofit partners have experienced a steady degradation in their capacity to maintain service levels, threatening the sector's longterm viability. Yet we lack a coordinated effort to develop and implement strategies that assess current and emerging needs, analyze available resources, and evaluate program initiatives and priorities. In addition, planning efforts are subject to derailment due to the cyclical nature of the electoral process and individual department policies. Policy makers and service providers have expressed deep concern that the City lacks a comprehensive vision and framework to address health and human service needs for San Francisco's vulnerable residents over the next decade, and that the responsibility to oversee such planning is fragmented both within and across departments.

**The City / Nonprofit partnership:** Several recent reports have examined the partnership between the City and the health and human services nonprofit sector. In 2009, Mayor Newsom created a CBO Task Force that issued two reports, "*Partnering with Nonprofits in Tough Times*" ([http://www.sfhsn.org/documents/hsn\\_iss\\_oth\\_cbotrpt\\_4-15-09.pdf](http://www.sfhsn.org/documents/hsn_iss_oth_cbotrpt_4-15-09.pdf)) and "*Strengthening the Partnership*" (<http://www.sfmayor.org/Modules/ShowDocument.aspx?documentid=87>). Also in 2009, the Department of Public Health and nonprofits examined related issues in "*Recommendations from the San Francisco Department of Public Health Community Programs Stakeholder Engagement Process*" ([http://www.sfdph.org/dph/files/reports/CommunityProgs/CommProgsStakeholderFullRecommendRpt\\_05222009.pdf](http://www.sfdph.org/dph/files/reports/CommunityProgs/CommProgsStakeholderFullRecommendRpt_05222009.pdf)). In 2003, the City Nonprofit Contracting Task Force met with equal city and nonprofit representation and issued a plan with thirteen recommendations to balance the need for accountability with the need to streamline City contracting and monitoring ([http://www.sfhsn.org/documents/hsn\\_iss\\_cont\\_ctrpt\\_06-26-03.pdf](http://www.sfhsn.org/documents/hsn_iss_cont_ctrpt_06-26-03.pdf)).