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COMMITTEE/BOARD OF SUPERVISORS

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Committee: Government Audit and Oversight Date November 12, 2009

Board of Supervisors Meeting Date _____

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Completed by: Alisa Somera Date November 6, 2009

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The complete document can be found in the file and the online version.

Nonprofits

The Good, The Bad, The Ugly

2008-09 Civil Grand Jury of San Francisco Report

The Purpose of the Civil Grand Jury

The Civil Grand Jury is a government watchdog made up of volunteers who serve for one year. The Civil Grand Jury reports with findings and recommendations resulting from its investigations. The investigated agencies, departments or officials are required by the California Penal Code to respond publicly within at most 90 days.

The nineteen members of the Civil Grand Jury are selected at random from a pool of thirty prospective jurors. San Francisco residents are invited to apply.

More information can be found at:

http://www.sfgov.org/site/courts_page.asp?id=3680, or by contacting the Civil Grand Jury at 400 McAllister Street, Room 008, San Francisco, CA 94102

State Law Requirement

Pursuant to state law, reports of the Civil Grand Jury do not identify the names or provide identifying information about individuals who spoke to the Civil Grand Jury.

Departments and agencies identified in the report must respond to the Presiding Judge of the Superior Court within the number of days specified, with a copy sent to the Board of Supervisors. For each finding of the Civil Grand Jury, the response must either (1) agree with the finding, (2) disagree with it, wholly or partially, and explain why. Further, as to each recommendation made by the Civil Grand Jury, the responding party must report either that (1) the recommendation has been implemented, with a summary explanation of how it was implemented; (2) the recommendation has not been implemented, but will be implemented in the future, with a time frame for the implementation; (3) the recommendation requires further analysis, with an explanation of the scope of that analysis and a time frame for the officer or agency head to be prepared to discuss it (less than six months from the release of the report); or (4) that recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why that is. (California Penal Code, sections 933, 933.05).

Nonprofit Report

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Nonprofits, The Good, The Bad, The Ugly

Executive Summary

The 2008-09 Civil Grand Jury, (the Jury) investigated the nonprofit grant making process knowing the City and County of San Francisco (the City) had directed nearly \$500 million dollars to nonprofits last year, 41% of the discretionary budget.

The Jury conducted interviews primarily with the Department of Public Health (DPH), Department of Human Services (HSA), and the Department of Children, Youth and Families (DCYF). The Jury selected these departments because they are the largest funders of nonprofits followed by the Mayor's Office.

The Jury interviewed relevant city departments regarding the procurement process, the City Budget process and the budget process known as "Addbacks", consolidation of grants, joint monitoring of grants and the corrective action process. The Jury's investigation and recommendations serve to underline the importance of the work of previous Civil Grand Juries, the Controller's Office and various other reports, as well as the need for administrative and legislative action.

The Jury's recommendations include:

- A citywide tracking and monitoring system for grants that are awarded by all City departments should be developed using DCYF's Contract Management System (CMS) as a model.
- Nonprofits that receive money from the City should be required to disclose in writing each time they meet with the Board of Supervisors (BOS) to discuss matters that may influence allocation of funds to their agencies.
- The Board of Supervisor's role in the budget process should be submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the add-back process.
- The Nonprofit Review/Appellate Panel should develop a monitoring and performance measurement methodology for health and human services' programs provided by nonprofits.

Background

San Francisco looks to nonprofit agencies that reach deeper into the City fabric than many government offices to provide a myriad of

services to the public. City employees do not do all City functions. The City uses nonprofits because of their program effectiveness, comprising cultural competency, expertise, and smaller budgets. Of San Francisco's discretionary budget, which is approximately \$1.2 billion, almost \$500 million is distributed to nonprofits from the City's General Fund. The City also administered state and federal grants of nearly 1.1 billion during the 2007-2008 fiscal year.

In the course of this investigation, the Jury interviewed staff at all levels, primarily with the three departments that distribute the most money to nonprofits, Dept of Public Health (DPH), Human Services Agency (HSA) and the Dept of Children Youth and their Families (DCYF). The Mayor's Office is the next largest funder of nonprofits.

The Jury chose to review the entire procurement process as to how grants and contracts are awarded to nonprofits, what sort of efficiencies are evident, whether the process is fair to all parties and whether departments are making best use of city money. The Jury reviewed the extensive process that has developed in the larger departments, over many decades of distributing federal and state grants, with layers of fair practice rules, required public input, competitive bidding and much more. We reviewed many studies and reports on the crisis faced by nonprofit organizations during tough economic times. In the course of the Jury's investigation they examined oversight and monitoring practices, as well as how the city budget process relates to funding nonprofit agencies.

Many credible studies have recently made the same recommendations that grant "programs" be consolidated and coordinated across and within departments to reduce administration costs and minimize duplicate services or expenses. The City's per capita spending on public health services is more than double the average of our surveyed peer counties (see Controller's BIP report 2009¹). Spending is triple in support services, in large part, due to the City's ability to secure grant and other federal funding. The City's per capita discretionary General Fund spending is greatest in supportive housing, homeless services, and adult and aging services, when compared with our peer counties.

Individual departments of the City government have grown into multi-million dollar enterprises, rightfully territorial of the funding sources and programs they have developed over the years, and competing between themselves for limited public funds. The City Charter defines the powers of departments and their intended independence from elected officials. The Jury found that the City was not adequately

utilizing numeric performance management techniques. How the City distributes nonprofit grants is a great example of how complicated it can be without numeric tracking of performance and monies.

The Procurement Process

Procurement is the action or process of acquiring or obtaining materiel, property, or services, for example, purchasing, contracting, and negotiating directly with the source of supply.

The procurement process begins with a Community Needs Assessments and considerable public input. Federal, State and other funding agencies require and participate in these needs assessments. Some grants are on multi-year cycles, but each year commitments need to be reconsidered as a part of the City's annual Budget process. Contracts are supposed to be in place, ready to sign in time for the July budget.

Individual City departments have contract divisions that supervise and execute the mandatory, competitive bidding requirements and ensure all the special requirements of the Municipal Code are incorporated into the Request for Proposal (RFP) or Request for Qualifications (RFQ). Department have their own special requirements and they also include provisions to ensure compliance with their source of funds.

A Request for Proposal (RFP) is a formal competitive solicitation process used by City departments to obtain proposals from potential providers¹. A RFP or Request For Qualification (RFQ) defines the goals and criteria of the grant, and solicits evidence as to the capacity of applicants and the nonprofit's proposal. Some RFPs take months to a year to prepare because Federal funding have many restrictions. Once the RFP is issued, potential applicants have a relatively short time frame to respond, so nonprofits need to know when to expect RFPs.

A panel of "experts" is assembled for each solicitation and uses a numeric ranking system in evaluating the written proposals. The experts are generally at least three people drawn from the public or professionals familiar with the RFP's service area. Experience is not always a factor; "capacity," is the primary criterion when considering a proposal. Every attempt is made for the RFP process to be fair, competitive and transparent. The Departments try to be open for innovative approaches from local and or new organizations.

The upper management of departments that solicited the RFPs ultimately makes the selection of the winning grant. Once the nonprofit agency is selected, a contract including a scope of work and deliverables is negotiated between the department and the nonprofit.

An appeals process exists but is rarely used. The Jury learned that nonprofit agencies often turn to the Board of Supervisors when their applications are not selected. Last minute lobbying by nonprofits during the annual Budget hearing process has proven to be a winning strategy to secure funding for special programs, but creates many other problems for the City (see page 7 for Addback process).

The Department assigns a Program Manager after it's signed to oversee the contract, both fiscally and programmatically for each grant. Periodic site visits are scheduled to ensure contract compliance. Agencies with compliance problems are given considerable latitude and technical assistance from the departments to correct poor performance. Many of the program officers consider the nonprofit agencies to be their clients and work to correct problems and maintain funding.

Facts

1. City government has established a broad system of collecting community input, with opportunities to provide input regarding goals and priorities for funding of local discretionary dollars.
2. Each department has its own community meetings, sets its own priorities, in line with outside funding sources. Many have their own Commissions and Citizen Advisory Committees that bring diverse perspectives.
3. The City "leverages" local money to obtain more federal and state dollars. Many grants come from outside funding sources with their own priorities that may not be in line with local goals and objectives. Most federal and state grants require matching funds from the City.
4. The Controller maintains a database of nonprofits that do business with the City. Contracts with nonprofits fall under the jurisdiction of the Office of Contract Administration, whereas grants to nonprofits are not tracked citywide.
5. Only DPH has authority to issue Sole Source Waivers from the competitive bidding requirements of the City without previous consent of the City. The Clerk of the Board of Supervisors has a list by department of the number of Sole Source Contracts.

6. A contract and scope of work are negotiated with the nonprofit after it has been selected to receive a grant
7. Past experience and performance on previous grants are not always considered during the selection process.
8. DPH has a billing method based upon a Unit of Service reimbursement, while other city departments operate under Line Item Cost reimbursement of actual expenses incurred.
9. The lack of coordination and different reporting and compliance procedures for each department (even within departments) was identified as a key problem in the report of the Nonprofit Contracting Task Force (2003) because it adds time and overhead to non-profit work. Progress was later made to make fiscal compliance methods more consistent between departments.
10. The Controller expressed concern about the procurement process in the 2003 report "Sole Source Contracts", page 5.

Findings

1. There is no coordinated effort to determine overall citywide needs or strategies for distributing funds to nonprofits, other than the Community Development Block Grant (CDBG) funds distributed through the Mayor's Office.
2. There are no formal qualifications for individuals serving on the panels that rank competitive grant proposals.
3. Unlike contracts there is no systematic tracking of grants.
4. The magnitude of money and the lack of tracking and coordination of grants provide a potential for abuse in the allocation of grants.
5. Lack of coordination and different procedures for each department within and among departments adds to time and overhead for departments and nonprofits.
6. Billing by Unit of Service could allow budgeted costs, which were not actually spent, to be included in the invoice charged to the City, because the invoice is based on number of clients served (at agreed estimate of cost) not by the actual cost of serving those clients.

7. Sole Source Waivers issued are tracked by number of waivers issued to a department and not to whom the waivers were given or for what purpose.

Recommendations

1. The Mayor's Office of Budget and Policy should develop and coordinate a strategy for utilizing nonprofit services.
2. Each RFP should specify the qualifications for panel members selected to rank the proposals.
3. The Office of Contract Administration (OCA) should develop a tracking system for grants.
4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.
5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.
6. A database of sole source waivers including all cost should be maintained under the oversight of the OCA.

The Procurement Process

Findings	1	2	3	4	5	6	7
Board Of Supervisors				90 days			90 days
DPH	60 days	60 days	60 days	60 days	60 days	60 days	60 days
HSA	60 days	60 days	60 days	60 days	60 days	60 days	60 days
DCYF	60 days	60 days	60 days	60 days	60 days	60 days	60 days

Recommendations	1	2	3	4	5	6
Mayor's Office	60 days					
DPH		60 days	60 days	60 days	60 days	60 days
HSA		60 days	60 days	60 days	60 days	60 days
DCYF		60 days	60 days	60 days	60 days	60 days

Addbacks

As part of the City's annual budget process, the Board of Supervisor's Budget Analyst recommends to the Board line-item cuts that could be made in various departments. Near the end of the budget process, the Board has the opportunity to add back to the budget the amount that has been cut. These additions have become known as "Addbacks".

In order to better understand the Jury's evaluation of the process of the Budget:

- The Mayor issues instructions to the departments for their budgets.
- The departments, after having decided on priorities and evaluating non-profits that best meet objectives, write a budget.
- The Controller unifies the departmental budgets.
- The Mayor makes changes.
- The BOS assesses cuts and, in response to political maneuvering, ignores the competitive process for non-profits and essentially orders sole-source contracts with the favored non-profits.

During this process and under the direction of the Board of Supervisors, the Budget and Legislative Analysts perform research and analysis on behalf of the Supervisors. While the hearings are underway the Board of Supervisors can and does amend the budget. These amendments are called Addbacks.

Supervisors have been able to restore funding which may have been cut, or add new funding to programs favored by the Supervisors by reallocating money from one budget category to another. This Addback process does not increase or decrease the overall dollar

amount of the budget. Before the July 1st deadline of the new budget year, the Board of Supervisors, concluding a seven-month process, approves the finalized budget.

In the City's 2007-08 budget, approximately \$42 Million was added back to the budget for nonprofit organizations. These Addbacks frequently occur due to intense last minute lobbying by the nonprofit or its clients that reside within a supervisor's district, without regard to the departmental Request for Proposal (RFP) process. The Supervisors are overriding a decision made by the City Department in the course of normal business with no recourse for that department. The potential risk is that a nonprofit is included in the budget because it used its political clout even though it has not been effective, dropped for poor performance, does not meet the department's greatest needs or another nonprofit was deemed more able to meet the grantors criteria. This sentiment was echoed by many of the individuals interviewed and in several reports. In fact the only positive feedback regarding Addbacks came from the nonprofit agencies that are beneficiaries of the monies that go directly to them.

Although the San Francisco Charter prohibits the Board from prescribing or making suggestions regarding any City contract, the Board sometimes specifies organizations to receive City funds when money saved through line-item cuts is added back into the budget. The City has a contracting system that relies on and gives much responsibility to departments to select and monitor contractors. Each department has contracting officers that make front-line decisions about the competitive solicitation process, and the selection of contracts to meet the department's specific needs. This level of contracting responsibility rightly belongs with City departments, not the Board.

When the BOS targets Addback funds for specific organizations, it circumvents the City's normal competitive solicitation process and the City loses the benefits that such process provides. The City Attorney's opinion states that, under Charter Section 2.114, the BOS may not direct or compel a City officer or department to contract with a particular person or organization as a part or condition of an Addback, but the Board may appropriate Addbacks to the various departments for general purposes or for specific programs. The BOS does this by not naming the nonprofit but by specifying a program at particular location or by providing a particular service. Further, if the Board identifies a particular contractor in an Addback, a department may not use this as an excuse not to allow other contractors to compete for a

contract where the law otherwise requires a competitive process. The City Attorney affirmed that violations of the Charter's non-interference provisions might constitute official misconduct. Although we now know that the Board's distribution of targeted Addbacks to specific organizations violates the Charter, this has been a long-standing practice in the City's budget process.

During the Jury investigation several department heads and city officials stated that the targeted Addback process has increased and become a problem since district elections were again instituted in 2000. With district elections, members of the Board of Supervisors are more susceptible to political pressure from specific district voting blocks that may not represent citywide interests. The nonprofits that provide services to local communities are able to marshal constituents to lobby a Supervisor of their district without regard to the impact such lobbying could have on citywide needs. And, since Board members most often wish to be re-elected or have higher political aspirations, they respond to the pressure by adding money to the budget targeting a particular program or nonprofit. All of this is done, not by naming a specific nonprofit or contract, which is not permitted under the City Charter, but by increasing the money to the department with an informal understanding of where the additional monies should be spent.

The Community Budget Reform Council (CBRC), among others, in their draft report dated 2/26/09, recommends that before funding for a nonprofit is added back to the budget, it should go through a formal review process by the relevant department. The Jury does not agree with this approach because of the cumbersome process of approving grants. The Jury agrees with the Draft Recommendations of the Budget Reform Council dated February 6th 2009, section I.1.a which recommends to "Shift the focus from a one-month cut and addback role in June to a four month collaborative role driven by values, public input and long term-policy goals". The Addback Process delays, thwarts or stops the Budget Process. In addition, the departmental review process initiated by Addbacks can take months to complete and can sometimes cost more than the grant itself in administrative expenses.

Facts

1. Targeted Addbacks continue to be part of and contribute to the delay of the budget process.
2. Targeted Addbacks violate City Charter rules.

3. Targeted Addbacks circumvent the selection of nonprofits by City Departments.
4. Targeted Addbacks bypass competitive bidding.
5. Targeted Addbacks do not allow weeding out poor performing nonprofits.

Findings

8. Targeted Addbacks to the city budget are taking place, even though they are against Procurement Rules: City Charter (2.114. Non Interference in Administration)
9. Targeted Addbacks are often a result of lobbying by special interest groups.
10. Targeted Addbacks circumvent the contract process established by the city departments.
11. Targeted Addbacks negate the expertise of the city departments.
12. Targeted Addbacks do not follow the budget amendment process established by the City Charter and circumvent the regular competitive solicitation processes that City departments must follow, sometimes causing departments enter sole source contracts.
13. Targeted Addbacks impede the ability of city departments to hold nonprofit contractors accountable for poor performance. (Partnering with Nonprofits in Tough Times: Recommendations from SF Community Based Task Force, April 2009)
14. The Board of Supervisors has violated the Charter by making direct contracting decisions through targeted Addbacks. Through this procedure, the Board of Supervisors has continued the longstanding practice of allocating some City funds directly to specific contractors.

Recommendations

7. The practice of targeted Addbacks should be stopped.
8. The City Charter (2.114. Non-Interference in Administration) should be enforced to prevent district supervisors from directing funds to specific nonprofits through circuitous means. (For example, naming a street where a nonprofit exists or specifying a service offered only by a specific nonprofit).
9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather

than last-minute adjustments through the targeted add-back process.

10. To comply with the San Francisco Charter and encourage the use of competitive processes, and to strengthen the requirements for the content of City contracts, the Board of Supervisors should no longer direct funds toward specific City contracts or contractors through the targeted addback process or otherwise.

Addbacks

Findings	8	9	10	11	12	13	14
Board Of Supervisors	90 days	90 days		90 days	90 days	90 days	90 days
DPH			60 days	60 days		60 days	
HSA			60 days	60 days		60 days	
DCYF			60 days	60 days		60 days	

Recommendations	7	8	9	10
Board Of Supervisors	90 days	90 days	90 days	90 days
DPH			60 days	
HSA			60 days	
DCYF			60 days	

Back Office Operations

Back office operations refer to any non-program functions performed by the nonprofit, such as payroll, accounting and purchasing.

Nonprofit grants may require all or some of these non-program functions. The size of the grant and the number of functions may require only a part-time staff position at each nonprofit, some large and small.

If back office operations of nonprofits were consolidated by centralizing payroll, purchasing and accounting for nonprofits, assuming administrative costs of 10% of the present \$487M in grants to nonprofits there would be a significant saving to the City.

Fact

1. Interviews with a variety of city officials by the Civil Grand Jury and the report "Partnering with Nonprofits in Tough Times"¹ published in April 2009 by the Mayor's Community Based Organizations Task Force support the idea of the consolidation of back-office operations.

Finding

15. Consolidation of backroom operations would save the City money.

Recommendation

11. A Consolidated Backroom Unit should be set up with the Office of Contract Administration (OCA) to provide back-office operations for nonprofits.

Back Office Operations

Findings	15
DPH	60 days
HSA	60 days
DCYF	60 days

Recommendations	11
DPH	60 days
HSA	60 days
DCYF	60 days

Monitoring and Performance Measurement

The Jury investigated the monitoring and performance measurement of nonprofits, both fiscally and programmatically. It is crucial that city residents' taxes and fees are being spent both efficiently (fiscally sound) and effectively (programmatically meeting service goals).

Fiscal Monitoring

The Jury chronology of fiscal monitoring began with a report by the 2000-2001 Civil Grand Jury. It found that the contract systems at the time were too decentralized and placed heavy administrative burdens on nonprofit organizations, often to the detriment of services to the City's residents.¹ In October 2001, the City Nonprofit Contracting Task Force was created by the Board of Supervisors in response to the request by the SF Human Services Network, a coalition of health and human services nonprofits serving the City, to address the issues raised in the 2000-01 report.

In September 2002, the Task Force submitted its report to the Board of Supervisors. Its recommendations focused on improving contracting procedures for nonprofit human and health services. The Board of Supervisors approved the Task Force's recommendation that it be extended until June 30, 2003 to provide time to develop an implementation plan for the recommendations.

The following are two of the Task Force's recommendations (See Appendix A) and the ensuing results:

- To create a review/appellate process to implement and oversee substantive changes in standardized requirements.
 - The Nonprofit Review/Appellate Panel consisting of City departments and representatives from nonprofit organizations was created to oversee the implementation of the Task Force milestones.
 - By November 2006, 29 out of 41 established milestones were completed with 8 in process (See Appendix A).
- To consolidate contracts, where appropriate, across or within departments.
 - The Interdepartmental Working Group consisting of representatives from the DPHP, HSA, DCYF and the Mayor's Office of Community Development drafted best practices for the consolidation of grant agreements both internally and across departments. Their best practices

recommendations were submitted to the Review/Appellate Panel.

- In September 2007 a letter (See Appendix B) was issued to other non-participating City departments urging implementation of these procedures; to do fiscal monitoring of programs jointly when a nonprofit is receiving grants from more than one City department. Such action has been a good start toward needed reform in contracts with nonprofits.
- There appears to be a spotty response to this recommendation for consolidation according to those city department and nonprofit staff interviewed by the Jury.

Many of the City department staff who were interviewed spoke highly of DCYF's computer-based Contract Management System (CMS) and stated that, when joint monitoring is needed for a nonprofit also receiving funds from DCFY, they rely on the CMS.

In addition to questions related to grant goals and objectives, the monthly CMS report tracks the following fiscal information: payment of staff, line item expenses, year to date expenses and the balance on line items (See Appendix C) This system enables DCYF to monitor fiscal matters on a monthly basis and to identify problems early and as they develop in the management of the funds related to the grants.

Facts

1. The Board of Supervisors responded positively to the recommendations of the 2000-2001 Civil Grand Jury by establishing the City Nonprofit Task Force.
2. The City Nonprofit Task Force's recommendations were accepted by the Board of Supervisors with the establishment of the Nonprofit Review/Appellate Panel.
3. Seventy percent of milestones of the Nonprofit Review/Appellate Panel were completed and 19.5% were in progress by November 2006.
4. Documentation of contract consolidation among departments is not apparent.
5. Joint monitoring by the Controller's Office is limited to the fiscal portion of the grant and compliance monitoring.

6. Multiple nonprofits receive multiple grants or contracts with and among multiple City departments. (See Appendix D)
7. In response to the Nonprofit Contracting Task Force recommendation a letter from the Mayor was sent to departments not participating in joint monitoring recommending they comply with the findings.
8. Program managers using the web interface of DCYF's CMS system can identify fiscal problems on a monthly basis.

Findings

16. The monitoring/oversight of the fiscal component of contract/grants between the City departments and nonprofits has improved since the 2000-01 recommendations identified the problems.
17. The City Nonprofit Task Force focused on the fiscal monitoring of the contracts/grants between the City departments and nonprofits. Joint monitoring of nonprofits in fiscal matters is efficient for both the City departments and the nonprofits in that staff time utilized is reduced.
18. The Office of Contract Administration does not track grants made to nonprofit organization.
19. DCYF's CMS is admired by other departments and could be incorporated into their monitoring of nonprofits.

Recommendations

12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.
13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.
14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and

performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.

Program Monitoring

*"For most stakeholders in the nonprofit sector, measuring performance is elusive. ...there is increasing pressure on nonprofits to account for and improve results."*²

Much attention has been given by the City to fiscal management since the 2000-01 Civil Grand Jury Report. The current Jury decided it was as important to investigate what monitoring and evaluation (performance measurement) were being done on the service goals and objectives of each grant given out by the City departments to nonprofit organizations. If money is being given out for human and health services, taxpayers, as well as recipients of the services, should be able to evaluate whether the monies are being spent on effective programs.

DCYF again appears to be the City department that is most effective in monitoring the programs on which it is spending monies. The Contract Management System (CMS), which is completed monthly by each nonprofit, tracks the following items: activities that took place, any organizational changes, progress related to communication, strategies and accessibility goals and the number of "clients" served and their demographics (Appendix C).

In addition, DCYF has each nonprofit complete a yearly self assessment "Minimum Program Compliance Standards." The Out-of-School Time Minimum Program Compliance Standards describe what DCYF wants children, youth and families to experience in a program: safety, relationship building, youth participation, community involvement, skill building and special needs inclusion with 8 standards and 16 indicators. All nonprofits evaluate themselves in how each indicator is met by their programs. In addition, they can add how they are meeting a standard that is not captured by an indicator (Appendix E). Five sets of minimum standards were developed through partnership with an advisory group of funded agencies. Agencies represented five groups of nonprofits within clusters of nonprofits providing early childhood education, family support, health and wellness, youth workforce development and out of school time. Once nonprofits submit their self-assessment, their responses are reviewed

by their Program Officer, discussed at a site visit, and if, necessary, a plan is created to meet the standards not achieved.

These two monitoring and evaluation systems, CMS and Minimum Program Compliance Standards, produce the greater likelihood that comparing nonprofits can take place. The Department of Public Health Community Behavioral Health Services has the Community Program Corrective Action Policy and Procedure which is triggered when a nonprofit's standardized monitoring scores are lower than three in any monitoring category. (This process is done for nonprofit issues that are not related to the Controller's Citywide Fiscal and Compliance Monitoring.) The tracking report covers governance and operations, both fiscally and programmatically. It does not contain standards by which all nonprofits providing similar services are evaluated. The report is created by first identifying the problem areas of a specific nonprofit.

The Urban Institute and The Center for What Works jointly issued a paper in December 2006, "The Nonprofit Taxonomy of Outcomes: Creating a Common Language for the Sector". It provides a resource for identifying quality indicators to assist nonprofits in developing outcome indicators and collecting outcome data.³

Basic criteria for quality indicators were identified as:

- Specific: unique, unambiguous
- Observable: achievable, practical, cost effective to collect, measurable
- Understandable: comprehensible
- Relevant: measure important dimension, valid, appropriate, related to program, of significance, predictive, timely
- Time bound
- Reliable: accurate, unbiased, consistent, verifiable

Too often quality indicators measure information (proxy) but not behavior change (outcome). " For example, while tracking the extent to which avoidance of a certain kind of behavior has occurred can be difficult, a client can be tested about the client's level of knowledge about why someone should avoid that behavior. However, the degree to which increased knowledge leads to the desired change in behavior needs to be known before this increased knowledge can be deemed a "good" indicator of the desired change in behavior. Without documentation that when knowledge increases, a behavioral change follows, a proxy may not be a useful and appropriate indicator of the outcome."⁴

Following the department's collection of outcomes and indicators for 14 different program areas, ranging from adult education and family literacy to prisoner re-entry, the taxonomy was developed⁵. The Jury read the Office of Controller's report *City Performance Measurement System* that identifies performance measures that each City department develops each year to evaluate its own performance. The report found that not one of the departments distributing grants to nonprofits was measuring its own performance in relationship to nonprofits.

Facts

1. DCYF has CMS that permits monitoring of nonprofit activities on a monthly basis, tracking progress towards goals and objectives.
2. DCYF has developed the Minimum Program Compliance Standards that enables it to evaluate nonprofits using common indicators.
3. Program monitoring and performance measurement is being done in other City departments.
4. No monitoring and performance measurement systems are in use citywide.
5. A taxonomy system has been developed to monitor and evaluate nonprofits.

Findings

20. There are few performance measurement systems being used by City departments to monitor and evaluate nonprofits' goals and objectives.
21. DCYF has a system that tracks program goals and objectives on a monthly basis.
22. Systems have been developed that enable nonprofit performance to be evaluated using common outcome indicators.

Recommendations

15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on a

taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.

16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.

Monitoring and Performance Measurement

Finding	16	17	18	19	20	21	22
Controller's Office		60 days					
Mayor's Office							60 days
Office Contract Adm.			60 days				
DPH	60 days	60 days	60 days	60 days	60 days	60 days	60 days
HSA	60 days	60 days	60 days	60 days	60 days	60 days	60 days
DCYF	60 days	60 days	60 days	60 days	60 days	60 days	60 days

Recommendations	12	13	14	15	16
Mayor's Office			60 days		60 days
Office of Contract Adm.	60 days				
Board Of Supervisors		90 days		90 days	
DPH	60 days	60 days	60 days	60 days	60 days
HSA	60 days	60 days	60 days	60 days	60 days
DCYF	60 days	60 days	60 days	60 days	60 days

Endnotes

Background

1. Office of the Controller, "Budget Improvement Project Report", March, 2009: http://www.sfgov.org/site/uploadedfiles/controller/BIP_Report_3-16-09_FINAL.pdf

Procurement Process

1. A Request for Proposal (RFP) is a formal competitive solicitation process used by City departments to obtain proposals from potential vendors or providers of needed services and to make a selection of a provider. Once the service provider is selected a contact price and Scope of Work is negotiated. The RFP or RFQ defines and outlines the goals and criteria of the grant and solicits evidence as to the capacity of applicants and the proposals themselves.

Addbacks

1. Office of the Controller, Sole Source Contracts, April 2003

Back Office Operations

1. Community Based Organizations Task Force, "Partnering with Nonprofits in Tough Times", April 2009
http://www.sfgov.org/site/uploadedfiles/mayor/PolicyFinance/CBO_Task_Force_Report.pdf

Monitoring and Performance Measurement

1. 2000-01 San Francisco Civil Grand Jury Report, "Nonprofit Contracting", http://www.sfgov.org/site/courts_page.asp?id=3726
2. "Building a Common Outcome Framework To Measure Nonprofit Performance": <http://www.urban.org/publications/411404.html>
3. "The Nonprofit Taxonomy of Outcomes: Creating a Common Language for the Sector":
http://www.urban.org/center/met/projects/upload/taxonomy_of_outcomes.pdf
4. See Endnote 2
5. See Endnote 3

Appendix A

MILESTONES FOR CITY NONPROFIT CONTRACTING TASK FORCE'S
RECOMMENDATIONS

1. **CONSOLIDATE CONTRACTS, WHERE APPROPRIATE, ACROSS OR WITHIN DEPARTMENTS (CONSOLIDATE CONTRACTS)**

Milestone: May 2006

- ✓ • HSA/Aging, DPH, DCYF, MOCD ("Interdepartmental Working Group") will report on the number of contracts consolidated to date within department and across departments. **(Completed)**
- ✓ • Identify additional consolidations that are appropriate. **(This item is separated from the above bullet point for this report.) (In Process)**

✓ **Milestone: Summer 2006 (Completed)**

- DPH will provide separate timelines report for consolidation within department, and across divisions.

✓ **Milestone: TBD by Interdepartmental Working Group (Completed)**

- Interdepartmental Working Group will begin meeting to evaluate departments' procedures to consolidate contracts and begin to draft a best practice model.

✓ **Milestone: September 2006 (In Process)**

- The Review/Appellate Panel will evaluate draft best practice model and consider nonprofit feedback.

✓ **Milestone: April 2006 (In Process)**

- Mayor's Office and OCA will send letter to nonprofit contracting departments that did not participate in the City Nonprofit Contracting Task Force, notifying these departments of the efforts to streamline the contracting process and encouraging them to adopt recommendations put forth by the Nonprofit Review/Appellate Panel. These departments include Sheriff, Juvenile Probation, Mayor's Criminal Justice Council, Mayor's Office of Housing, Department on the Status of Women,
- ✓ • OCA will send e-mail to nonprofits requesting nonprofits to (1) provide view point on City's efforts to consolidate contracts across and within departments, (2) give specific examples of late certification, (3) give specific examples of unnecessary requirements, and (4) give examples of what the City is doing right to streamline the contracting process. **(Completed)**

✓ **Milestone: Fall 2006 (Completed)**

- HSN will review with contractors and report back to the Review/Appellate Panel on evaluation of progress for the next report to the Board of Supervisors.

2. DEVELOP METHODS TO STREAMLINE CONTRACT APPROVALS AND INCREASE AUTOMATION (STREAMLINE CONTRACT APPROVALS)

✓ Milestone: February 2006 (Completed)

- OCA will widely distribute an e-mail update to nonprofits and City's contracting staff regarding the use of DPH's contracts online system (COOL) as a central data repository for shared nonprofit related documents. Only DPH, DCYF, HSA and Controller's Office staff have access to this system at this time. A standard list of compliance documents and monitoring documents will be posted for shared use among departments for their nonprofit contractors. Additionally, the City's Risk Manager established guidelines and procedures to allow non-profits to obtain a blanket insurance certificate from the non-profits insurance underwriter to indemnify the City and County of San Francisco as additionally insured.
- ✓ • DTIS and OCA will present a cost/benefits analysis exploring the options for providing an enterprise-wide contract management system and/or contract development system, similar in concept to the DPH's COOL System. (In Process)

Milestone: February/March 2006 (Completed)

- ✓ • DTIS and OCA will present a budget proposal to Mayor's Office and Board of Supervisors for a citywide central data repository. The next milestone will depend on the political process. (Completed)
- OCA will develop additional milestones after the FY 06-07 budget process. (This item is separated from the above bullet point for this report.)

✓ Milestone: April 2006 (Completed)

- Controller will revise existing policies and procedures for electronic signatures to permit online submissions and approvals of required documents.

✓ Milestone: June 2006 (Completed)

- DPH/HSA will facilitate refresher training for City staff regarding COOL's central data repository functions, and OCA will send an e-mail reminder to all nonprofit contractors to submit information electronically.

✓ Milestone: Summer 2006 (Completed)

- Controller will explore the feasibility of electronic fund transfers to facilitate payments directly to contractors' bank accounts.

✓ Milestone: To Be Determined (Completed)

- The Controller's Office will facilitate a training of health and human service contracting staff regarding new and existing insurance procedures.
- Individual departments will develop their own systems for on-line submissions and approvals.

✓ Milestone: Fall, 2006 (Completed)

- HSN will review with contractors and report back to the Review/Appellate Panel on evaluation of progress for the next report to the Board of Supervisors.

3. DEVELOP AND PROCESS CONTRACT DOCUMENTS EARLY IN THE CYCLE TO ASSURE TIMELY PAYMENT (TIMELY PAYMENT)

Milestone: May 2006

- ✓ • Nonprofits and HSN will submit Review/Appellate Panel documented examples of late certification and late payments by City departments. (Completed)

- The Review/Appellate Panel will begin to invite other City administrative/regulatory agencies (HRC, Risk Management, Civil Service Commission, etc.) to develop policies to streamline and facilitate timely contract certification or create exceptions for human services providers.
- ✓ • The Review/Appellate Panel will convene a working group to review nonprofit reports and samples of nonprofit contracts to identify problems with late certification and payment. (Completed)

Milestone: Fall 2006 (In Process)

- The Review/Appellate Panel will review recommendations and procedures to streamline contracts certification payments.

4. CREATE A REVIEW/APPELLATE PROCESS TO IMPLEMENT AND OVERSEE SUBSTANTIVE CHANGES TO STANDARDIZATION (REVIEW/APPELLATE PROCESS)

✓ **Completed in January 2005: (Completed)**

- OCA created the Review/Appellate Panel with City and nonprofit representation in January 2005. In its oversight role, the Panel has made a tremendous difference in ensuring that City departments continue to move forward with implementation and to communicate across departments to share ideas and standardize processes. This task has been completed and is ongoing, with some departments responding quickly and some not.

✓ **Completed in Summer 2005: (Completed)**

- Health and human services departments completed draft formal grievance procedures.

✓ **Milestone: April 2006 (Completed)**

- HSN will review health and human services draft formal grievance procedures.
- The Review/Appellate Panel will review all drafts and proposals for a formal grievance procedure.
- The Review/Appellate Panel will approve model grievance procedures.

✓ **Milestone: May 2006 (Completed)**

- OCA will work with City Attorney to determine appropriate place for model grievance procedure. Upon determining the final procedures, OCA will post the document on the Intranet web site at <http://intranet/> under Forms Center, with a strong recommendation that all departments use the model grievance procedures.

✓ **Milestone: June 2006 (Completed)**

- OCA will e-mail update on new grievance procedures to nonprofits.

✓ **Milestone: Fall, 2006 (Completed)**

- HSN will review with contractors and report back to the Review/Appellate Panel on evaluation of progress for the next report to the Board of Supervisors.

5. ELIMINATE UNNECESSARY REQUIREMENTS IMPOSED ON CONTRACTORS (ELIMINATE UNNECESSARY REQUIREMENTS)

✓ **Milestone: March 2006 (Completed)**

- Departments will report to Review/Appellate Panel its plan to meet with contractors to discuss and identify requirements that may be unnecessary. This will occur upon contract renewal.

✓ **Milestone: April 2006 (Completed)**

- OCA will send e-mail to nonprofits requesting nonprofits to (1) provide view point on City's efforts to consolidate contracts across and within departments, (2) give specific examples of late certification, (3) give specific examples of unnecessary requirements, and (4) give examples of what the City is doing right to streamline the contracting process.

Milestone: Spring 2006

- Mayor will send letter to nonprofit contracting Commissions requesting that they assist the Task Force objective to eliminate unnecessary requirements imposed on contractors.

✓ **Milestone: Summer 2006 (Completed)**

- Departments will develop and submit a plan to the Review/Appellate Panel to eliminate requirements that may be unnecessary.

✓ **Milestone: Fall 2006 (Completed)**

- HSN will review with contractors and report back to the Review/Appellate Panel on evaluation of progress for the next report to the Board of Supervisors.

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6. **DEVELOP METHODS TO FACILITATE ELECTRONIC PROCESSING OF CONTRACTS AND PAYMENTS (ELECTRONIC PROCESSING)**

- The tasks and milestones for achieving Recommendation #6 is the same for Recommendation #2.

7. **CREATE STANDARDIZED AND SIMPLIFIED CONTRACT FORMS (STANDARDIZED AND SIMPLIFIED FORMS)**

✓ **Milestone: TBD by Interdepartmental Working Group (In Process)**

- Interdepartmental Working Group will meet to begin evaluating standardized forms (scope of work, budget, invoice, monitoring reports), and begin drafting best practice models to be distributed to other City departments and posted on OCA's website.
- The Interdepartmental Working Group will develop contract format and forms for outcome driven services that define: (1) language and service definitions; (2) monitoring protocols; and (3) reporting requirements (recommendation #10).

✓ **Milestone: Fall 2006 (In Process)**

- The Review/Appellate Panel will review the progress of implementing standardized forms (or development of alternative standardized forms) by other City departments.

✓ **Milestone: September 2006 (In Process)**

- The Review/Appellate Panel will evaluate draft best practice model and consider nonprofit feedback. (Done, but need NP feedback.)

✓ **Milestone: To Be Determined: (In Process)**

- The Interdepartmental Working Group will develop form for contractors to provide feedback on definitions and monitoring of outcome driven services (recommendation #10).

✓ 8. **ESTABLISH ACCOUNTING STANDARDS FOR NONPROFITS CONTRACTORS (ACCOUNTING STANDARDS) - Completed**

The Controller's Office has published and disseminated a *Finance Guide for Nonprofits*

in November of 2004 and provided two training sessions on the *Finance Guide* for approximately 70 nonprofit contractors in April 2005. In June of 2005, the Controller's Office coordinated another training session on cost allocation procedures, which was attended by over 100 nonprofits. As a follow up to this training, and to further clarify the City's expectations regarding cost allocation practices, the Controller's Office has developed written cost allocation guidelines for nonprofits contracting with the City. The *Cost Allocation Guidelines*, the *Finance Guide* and all related materials from these trainings are available online at www.sfgov.com/controller (see *Resources for Nonprofits*).

9. COORDINATE JOINT PROGRAM MONITORING (JOINT PROGRAM MONITORING)

✓ Completed in September 2005 (Completed)

- Since September 2005, the Controller's Office has been facilitating monthly working group meetings with representatives from DCYF, DPH and HSA to discuss monitoring results and refine standard monitoring procedures. This process is ongoing.

Milestone: June 2006

- ✓ • Sixty-seven organizations with multiple contracts across DCYF, DPH and HSA will undergo a standard fiscal and compliance monitoring by June 30, 2006. (Completed)
- A similar or greater number of contractors will experience this standard monitoring in FY 06-07 with expanded participation from other City departments who were not participating in the efforts this fiscal year. (This item is separated from the above bullet point for this report.)

Milestone: FY 06-07

- ✓ • The Controller's Office will transition the leadership/facilitation of the monthly working group meetings to the departments during FY 06-07. (In Process)
- ✓ • HSN will assist to provide feedback to the Review/Appellate Panel from the contractors' perspective, on the experience and efficacy of the shared monitoring process. (Completed)
- ✓ • Coordinated monitoring will be further enhanced by a shared master calendar and shared access to monitoring forms and reports on COOL. (Completed and On-going)
- ✓ • Departments will provide timely written notice of at least 14 days prior to the monitoring visit date as well as a timely written report back on the results of the monitoring visit back to the contractor within 30 days, if possible, but not beyond 90 days. If the program report is not completed within 30 days, then the department conducting the monitoring will issue a notice indicating that the program report was not completed as scheduled. (Completed, developed new timelines and procedures)

10. DEVELOP STANDARD MONITORING PROTOCOLS, LANGUAGE AND DEFINITIONS TO CLEARLY DEFINE CONTRACT REQUIREMENTS (STANDARD MONITORING PROTOCOLS)

✓ **Milestone: FY 06-07 (In Process)**

- Upon renewal, each contract will be revised to include clear language and service definitions, clearly defined monitoring protocols (specifically what will be monitored and when), and clearly specified reporting requirements.

The above will be contained in the scope of services document and will be mutually agreed upon by both the funding agency and the service provider. During the period following the renewal (fiscal year) the above revisions will be analyzed to develop outcome driven services to be implemented in subsequent renewals or RFPs. The lengthy service objectives narratives currently contained in many scopes of services shall be streamlined to contain the mutually agreed upon outcomes and methodology for measuring progress towards meeting those outcomes.

Protocols for standard fiscal & compliance monitoring were completed and are being used with multi-departmental contractors in FY 05-06; ongoing efforts are focused on program monitoring protocols.

The contract renewal/negotiation process should allow departments and contractors to determine what will be monitored and how. Departments should focus monitoring on what is specifically agreed to in the contract, and will adopt findings of Federal or State monitoring, when appropriate.

11. PROVIDE TRAINING FOR PERSONNEL WHO MONITOR CONTRACTS TO ENSURE ADEQUATE KNOWLEDGE AND UNDERSTANDING OF PROGRAMS, SERVICES AND MUTUALLY AGREED UPON PROTOCOLS (TRAINING FOR PERSONNEL)

✓ **Milestone: June 2006 (Completed)**

- The Controller's Office, in collaboration with the monitoring working group, will conduct a year-end survey of the 67 multi-departmental contractors to get their feedback on their fiscal, compliance and program monitoring experience in FY 05-06. Findings from this survey will inform future trainings for City staff and/or contractors.

✓ **Milestone: FY 06-07 (In Process)**

- Upon implementation of recommendation #10 (standard monitoring protocols) and results from surveys, Agency staff that perform monitoring activities will be instructed and trained at the department level during the first quarter of FY 06-07 to insure understanding of monitoring roles under the revised scopes of services.

Milestone: To Be Determined

- Departments will adopt Controller's year-end survey of 67 multi-departmental contractors on the three areas of monitoring (Fiscal, Compliance, and Program) to solicit similar feedback from their other contractors, to ensure that their staff has adequate knowledge of the programs they monitor.

12. CONDUCT TIERED ASSESSMENTS OF PROGRAMS TO EFFICIENTLY EVALUATE PROGRAM PERFORMANCE (TIERED ASSESSMENTS)

✓ Milestone: June 2006 (Completed)

- Before June 30, 2006, each department will adopt the Controller's Office Risk Assessment Policy and format procedure for each jointly monitored contract and all other contracts that are applicable. Each fiscal year during the first quarter (July through September) the risk assessments for each department's contracted services will be performed and the monitoring schedules will be established as a result of the risk assessments. These criteria will be shared with contractors to facilitate ongoing dialogue between the City and nonprofits.

Service providers with no findings from the prior year's monitoring will be relieved of subsequent monitoring of a period of 1-2 years, or may be subject to a self-monitoring report.

This does not apply where State, Federal or other funding sources require more frequent monitoring.

At a minimum, all contractors will receive at least one physical site visit every three years.. Contractor may request justification of risk assessments and subsequent scheduled monitoring at any time.

Departments will continue to identify opportunities and resources for technical assistance for contractors. The Controller's Office coordinated several trainings in FY 04-05 (Finance Guide, Cost Allocation Procedures), and also maintains a *Resources for Nonprofits* link on its website. DCYF and MOCD also contract with Compass Point Nonprofit Services to provide further technical assistance to contractors.

13. COST OF LIVING INCREASES

In 2005, the Mayor approved a 2% cost of doing business increase for general fund contractors. Any future COLA's is a policy decision for the Mayor and the Board of Supervisors.

Appendix B



September 26, 2007

Dear Department Heads:

As you may be aware, the Nonprofit Review/Appellate Panel comprised of City departments and nonprofit representatives, and led by the Office of Contract Administration (OCA), is overseeing the implementation of contract streamlining in the City departments. Specifically, this Panel is helping to implement the City Nonprofit Contracting Task Force's recommendations adopted by the Board of Supervisors in February 2004. The City, in collaboration with the nonprofits, has made tremendous progress in ensuring that City departments continue to move forward with the implementation and communicate across departments to share ideas and standardize processes.

The City's largest health and human services nonprofit contracting departments (HSA, DPH, DCYF, and MOCD) have been involved with the process to date. However, other relevant department have not yet been included in the process to streamline the City's contracting process. In an effort to be inclusive and foster cooperation across departmental boundaries, I am asking that your department learn what the City has done to achieve the Task Force's objectives and to apply the recommendations to your department's contracting policies.

I am requesting that your department become informed about the original Task Force's report of thirteen recommendations (dated June 26, 2003) and the progress reports of the Nonprofit Review/Appellate Panel (dated April 6, 2005) and (October 20, 2005). On September 1, 2006, the Panel issued the Dispute Resolution Procedure, which is attached. Please adopt the recommendations put forth by the Panel that are applicable to your department and include the Dispute Resolution Procedure in your health and human services contracts. The reports, recommendations, and the Dispute Resolution Procedure can be found on OCA/Purchasing's website at www.sfgov.org/oca (under Nonprofit Contracting Task Force).

A meeting will be held with members of the Panel to provide an overview of the recommendations of the Review/Appellate Panel. I ask that your department be represented, through your attendance or a representative.

Date: Monday, October 22
Time: 2:30 p.m. – 3:00 p.m.
Location: City Hall, Room 421

Should you have questions about the Task Force's recommendations or the Panel's adopted policies, please contact Naomi Kelly, Director of the Office of Contract Administration, at (415) 554-7738.

Sincerely,

A handwritten signature in black ink, appearing to read "Gavin Newsom", written over a horizontal line.

Gavin Newsom

Appendix C

Contract tracking information

[REDACTED]
[REDACTED]
OST Pre-Assessment Forms.doc (177KB)

[REDACTED]
DCYF uses the Contract Management System to track the following items:

Narrative:

1. Activities that happened during the month
2. Organizational changes, board issues, staffing and challenges

Goals:

1. Program communicates with parents/caregivers on a regular basis and offers opportunities for them to participate in the program
2. Program has strategies to provide information about other resources to participants, parents and caregivers
3. Agency makes program accessible to potential participants and their families

Units:

1. How many youth were served this month
2. How many youth were served to date

Demographics

What were the demographics of the participants by age, ethnicity and zip code

Fiscal:

Which staff members were paid from the DCYF contract. How much?

All of the line item expenses paid out during the month (personnel, fringe, professional, materials and supplies, other program costs and admin costs)

Year to date expenses

Balance of the line items

I'm also attaching a copy of our minimum standards assessment document. Each agency received an assessment this fiscal year.

If you have other questions, please let me know.

Thanks.

[REDACTED]
[REDACTED]
Department of Children, Youth and Their Families
1390 Market Street, Ste 900
San Francisco, CA 94102
[REDACTED]

Appendix D

VENDOR NAME	NUMBER OF DEPARTMENT S PROVIDING GRANTS	TOTAL NUMBER OF GRANTS PROVIDED TO VENDORS
FRED FRYOR SEMINARS/CAREERTRACK	17	19
MISSION NEIGHBORHOOD CENTERS	15	18
THE SAN FRANCISCO LGBT COMMUNITY CENTER	15	19
AMERICAN RED CROSS BAY AREA CHAPTER	14	21
BERNAL HEIGHTS NEIGHBORHOOD CENTER	14	16
LIGHTHOUSE FOR THE BLIND & VISUALLY IMPA	13	19
SAN FRANCISCO STATE UNIVERSITY	13	19
SKILLPATH SEMINARS/COMPUMASTER	13	16
COMMUNITY INITIATIVES	12	13
SPUR	11	16
CHINATOWN COMMUNITY DEVELOPMENT CENTER	10	13
DELANCEY STREET FOUNDATION	10	12
TIDES CENTER	10	11
AMERICAN MANAGEMENT ASSOCIATION	9	10
CORO CTR FOR CIVIC LEADERSHIP-NTHRN CAL	9	9
VISITACION VALLEY COMMUNITY DEVELOPMENT	9	10
Y M C A OF SAN FRANCISCO	9	10
ASIAN NEIGHBORHOOD DESIGN	8	10
EDGEWOOD CENTER FOR CHILDREN AND FAMILIES	8	9
FILIPINO-AMERICAN DEVELOPMENT FOUNDATION	8	10
GIRLS 2000	8	8
GOODWILL INDUST OF S F SAN MATEO & MARIN	8	11
INSTITUTO FAMILIAR DE LA RAZA INC	8	10
LARKIN STREET YOUTH CENTER	8	8
POTRERO HILL NEIGHBORHOOD HOUSE	8	9
SAN FRANCISCO CHAMBER OF COMMERCE	8	12
SAN FRANCISCO STUDY CENTER INC	8	9
AFRICAN AMERICAN ART & CULTURE COMPLEX	7	8
ALLEN COMMUNITY DEVELOPMENT CORP	7	8
AMERICAN SOCIETY OF CIVIL ENGINEERS INC	7	12
BAYVIEW HUNTERS PT FNDTN FOR COMM IMPROV	7	7
COMMUNITY YOUTH CENTER SAN FRANCISCO	7	8
COMPASSPOINT NONPROFIT SERVICES	7	12
FAMILY SERVICE AGENCY OF SAN FRANCISCO	7	8
FORT MASON FOUNDATION	7	8
GLIDE FOUNDATION	7	7
MISSION LANGUAGE & VOCATIONAL SCHOOL INC	7	11
RENAISSANCE PARENTS OF SUCCESS	7	7
SAN FRANCISCO SCHOOL ALLIANCE	7	8
SOMARTS	7	9
SUNSET YOUTH SERVICES	7	9
TENDERLOIN HOUSING CLINIC INC	7	8
URBAN RESOURCE SYS DBA NGHBRHD PRKS CNCL	7	8
ASHBURY IMAGES	6	11
ASIAN WOMEN'S SHELTER	6	6
BAR ASSOCIATION OF SAN FRANCISCO	6	10
BAYVIEW HUNTERS PT CTR FOR ARTS & TECH	6	8
CALIFORNIA COMMUNITY DISPUTE SERVICES	6	6
CHINESE CHAMBER OF COMMERCE	6	8
FILIPINO AMERICAN ARTS EXPOSTION	6	8
HAIGHT ASHBURY NEIGHBORHOOD COUNCIL	6	6
INSTITUTE OF ELECTRICAL & ELEC ENGRS	6	7
JAPANESE COMMUNITY YOUTH COUNCIL	6	6
JEWISH VOC & CAREER COUNSELING SVC (JVS)	6	6
LA RAZA CENTRO LEGAL INC	6	7
LAVENDER YOUTH RECREATION & INFO CTR	6	6
NATIONAL SAFETY COUNCIL	6	9
PORTOLA FAMILY CONNECTIONS INC	6	7
SAGE PROJECT INC	6	6
SAN FRANCISCO CONSERVATION CORPS	6	7
SAN FRANCISCO PARAMEDIC ASSOCIATION	6	8
SAN FRANCISCO SAFE INC	6	7
SWORDS TO PLOWSHARES	6	7
WALDEN HOUSE INC	6	9
YOUNG COMMUNITY DEVELOPERS INC	6	6

VENDOR NAME	NUMBER OF DEPARTMENT S PROVIDING GRANTS	TOTAL NUMBER OF GRANTS PROVIDED TO VENDORS
BOYS & GIRLS CLUBS OF SAN FRANCISCO	5	5
BROTHERS AGAINST GUNS INC	5	5
C V E INC	5	8
CAPPO INC	5	7
CASTRO STREET FAIR	5	5
CASTRO STREET FAIR	5	5
CELLSPACE	5	6
CENTRAL AMERICAN RESOURCE CENTER	5	5
CHARITY CULTURAL SERVICES CENTER	5	5
CHILDREN'S COUNCIL OF SAN FRANCISCO	5	6
ELLA HILL HUTCH COMMUNITY CENTER	5	5
EPISCOPAL COMMUNITY SVCS OF S F INC	5	6
HEARING & SPEECH CENTER OF NORTHERN CALI	5	9
HOMELESS PRENATAL PROGRAM	5	6
INTERNATIONAL INSTITUTE OF THE BAY AREA	5	5
JEWISH FAMILY AND CHILDREN'S SERVICES	5	6
MISSION ECONOMIC DEVELOPMENT ASSOC	5	6
NORTHERN CALIF SERVICE LEAGUE	5	5
PACIFIC NEWS SERVICE	5	5
PRECITA EYES MURALISTS ASSOCIATION	5	6
S F CONVENTION & VISITORS BUREAU	5	11
S F STATE UNIVERSITY FOUNDATION INC	5	5
SAN FRANCISCO APARTMENT ASSOC	5	7
SAN FRANCISCO FOOD BANK	5	5
SAN FRANCISCO PARKS TRUST	5	5
SAN FRANCISCO WOMEN'S CTR/WOMEN'S BLDG	5	5
SELF HELP FOR THE ELDERLY	5	6
SPECIAL SERVICE FOR GROUPS	5	5
STATIONARY ENGINEERS LOCAL 39 TRNG DEPT	5	5
SUPPORT FOR FAMS OF CHILDRN W DISABILITIE	5	7
TENDERLOIN NEIGHBORHOOD DEVELOPMENT CORP	5	6
UNITED WAY OF THE BAY AREA	5	5
VISITACION VALLEY COMMUNITY CENTER	5	5
ABADA CAPOEIRA SAN FRANCISCO	4	4
AMERICAN MEDICAL ASSOCIATION	4	5
APA FAMILY SUPPORT SERVICES	4	4
ARAB CULTURAL & COMMUNITY CENTER	4	4
ARRIBA JUNTOS - IAL	4	5
ASIAN WOMEN'S RESOURCE CENTER	4	4
BAY AREA VIDEO COALITION	4	4
BRAVA FOR THE WOMEN IN THE ARTS	4	5
CALIFORNIA ACADEMY OF SCIENCES	4	6
CALIFORNIA PACIFIC MEDICAL CENTER	4	5
CATHOLIC CHARITIES CYO	4	4
CATHOLIC HLTHCR WST DBA ST MARYS MED CTR	4	5
CENTER FOR YOUNG WOMEN'S DEVELOPMENT	4	5
CENTER ON JUVENILE & CRIMINAL JUSTICE	4	4
CENTRAL CITY HOSPITALITY HOUSE	4	4
CHINESE NEWCOMERS SERVICE CENTER	4	5
CITY CARSHARE	4	5
COMMUNITY WORKS	4	4
COMPASS COMMUNITY SERVICE	4	4
DONALDINA CAMERON HOUSE	4	4
ECONOMIC OPPORTUNITY COUNCIL OF S F INC	4	5
FOLSOM STREET EVENTS	4	4
FRIENDS OF THE URBAN FOREST	4	5
GUM MOON RESIDENCE HALL	4	4
HAMILTON FAMILY CENTER	4	4
HOMELESS CHILDREN'S NETWORK	4	4
HUCKLEBERRY YOUTH PROGRAMS INC	4	4
INSTITUTE ON AGING	4	5
INTERNATIONAL CHILD RESOURCE INSTITUTE	4	5
INTERSECTION FOR THE ARTS	4	5
JEWISH COMMUNITY CENTER OF S F	4	5
LA CASA DE LAS MADRES	4	4
LEGAL SERVICES FOR CHILDREN INC	4	4
LOCO BLOCO DRUM & DANCE ENSEMBLE	4	4
MENTAL HEALTH ASSOCIATION OF SAN FRANCIS	4	6

MISSION HIRING HALL	4	4	CNTR		
MISSION NEIGHBORHOOD HEALTH CENTER	4	4	INDUSTRIAL EMERGENCY COUNCIL	3	5
NATIONAL COUNCIL ON CRIME & DELINQUENCY	4	9	INNER CITY YOUTH	3	3
NATIONAL EMPLOYMENT LAW INSTITUTE	4	4	JANET POMEROY CENTER	3	3
NIHONMACHI LEGAL OUTREACH DBA API LEGAL	4	4	JELANI HOUSE INC	3	3
NORTHERN CALIF GRANTMAKERS	4	6	JUMA VENTURES	3	3
OMEGA BOYS CLUB	4	4	KEARNY ST WORKSHOP INC	3	3
PUBLIC HEALTH INSTITUTE	4	5	KID SERVE YOUTH MURALS	3	3
RICHMOND DISTRICT NEIGHBORHOOD CTR INC	4	5	LEGAL ASSISTANCE TO THE ELDERLY INC	3	3
S F NEIGHBORHOOD NEWSPAPER ASSOCIATION	4	4	LITERACY FOR ENVIRONMENTAL JUSTICE	3	5
SAMOAN COMMUNITY DEVELOPMENT CENTER INC	4	5	MANILATOWN HERITAGE FOUNDATION	3	4
SAN FRANCISCO BICYCLE COALITION	4	5	MARGARET JENKINS DANCE STUDIO, INC.	3	3
SAN FRANCISCO CHILD ABUSE PREVENTION CTR	4	5	MARY ELIZABETH INN	3	3
SAN FRANCISCO CLEAN CITY COALITION	4	7	NEW LANGTON ARTS	3	3
SOUTHWEST COMMUNITY CORP	4	4	NEW LEAF SERVICES FOR OUR COMMUNITY	3	4
STANFORD UNIVERSITY	4	5	NEXTARTS	3	3
TENANTS & OWNERS DEVELOPMENT CORP	4	5	NIHONMACHI ST FAIR/IAPANTOWN ART MVMNT	3	3
THE ARC SAN FRANCISCO	4	5	NINTH STREET INDEPENDENT FILM CENTER	3	3
THE DANCE BRIGADE	4	4	NO OF MARKET/TENDERLOIN COM BENEFIT CORP	3	3
THE MARSH	4	4	NORTHERN CALIF PRESBYTERIAN HOMES	3	3
VOLUNTEER CTR SRVNG SF & SAN MATEO COUNT	4	4	O C L C ONLINE COMPUTER LIBRARY CTR INC	3	5
WESTSIDE COMMUNITY MENTAL HEALTH CTR INC	4	4	O D C THEATER	3	4
Y W C A OF SAN FRANCISCO & MARIN	4	4	ON LOK DAY SERVICES	3	3
YOUTH GUIDANCE CTR IMPROVEMENT COMMITTEE	4	4	OXFORD UNIVERSITY PRESS	3	3
YOUTH LEADERSHIP INSTITUTE	4	5	PERFORMING ARTS WORKSHOP	3	3
APCO INTERNATIONAL INC	3	10	PETS UNLIMITED	3	3
ARK OF REFUGE INC	3	3	POSITIVE DIRECTIONS EQUALS CHANGE INC	3	3
ASIAN ART MUSEUM FOUNDATION	3	4	PROJECT OPEN HAND	3	3
ASIAN LAW CAUCUS INC	3	3	PROVIDENCE FOUNDATION OF SAN FRANCISCO	3	3
ASIANWEEK FOUNDATION	3	4	REBUILDING TOGETHER-SF	3	3
BAKER PLACES INC	3	4	RENAISSANCE ENTREPRENEURSHIP CENTER	3	4
BAY AREA COMMUNICATION ACCESS	3	3	RICHMOND AREA MULTI-SERVICES INC	3	4
BAY AREA COUNCIL	3	6	S F BAR ASSOCS VOLUNTEER LEGAL SVCS PGM	3	3
BAY AREA LEGAL AID	3	3	S F COMMUNITY CLINIC CONSORTIUM	3	4
BAYVIEW HUNTERS PT SENIOR CITIZENS CTR	3	3	SAINT FRANCIS MEMORIAL HOSPITAL	3	4
BAYVIEW OPERA HOUSE	3	4	SAN FRANCISCO COMMUNITY TELEVISION CORP	3	3
BLACK ROCK ARTS FOUNDATION	3	3	SAN FRANCISCO CONSERVATORY OF MUSIC	3	4
BOOKER T WASHINGTON COMMUNITY SVCS CTR	3	3	SAN FRANCISCO ESTUARY INSTITUTE	3	3
CALIFORNIA C P A EDUCATION FOUNDATION	3	3	SAN FRANCISCO MEDICAL SOCIETY	3	3
CALIFORNIA LAWYERS FOR THE ARTS	3	3	SAN FRANCISCO MIME TROUPE	3	3
CALIFORNIA PRESERVATION FOUNDATION	3	4	SAN FRANCISCO ORGANIZING PROJECT	3	3
CALIFORNIA STATE ASSOCIATION OF COUNTIES	3	4	SAN FRANCISCO SHAKESPEARE FESTIVAL	3	3
CALIFORNIA YOUTH CONNECTION	3	3	SAN FRANCISCO STATE UNIVERSITY FNDTN INC	3	3
CARTOON ART MUSEUM	3	3	SAN FRANCISCO SYMPHONY	3	3
CATHEDRAL OF ST MARY OF THE ASSUMPTION	3	3	SAN FRANCISCO WOMEN'S CENTERS INC	3	3
CHAMBER MUSIC PARTNERSHIP	3	3	SAN FRANCISCO ZOOLOGICAL SOCIETY	3	3
CHINATOWN MERCHANTS ASSOCIATION	3	5	SENIOR ACTION NETWORK	3	4
COMMUNITY AWARENESS & TREATMENT SVCS INC	3	3	SHANTI PROJECT	3	3
COMMUNITY DEVELOPMENT INSTITUTE	3	4	SOUTHERN EXPOSURE	3	3
COMMUNITY EDUCATIONAL SERVICES	3	3	ST VINCENT DE PAUL SOCIETY OF SAN FRANCI	3	3
COMMUNITY HOUSING PARTNERSHIP	3	3	TENDERLOIN HEALTH	3	3
COMMUNITY NETWORK FOR YOUTH DEVELOPMENT	3	3	THE FAMILY SCHOOL	3	3
COMMUNITY UNITED AGAINST VIOLENCE	3	3	THE GARDEN PROJECT	3	4
CORPORATION OF THE FINE ARTS MUSEUMS	3	5	THE NEW CONSERVATORY THEATRE CENTER	3	3
COUNTERPULSE	3	4	THE OMI CULTURAL PARTICIPATION PROJECT	3	4
CULTURAL ODYSSEY	3	3	THE SLAVONIC CULTURAL CENTER	3	3
DANCERS' GROUP	3	3	THEATRE OF YUGEN	3	3
DOLORES STREET COMMUNITY CENTER	3	3	TOOLWORKS INC	3	3
EXI THEATRE	3	3	TREASURE ISLAND HOMELESS DEV INITIATIVE	3	4
FLORENCE CRITTENTON SERVICES	3	4	UNITED COUNCIL OF HUMAN SERVICES INC	3	3
FOOTLOOSE DANCE CO INC	3	3	VIETNAMESE COMM CTR SF	3	3
FRIENDSHIP HOUSE ASSOC OF AMERICAN INDIA	3	5	VIETNAMESE YOUTH DEVELOPMENT CENTER	3	3
GALERIA DE LA RAZA/STUDIO 24	3	3	WESTERN CHAPTER ISA	3	4
GIRLS AFTER SCHOOL ACADEMY	3	3	WU YEE CHILDREN'S SERVICES	3	3
GOLDEN GATE UNIVERSITY	3	3	YERBA BUENA CENTER FOR THE ARTS	3	3
GOOD SAMARITAN FAMILY RESOURCE CTR INC	3	3	YOSEMITE NATIONAL INSTITUTES	3	7
HORIZONS UNLIMITED OF SF	3	4	YOUTH SPEAKS INC	3	4
HSA OF BERNAL HEIGHTS NEIGHBORHOOD	3	3	ZACCHO DANCE THEATRE	3	3
			3RD I SOUTH ASIAN FILMS	2	2
			509 CULTURAL CENTER	2	2
			826 VALENCIA	2	2
			A HOME AWAY FROM HOMELESSNESS	2	2
			A HOME WITHIN	2	2
			A TRAVELING JEWISH THEATRE	2	2
			ACCION LATINA	2	2
			ACORN INSTITUTE	2	2

AGUILAS INC	2	2	EVICTIION DEFENSE C	2	2
AIDS LEGAL REFERRAL PANEL OF THE S F BAY	2	2	EXPLORATORIUM	2	2
AMER CHEM SOC CHEMICAL ABSTRACTS SVC DIV	2	6	FAITHFUL FOOLS STREET MINISTRY	2	2
AMERICAN ASSOC OF STATE HGHWY & TRNSPRTN	2	3	FAMILY RESTORATION HOUSE	2	2
AMERICAN ASSOCIATION OF MUSEUMS	2	2	FILM ARTS FOUNDATION	2	2
AMERICAN HUMANE ASSOCIATION	2	4	FIRST VOICE	2	2
AMERICAN INDIAN FILM INSTITUTE	2	3	FLYAWAY PRODUCTIONS	2	2
AMERICAN WATER WRKS ASSOC/CAL-NEVADA SEC	2	2	FRANDELIA ENRICHMENT CENTER	2	2
AMERICANS FOR THE ARTS	2	6	FRIENDS OF MINT PLAZA	2	2
ARAB FILM FESTIVAL	2	2	FRIENDS OF SCRAP	2	3
ARC ECOLOGY	2	2	FRIENDS OF THE PORT	2	3
ART FOR HEALING	2	2	G P TODCO INC	2	2
ART OF THE MATTER PERFORMANCE FOUNDATION	2	2	GASTINELL'S SUPPORTIVE HOUSING	2	2
ARTISTS TELEVISION ACCESS	2	2	GAY & LESBIAN HISTORICAL SCTY OF NOR CAL	2	2
ARTSPAN/OPEN STUDIOS OF SAN FRANCISCO	2	3	GLIDE MEMORIAL UNITED METHODIST CHURCH	2	2
ASIAN & PACIFIC ISLANDER WELLNESS CENTER	2	2	GLOBAL EXCHANGE	2	2
ASIAN AMERICAN THEATRE COMPANY	2	2	GOKID.ORG INC	2	2
ASIAN IMPROV ARTS	2	2	GOLDEN GATE CNCL OF AMER YOUTH HOSTELS	2	2
ASIAN INC	2	2	GOLDEN THREAD PRODUCTIONS	2	2
ASIAN PACIFIC ISLANDER CULTURAL CENTER	2	2	GROWTH & LEARNING OPPORTUNITIES	2	2
ASOCIACION MAYAB	2	2	HAIGHT ASHBURY FOOD PROGRAM	2	2
ASPIRANET	2	3	HAIGHT ASHBURY FREE CLINIC INC	2	3
ASSOC OF MIDNIGHT BASKETBALL LEAGUE PRGM	2	2	HARM REDUCTION COALITION	2	3
BAY AREA COMMUNITY RESOURCES	2	2	HEALTH INITIATIVES FOR YOUTH	2	2
BAY AREA THEATRESPTS	2	2	HOLY FAMILY DAY HOME INC	2	2
BAYVIEW HUNTERS POINT HERC	2	2	HOMELESS ADVOCACY PROJECT	2	2
BETH ABRAMS CTR FOR PEACE ART JSTCE & EN	2	2	HUNTER'S POINT COMMUNITY YOUTH PRK FNDRN	2	2
BETHANY UNITED METHODIST CHURCH	2	2	INDEPENDENT LIVING RESRC CENTER OF S F	2	2
BINDLESTIFF STUDIO	2	2	INDOCHINESE HOUSING DEVELOPMENT CORP	2	2
BRIDGE HOUSING CORP	2	3	INGLESIDE COMMUNITY CENTER	2	2
C O M T O	2	3	INSURANCE EDUCATIONAL ASSOCIATION	2	3
C S U L B FOUNDATION	2	3	INTER-CITY FAMILY SPPT & RSRCE NTWK INC	2	2
CALIFORNIA DISTRICT ATTORNEYS ASSOCIATIO	2	4	INTERNATIONAL FOUNDATION OF BENEFIT PLAN	2	6
CALIFORNIA WORKERS COMPENSATION INSTITUT	2	4	JANICE GARRETT & DANCERS	2	2
CENTER FOR ASIAN AMERICAN MEDIA	2	2	JAPANESE CULTURAL & COMM CTR OF NOR CAL	2	2
CENTER FOR CREATIVE LEADERSHIP	2	3	JOE GOODE PERFORMANCE GROUP	2	2
CENTER FOR CULTURAL INNOVATION	2	3	JOHN W KING SENIOR CENTER	2	2
CENTRO LATINO DE SAN FRANCISCO INC	2	2	JUMPSTART FOR YOUNG CHILDREN INC	2	2
CHHANDAM CHITRESH DANCE CO	2	2	KIMOCHE INC	2	3
CHILD CARE LAW CENTER	2	2	KLIMM APARTMENTS LP	2	2
CHILDREN'S BOOK PRESS	2	2	KOREAN AMERICAN WOMEN ARTS & WRTRS ASSOC	2	2
CHINESE COMMUNITY CULTURAL ASSOCIATION	2	2	KULJINTANG ARTS, INC.	2	2
CHINESE CULTURAL FOUNDATION OF SF	2	2	LA POCHA NOSTRA	2	2
CHINESE CULTURAL PRODUCTIONS	2	2	LA RAZA COMMUNITY RESOURCE CENTER INC	2	2
CHINESE CULTURE FOUNDATION OF SAN FRANCI	2	2	LIFE FRAMES INC	2	2
CHINESE HISTORICAL SOCIETY OF AMERICA	2	2	LINES CONTEMPORARY BALLET	2	2
CHINESE PROGRESSIVE ASSOCIATION	2	2	LOBSTER THEATER PROJECT INC	2	2
CIRCUIT NETWORK	2	2	LOCAL INITIATIVES SUPPORT CORP	2	4
CIRCUS CENTER	2	2	LOW INCOME INVESTMENT FUND	2	2
COLEMAN CHILDREN & YOUTH SERVICES	2	2	LUTHERAN SOCIAL SERVICES OF NORTHERN CAL	2	2
COMEDY CELEBRATION DAY INC	2	3	LYON-MARTIN WOMEN'S HEALTH SERVICES	2	2
COMMUNITY ALLIANCE FOR SPECIAL EDUCATION	2	2	MAGIC THEATRE INC	2	2
COMMUNITY BOARD PROGRAM	2	2	MARKET STREET RAILWAY CO	2	5
CONARD HOUSE INC	2	2	MELODY OF CHINA INC	2	2
CONSCIOUS YOUTH MEDIA CREW	2	2	MERCY COMMERCIAL CALIFORNIA	2	2
CREATIVITY EXPLORED OF SAN FRANCISCO	2	2	MISSION CREEK SENIOR COMMUNITY	2	2
CROWDED FIRE THEATRE CO	2	2	MISSION CULTURAL CENTER FOR LATINO ARTS	2	3
CUTTING BALL THEATER	2	2	MISSION EDUCATIONAL PROJECTS INC	2	2
CYPRESS STRING QUARTET	2	2	MISSION HOUSING DEVELOPMENT CORP.	2	2
DANCEART INC	2	2	MISSION LEARNING CENTER	2	2
DEL SOL PERFORMING ARTS ORGANIZATION	2	2	MORRISANIA WEST INC	2	3
DOOR DOG MUSIC PRODUCTIONS	2	2	MSA - PEOPLE IN PLAZAS	2	2
E T R ASSOCIATES	2	6	MT ST JOSEPH-ST ELIZABETH	2	2
EARNED ASSETS RESOURCE NETWORK	2	2	MUJERES UNIDAS Y ACTIVAS	2	2
EARPLAY	2	2	MUSEO ITALO AMERICANO	2	2
ELDERGIVERS	2	2	MUSEUM OF PERFORMANCE & DESIGN	2	2
ENTERPRISE FOR HIGH SCHOOL STUDENTS	2	2	NA LEI HULU I KA WEKIU	2	2
EPIPHANY PRODUCTIONS SONIC DANCE THEATER	2	2	NATIONAL JAPANESE AMERICAN HISTRCAL SCTY	2	2
ETH-NOH-TEC	2	2	NETWORK FOR ELDER	2	2
EUREKA THEATRE COMPANY	2	2	NEW DOOR VENTURES	2	2
			NICOS CHINESE HEALTH COALITION	2	2
			NOE VALLEY ASSOCIATION	2	2

NOR CAL MUSIC & ART CULTURE CENTER INC	2	2	THE PLAYHOUSE	2	2
NORTH OF MARKET SENIOR SVC DBA CURRY SEN	2	2	THE SAN FRANCISCO S. FILM FESTIVAL	2	2
NORTHWEST BERNAL ALLIANCE	2	2	THEATRE BAY AREA	2	2
OM I NEIGHBORS IN ACTION	2	2	THEATRE FLAMENCO OF SAN FRANCISCO INC	2	2
ON LOK SENIOR HEALTH SERVICES	2	2	THEATRE RHINOCEROS	2	2
OTHER MNDS INC	2	2	THIRD BAPTIST CHURCH INC	2	2
OUR FAMILY COALITION	2	2	THUNDER ROAD	2	2
PHOENIX ARTS ASSN THEATER	2	2	TIDES FOUNDATION/THE HOUSING COMMITTEE	2	2
PHOTOALLIANCE	2	3	TURF	2	2
PLANNING FOR ELDERS IN THE CENTRAL CITY	2	3	VIETNAMESE ELDERLY MUTL ASSTNCE ASSC INC	2	2
PLAYGROUND	2	2	VOLTI	2	2
PLAYWRIGHTS FOUNDATION	2	2	WALLER STREET ACADEMY	2	2
POLK CORRIDOR BUSINESS ASSOCIATION	2	2	WEST BAY CONFERENCE CENTER	2	2
POSITIVE RESOURCE CENTER	2	2	WEST BAY PILIPINO MULTI-SERVICE CENTER	2	2
PRACTISING LAW INSTITUTE	2	3	WORLD ARTS WEST	2	2
PURPLE MOON DANCE PROJECT	2	2	YOUTH ENVIRONMENT STUDY INC	2	2
QUAN YIN HEALING ARTS CENTER	2	2	YOUTH TREATMENT & EDUCATION CENTER	2	2
QUEER CULTURAL CENTER	2	3	Z SPACE STUDIO	2	2
RANDALL MUSEUM FRIENDS	2	2	ZYZZYVA	2	2
ROBERT MOSES' KIN	2	2	1036 MISSION ASSOCIATES LP	1	1
ROVA SAXAPHONE QUARTET	2	2	42ND STREET MOON	1	1
RUBICON PROGRAMS INC	2	2	9-1-1 FOR KIDS INC	1	1
RUBY'S CLAY STUDIO & GALLERY	2	2	A BETTER WAY INC	1	1
S F BROWN BOMBERS POP WARNER CLUB	2	2	A PHILIP RANDOLPH EDUCATIONAL FUND	1	1
S F NETWORK MINISTRIES HOUSING CORP	2	2	ACTORS THEATRE OF SF	1	1
SAKURA MATSURI INC/N CA CHERRY BLSM FEST	2	4	AFTER SCHOOL ENRICHMENT PROGRAM	1	1
SAN FRANCISCO ADULT DAY HEALTH NETWORK	2	2	AIDS COMMUNITY RESEARCH CONSORTIUM	1	1
SAN FRANCISCO ARCHITECTURAL HERITAGE	2	2	AIDS EMERGENCY FUND	1	1
SAN FRANCISCO ARTS EDUCATION PROJECT	2	2	AIDS HOUSING ALLIANCE SF	1	1
SAN FRANCISCO BEAUTIFUL	2	2	AIM HIGH FOR HIGH SCHOOL	1	1
SAN FRANCISCO BOTANICAL GARDEN SOCIETY	2	2	ALABAMA STREET SENIOR HOUSING ASSOC LP	1	1
SAN FRANCISCO CAMERAWORK	2	2	ALISA ANN RUCH BURN FOUNDATION	1	1
SAN FRANCISCO CASA	2	2	ALLIANCE FOR CALIFORNIA TRADITIONAL ARTS	1	1
SAN FRANCISCO CENTER FOR THE BOOK	2	2	ALSET	1	1
SAN FRANCISCO CINEMATHEQUE	2	2	ALTERNATIVE FAMILY SVCS INC	1	1
SAN FRANCISCO FILM SOCIETY	2	2	AMERICAN ARBITRATION ASSOCIATION INC	1	1
SAN FRANCISCO FRIENDS MEETING INC	2	2	AMERICAN ASSOCIATION OF BIOANALYSTS	1	2
SAN FRANCISCO GENERAL HOSPITAL FNDTN	2	3	AMERICAN BACH SOLOISTS	1	1
SAN FRANCISCO GIRLS CHORUS ASSOC	2	2	AMERICAN CHINESE CULTURAL & ARTS ASSOC	1	1
SAN FRANCISCO HOST COMMITTEE	2	2	AMERICAN CONSERVATORY THEATRE	1	1
SAN FRANCISCO HOUSING DEVELOPMENT CORPOR	2	2	AMERICAN CORRECTIONAL ASSOCIATION	1	1
SAN FRANCISCO INTL ARTS FESTIVAL	2	2	AMERICAN SOCIETY OF HLTH-SYS PHARMACISTS	1	1
SAN FRANCISCO JEWISH FILM FESTIVAL	2	2	ANNE BLUETHENTHAL & DANCERS	1	1
SAN FRANCISCO LIVE ARTS	2	2	ARUP LABORATORIES INC	1	1
SAN FRANCISCO MARITIME NATIONAL PRK ASSN	2	2	ASIAN AMERICAN DANCE PERFORMANCES	1	1
SAN FRANCISCO MUSEUM & HISTORICAL SOCIETY	2	2	ASIAN AMERICAN DONOR PROGRAM	1	1
SAN FRANCISCO OPERA ASSN	2	2	ASIAN AMERICAN RECOVERY SERVICES INC	1	1
SAN FRANCISCO PRETRIAL DIVERSION PROJECT	2	2	ASIAN AMERICAN WOMEN ARTISTS ASSOCIATION	1	1
SAN FRANCISCO SUICIDE PREVENTION	2	2	ASPIRATION	1	1
SAN FRANCISCO URBAN SERVICE PROJECT	2	4	ASSOC OF HIGHER EDUCATION FACLTYS OFCRS	1	1
SAN FRANCISCO WOMEN AGAINST RAPE	2	2	ASTHMA RESOURCE CENTER OF SAN FRANCISCO	1	1
SEW PRODUCTIONS LORRAINE HANSBERRY THTR	2	2	AU CO VIETNAMESE CULTURAL CENTER	1	1
SHADOWLIGHT PRODUCTIONS	2	2	AUNT LUTE FOUNDATION / AUNT LUTE BOOKS	1	1
SKILLPATH SEMINARS & COMPUMASTER	2	2	BAART COMMUNITY HEALTHCARE (BCH)	1	1
SKILLPATH SEMINARS & COMPUMASTER & HUMAN	2	2	BACK ON TRACK	1	1
SKILLPATH SEMINARS AND COMPUMASTER	2	2	BAY AREA ECONOMIC FORUM/BAYTRADE	1	1
SMALL PRESS TRAFFIC LITERARY ARTS CENTER	2	2	BAY AREA LIBRARY & INFORMATION SYS	1	3
SOCIETY FOR ART PUBLCTN OF THE AMERICAS	2	2	BAY AREA OMNI FNDTN FOR THE PERFORM ARTS	1	1
SOUTH OF MARKET CHILDCARE INC	2	2	BAY AREA SCORES	1	1
SOUTH OF MARKET FOUNDATION	2	2	BAY AREA WILDERNESS TRAINING	1	1
SPORTS4KIDS	2	2	BAY AREA WORLD TRADE CENTER	1	2
ST JOHNS EDUCATIONAL THRESHOLDS CENTER	2	2	BAY AREA YOUNG POSITIVES INC	1	1
ST VINCENT DE PAUL SOCIETY	2	2	BAYVIEW ASSOCIATION FOR YOUTH	1	1
STEOLOGY	2	2	BAYVIEW HUNTERS PT COMMUNITY ADVOCYS INC	1	1
STREETSIDE STORIES	2	2	BKE HUT FOUNDATION	1	2
STRUCTURAL ENGINEERS ASSOC OF NOR CALIF	2	5	BLACK ADOPTION PLACEMENT & RESEARCH CTR	1	1
TABERNACLE COMMUNITY DEVELOPMENT CORP	2	2	BLACK COALITION ON AIDS	1	1
TELEGRAPH HILL NEIGHBORHOOD ASSOC INC	2	3	BLOOD CENTERS OF THE PACIFIC	1	2
TENDERLOIN AIDS RESOURCE CENTER	2	2	BLUE BEAR SCHOOL OF MUSIC	1	1
THE ART RE GRUP INC/THE LAB	2	2	BOOK CLUB OF CALIFORNIA	1	1
			BOOMERANG HOUSING CORPORATION	1	1

BOYS & GIRLS CLUB NORTH SAN MATEO COUNTY	1	1
BREATHE CALIF, GOLDEN GATE PUB HLTH PRIN	1	1
BROTHERS FOR CHANGE	1	1
BURNS INSTITUTE	1	1
BURT CHILDRENS CTR	1	1
C A R F	1	1
C H W WEST BAY	1	1
CA ASSOC OF ENVIRONMENTAL HEALTH ADMNSTR	1	3
CADUCEUS OUTREACH SERVICES	1	1
CAEAR COALITION INC	1	3
CAL FIRE CHIEF ASSN/CALCHIEFS BOOKSTORE	1	1
CAL STATE UNIVERSITY SACRAMENTO FNDTN	1	1
CALAPRS	1	3
CALIFA GROUP	1	1
CALIFORNIA CHINESE ORCHESTRA	1	1
CALIFORNIA COLLEGE OF THE ARTS	1	1
CALIFORNIA FAMILY HEALTH COUNCIL INC	1	3
CALIFORNIA HISTORICAL SOCIETY	1	1
CALIFORNIA LIBRARY ASSOC	1	3
CALIFORNIA PSYCHOLOGY INTERNSHIP COUNCIL	1	2
CALIFORNIA RURAL WATER ASSOCIATION	1	2
CALIFORNIA SCHOOL-AGE CONSORTIUM	1	1
CALIFORNIA STATE LIBRARY FOUNDATION	1	1
CALIFORNIA WIC ASSOCIATION	1	4
CAMNOS/PATHWAYS LEARNING CENTER	1	1
CAPACITOR PERFORMANCE	1	1
CAREER RESOURCES DEVELOPMENT CENTER	1	1
CAROLYN SWEARINGEN PHD	1	1
CASTRO UPPER MARKET CMNTY BENEFIT DIST	1	1
CATHOLIC YOUTH ORG - ARCHDIOCESE OF S F	1	1
CENTER FOR ACCESSIBLE TECHNOLOGY	1	1
CENTER FOR HUMAN DEVELOPMENT	1	1
CENTER POINT INC	1	1
CENTERFORCE INC	1	1
CETOS RESEARCH ORGANIZATION	1	1
CHAMBER MUSIC SAN FRANCISCO	1	1
CHILD DEVELOPMENT POLICY INST ED FUND	1	1
CHILDHOOD MATTERS INC	1	1
CHILDREN'S BOOK PROJECT	1	1
CHILDREN'S HOSPITAL - OAKLAND	1	1
CHINESE FOR AFFIRMATIVE ACTION	1	1
CHINESE HOSPITAL	1	2
CINE ACCION	1	1
CITIZENS HOUSING CORP	1	1
CITY ARTS & LECTURES, INC.	1	1
COLLEGE TRACK	1	1
COLUMBUS DAY CELEBRATION	1	1
COMMUNITIES IN HRMNY ADVCTNG FOR LEARN&K	1	1
COMMUNITY ALLIANCE WITH FAMILY FARMERS	1	1
COMMUNITY COLLEGE FOUNDATION	1	1
COMMUNITY DESIGN CENTER	1	1
COMMUNITY MUSIC CENTER SAN FRANCISCO	1	1
COMMUNITY WORKS WEST INC	1	1
COMPANY CHADDICK	1	1
COMPOSERS INC	1	1
COMPUMENTOR	1	1
COMPUTER RECYCLING CENTER	1	1
CONTRABAND	1	2
COSIPA	1	2
CROSS CULTURAL FAMILY CENTER	1	1
DANCE THROUGH TIME	1	1
DELTA DENTAL PLAN OF CALIFORNIA	1	1
DISABILITY RIGHTS ADVOCATES	1	1
DRESS FOR SUCCESS SAN FRANCISCO	1	1
E C R I	1	2
EACH ONE REACH ONE INC	1	1
ECOLOGY ACTION	1	1
EL TEATRO DE LA ESPERANZA INC.	1	1
ELECTRIC POWER RESEARCH INSTITUTE (EPRJ)	1	2
ENCORE THEATRE CO	1	1
ENCUENTRO / ACCION LATINA	1	1
ENVIRONMENTAL TRAVELING COMPANIONS	1	2
EVERGREEN CEMETERY ASSOCIATION	1	2
FAMILIESFIRST INC	1	1

FAMILY BUILDERS BY OPTION	1	1
FAMILY SUPPORT SVCS THE BAY AREA	1	1
FAMILY VIOLENCE PREVENTION FUND	1	1
FARALLONES MARINE SANCTUARY ASSOCIATION	1	1
FEED THE CHILDREN INC	1	1
FIFTH STREAM MUSIC	1	1
FIH - NATIONAL	1	1
FIRST 5 ASSOCIATION OF CALIFORNIA	1	2
FOOLSFURY THEATER	1	1
FORT HELP	1	1
FRED FINCH YOUTH CENTER	1	1
FRIENDS OF ST FRANCIS CHILDCARE CENTER	1	1
FRIENDS OF SUPPORT SERVICES FOR THE ARTS	1	1
FRIENDS OF THE CHILDREN SAN FRANCISCO	1	1
FRIENDS OF THE FLEET FOUNDATION	1	1
FRIENDS OF THE S F PUBLIC LIBRARY	1	1
FRIENDS OUTSIDE	1	1
GIRL FEST BAY AREA	1	1
GIRLSOURCE INC	1	1
GIRLVENTURES	1	1
GIVE A DOG A BONE	1	1
GLIDE COMMUNITY HOUSING INC	1	1
GLOBAL WOMEN INTACT INC	1	1
GOLDEN GATE AUDUBON SOCIETY	1	1
GOLDEN GATE MEN'S CHORUS	1	1
GOLDEN GATE PERFORMING ARTS DBA SF GAY M	1	1
GOLDEN GATE SENIOR SRVS	1	1
GREENACTION FOR HEALTH & ENVIRON JUSTICE	1	1
GREENINFO NETWORK	1	1
GRID ALTERNATIVES	1	1
HABITAT FOR HUMANITY	1	1
HARM REDUCTION THERAPY CENTER	1	1
HAZELDEN	1	1
HELLENIC FEDERATION OF NORTHERN CALIF	1	1
HENRY OHLHOFF HOUSE	1	1
HOMEBASE THE CTR FOR COMMON CONCERNS INC	1	1
HOPE PRESERVATION INC	1	1
HUAYI PERFORMING GROUP	1	1
HUMANITIES WEST	1	1
HUNTERS POINT BOYS & GIRLS CLUB	1	1
HYDE STREET COMMUNITY SERVICES INC	1	1
I E D A	1	1
ILLUMINATING ENGINEERING SOC OF NOR AMER	1	1
IMMIRGRANT LEGAL RESOURCE CENTER	1	1
IMMUNE ENHANCEMENT PROJECT	1	1
INDUSTRIAL CLAIMS ASSOC	1	1
IN-HOME SUPPORTIVE SVCS CONSORTIUM (IHSS)	1	1
INNER CITY ADOLESCENT NETWORK INC	1	1
INSTITUTE FOR COMMUNITY HEALTH OUTREACH	1	1
INSTITUTO LABORAL DE LA RAZA	1	1
INSTITUTO PRO MUSICA DE CALIFORNIA	1	1
INTERCULTURAL INSTITUTE OF CALIFORNIA	1	1
INTERNET ARCHIVE	1	1
INTERNET SEXUALITY INFORMATION SVCS INC	1	1
IOANNIS ADONIOU	1	1
IRIS CTR: WOMEN'S COUNSLNG & RECVRY SVC	1	1
IRISH ARTS FOUNDATION	1	1
JAMESTOWN COMMUNITY CENTER	1	1
JAPANESE COMMUNITY YTH CTR/NEW WAYS WRKR	1	1
JAPANTOWN MERCHANTS ASSOCIATION	1	1
JAPANTOWN TASK FORCE INC	1	1
JESS CURTIS/GRAVITY INC	1	1
JOBTRAIN	1	1
JOINT COMMISSION	1	4
JONES MEMORIAL UNITED METHODIST CHURCH	1	1
K P O O - FM RADIO	1	1
KHADRA INTERNATIONAL DANCE THEATRE	1	1
KIDANGO INC	1	1
KINSHIP CENTER	1	1
KOREAN AMERICAN COMMUNITY CENTER	1	1
KOREAN CENTER INC	1	1
KRONOS QUARTET KRONOS PERF ARTS ASSOC	1	1

LA PLAYA APARTMENTS	1	1
LAMPLIGHTERS THEATRE- OPERA WEST FOUNDAT	1	1
LATINO COMMISSION	1	1
LEAP IMAGINATION IN LEARNING	1	1
LEARNING SERVICES OF NORTHERN CALIFORNIA	1	1
LEGAL ASSISTANCE FOR SENIORS	1	1
LESBIAN/GAY CHORUS OF SAN FRANCISCO	1	1
LEVYDANCE INC	1	1
LIFETIME	1	1
LINCOLN CHILD CENTER	1	1
LITTLE BROTHERS	1	1
LITTLE CHILDREN'S DEVELOPMENTAL CENTER	1	1
LLOYD'S REGISTER OF SHIPPING	1	1
LYRIC HOUSING ASSOCIATES	1	1
MACCANDO TENDERLOIN YOUTH TRACK CLUB	1	1
MADCAT WOMEN'S INTERNATIONAL FESTIVAL	1	1
MAGNIFICAT	1	1
MAITRI AIDS HOSPICE	1	1
MANALIVE VIOLENCE PREVENTION PROGRAMS	1	1
MANDARIN LANGUAGE & CULTURAL CENTER	1	1
MARCH OF DIMES BIRTH DEFECTS FOUNDATION	1	2
MARIN DAY SCHOOLS	1	1
MARINE EXCHANGE OF THE S F BAY REGION	1	2
MARKET STREET ASSOCIATION	1	1
MARRIOTT FOUNDATION	1	1
MASSACHUSETTS INSTITUTE OF TECHNOLOGY	1	1
MATTER OF TRUST INC	1	2
MAYBECK FOUNDATION	1	1
MEALS ON WHEELS	1	1
MERCY SERVICES CORP	1	1
METROPOLITAN COMMUNITY FOUNDATION	1	1
MEXICAN MUSEUM	1	1
MIDSUMMER MOZART FESTIVAL	1	1
MINDANAO LILANG-LILANG	1	1
MIRALOMA EDUCATIONAL ENRICHMENT PRGM INC	1	1
MISSION COMMUNITY FINANCIAL ASSISTANCE	1	1
MISSION COUNCIL ON ALCOHOL ABUSE/SPANISH	1	1
MISSION CREEK HARBOR ASSOCIATION INC	1	1
MISSION MIRACLE MILE INC	1	1
MISSION YOUTH SOCCER LEAGUE	1	1
MMG FOUNDATION	1	1
MOBILIZATION AGAINST AIDS INTL INC	1	1
MOSQUITO & VECTOR CONTROL ASSOC OF CALIF	1	1
MUSCULOSKELETAL TRANSPLANT FNDTN (MTP)	1	2
MUSEUM OF CRAFT & FOLK ART	1	1
NACE INTERNATIONAL	1	1
NATIONAL ASSOC OF CLEAN WATER AGENCIES	1	2
NATIONAL ASSOC OF PUBLIC PENSION ATTYS	1	2
NATIONAL ASSOCIATION OF ADA COORDINATORS	1	2
NATIONAL COMMUNITY DEV INSTITUTE (NCDI)	1	1
NATIONAL COUNCIL ON ALCOHOLISM	1	1
NATIONAL SAMOAN CHIEFS' COUNCIL	1	1
NATIONAL SOCIETY OF BLACK ENGINEERS	1	4
NATIONAL WATER RESEARCH INSTITUTE	1	1
NATIVE AMERICAN AIDS PROJECT	1	1
NATIVE AMERICAN HEALTH CENTER	1	1
NATL FNDTN FOR TEACHING ENTREPRENEURSHIP	1	1
NATL NTKW FOR IMMIGRANT & REFUGEE RIGHTS	1	1
NEERHS DBA SEASHORE TROLLEY MUSEUM	1	2
NETWORK FOR GOOD POWERED BY GROUNDSRING	1	1
NEW ARTS FOUNDATION	1	1
NEW CENTURY CHAMBER ORCHESTRA	1	1
NIHONMACHI LITTLE FRIENDS	1	1
NOE VALLEY CHAMBER MUSIC SERIES	1	1
NONPROFIT FINANCE FUND	1	1
NON-PROFIT HOUSING ASSOC OF NORTHERN	1	2

CAL		
NOONTIME CONCERTS	1	1
NORTH & SOUTH MARKET ADULT DAY HLTH CORP	1	1
NORTH EAST MEDICAL SERVICES	1	1
NORTH OF MARKET NEIGHBORHOOD IMPROV CORP	1	1
NORTHERN CA & WESTERN NEVADA CHAPTER-ACI	1	1
NORTHERN CALIFORNIA PSYCHIATRIC SOCIETY	1	2
NORTHWESTERN UNIVERSITY TRAFFIC INSTITUT	1	1
O D C SAN FRANCISCO	1	1
OAKES CHILDREN'S CENTER INC	1	1
OAKLAND ATHLETICS COMMUNITY FUND	1	1
O'FARRELL SENIOR HOUSING INC	1	1
OHLHOFF RECOVERY PROGRAMS	1	1
OLD FIRST CONCERTS	1	1
OPNET COMMUNITY VENTURES	1	1
OUR KIDS FIRST	1	1
OUT OF THE CLOSET THRIFT STORES	1	1
P H F E MANAGEMENT SOLUTIONS	1	1
PACIFIC CHAMBER SYMPHONY	1	1
PACIFIC INDUSTRIAL & BUSINESS ASSOCIATIO	1	1
PACIFIC INSTITUTE	1	1
PACIFIC ISLANDERS' CULTURAL ASSOCIATION	1	1
PARENTS FOR PUBLIC SCHOOLS OF S F INC	1	1
PAUL DRESHER ENSEMBLE	1	1
PELICAN MEDIA	1	2
PENINSULA HUMANE SOCIETY	1	1
PEOPLE ORGANIZED TO WIN EMPLOYMENT RIGHT	1	1
PETS ARE WONDERFUL SUPPORT	1	1
PHILHARMONIA BAROQUE ORCHESTRA	1	1
PHYSICIAN FOUNDATION - CAL PAC MED CTR	1	1
PLANET DRUM FOUNDATION	1	1
POCKET OPERA CO THE	1	1
POINTS OF LIGHT FOUNDATION	1	1
POLICE EXECUTIVE RESEARCH FORUM	1	1
POOR MAGAZINE	1	1
PORTLAND CEMENT ASSOC	1	1
POWER ASSOCIATION OF NORTHERN CALIFORNIA	1	1
PREVENT BLINDNESS NORTHERN CALIFORNIA	1	1
PRISON MATCH	1	1
PRIVATE INDUSTRY COUNCIL OF S F INC	1	3
PRO ARTS INC	1	1
PRODUCT POLICY INSTITUTE	1	1
PROGRESS FOUNDATION	1	1
PUBLIC GLASS	1	1
PUBLIC INTEREST CLEARINGHOUSE	1	1
RAIL-VOLUTION	1	1
RAINBOW ADULT COMMUNITY HOUSING	1	1
REBEKAH CHILDREN'S SERVICES	1	1
RECLAIMING COLLECTIVE	1	2
REFUGEE TRANSITIONS	1	1
RUSSIAN AMERICAN COMMUNITY SERVICES	1	1
RUSSIAN CENTER OF SAN FRANCISCO	1	1
S F AFRICAN AMER HISTORCL & CULTURAL SOC	1	1
S F BAR ASSOC VOLNTR LGL SVCS PGM/CROC	1	1
S F BAR ASSOCIATION VOLUNTEER LEGAL SVCS	1	1
S F BOYS CHORUS CALIFORNIA HALL	1	1
S F EDUCATIONAL SERVICES, INC	1	1
S F FIRE FIGHTERS LOCAL 798 DUES (28)	1	1
S F INDEPENDENT FILM FESTIVAL INC	1	1
S F LESBIAN/GAY FREEDOM BAND INC	1	1
S F LESBIAN/GAY FREEDOM DAY CELEBRATION	1	1
S F MENTAL HEALTH EDUCATIONAL FUNDS	1	1
SALVATION ARMY SILVERCREST SR RESIDENCE	1	1
SAMUEL MERRITT COLLEGE	1	1
SAN FRANCISCO AIDS FOUNDATION	1	1
SAN FRANCISCO ART INSTITUTE	1	1
SAN FRANCISCO BACH CHOIR	1	1
SAN FRANCISCO BALLET ASSO	1	1
SAN FRANCISCO BLACK CHAMBER OF COMMERCE	1	2
SAN FRANCISCO CENTER FOR PSYCHOANALYSIS	1	1
SAN FRANCISCO CHAMBER ORCHESTRA	1	1

SAN FRANCISCO CHANTICLEER INC	1	1
SAN FRANCISCO CHORAL ARTISTS	1	1
SAN FRANCISCO CHORAL SOCIETY	1	1
SAN FRANCISCO COMMUNITY POWER	1	2
SAN FRANCISCO COMMUNITY RECYCLERS	1	1
SAN FRANCISCO CONTEMPORARY MUSIC PLAYERS	1	1
SAN FRANCISCO EDUCATION FUND	1	1
SAN FRANCISCO FRIENDS OF CHAMBER MUSIC	1	1
SAN FRANCISCO GU-ZHENG MUSIC SOCIETY	1	1
SAN FRANCISCO LIGHTHOUSE	1	1
SAN FRANCISCO LOVEFEST	1	1
SAN FRANCISCO LYRIC OPERA	1	1
SAN FRANCISCO MUSEUM OF CRAFT & DESIGN	1	1
SAN FRANCISCO MUSEUM OF MODERN ART	1	1
SAN FRANCISCO NETWORK MINISTRIES	1	1
SAN FRANCISCO PERFORMANCES, INC	1	1
SAN FRANCISCO POLICE ACTIVITIES LEAGUE	1	1
SAN FRANCISCO SCHOOL VOLUNTEERS	1	1
SAN FRANCISCO SENIOR CITIZENS CENTER	1	1
SAN FRANCISCO VETERANS EQUITY CENTER	1	1
SAN MATEO COUNTY CVB	1	1
SAN MATEO COUNTY ECONOMIC DEVLPMNT ASSOC	1	2
SCHOOLS OF THE SACRED HEART - SF	1	1
SEIU UNITED HEALTHCARE WORKERS WEST & JT	1	1
SENECA CENTER	1	1
SEROLOGICAL RESEARCH INSTITUTE	1	5
SF DOMESTIC VIOLENCE CONSORTIUM	1	1
SF WOMEN'S SOCCER CLUB DBA SF NIGHTHAWKS	1	1
SFJAZZ	1	1
SFSINGS	1	1
SHILOH FULL GOSPEL CHURCH	1	1
SMUIN BALLETS	1	1
SOCIAL & ENVIRONMENTAL ENTREPRENEURS	1	1
SOCIETY OF CALIFORNIA ARCHIVISTS INC	1	1
SPECIALTY VEHICLE INSTITUTE OF AMERICA	1	1
ST BONIFACE NEIGHBORHOOD CENTER INC	1	1
ST FRANCIS LIVING ROOM FOUNDATION	1	1
ST JAMES INFIRMARY	1	1
ST LUKE'S HEALTH CARE CENTER	1	1
ST LUKE'S HOSPITAL	1	1
STANFORD HOSPITAL & CLINICS	1	1
STATE HUMANE ASSOC OF CAL	1	2
STEINHART AQUARIUM CAL ACAD OF SCIENCES	1	1
STERN GROVE FESTIVAL ASSOCIATION	1	1
STOP AIDS PROJECT INC	1	1
SUNNY HILLS SERVICES	1	1
SUNSET PARKSIDE EDUCATION & ACTION COMMI	1	1
SUNSET RESIDENTS ASSOCIATION	1	1
SURFRIDER FOUNDATION	1	1
SURVIVORS INTERNATIONAL	1	1
SUSTAINABLE SILICON VALLEY	1	2
TAPROOT FOUNDATION	1	1
TEAM-UP FOR YOUTH INC	1	1
TEMPLE UNITED METHODIST CHURCH	1	1
THE BAY INSTITUTE OF SAN FRANCISCO	1	1
THE BLUES AND R & B MUSIC FOUNDATION INC	1	1
THE CENTER FOR COMMUNITY LEGAL EDUCATION	1	1
THE CENTER TO PROMOTE HEALTHCARE ACCESS	1	1
THE CONTEMPORARY JEWISH MUSEUM	1	1
THE CULTURAL CONSERVANCY	1	1
THE DISPUTE RESOLUTION BOARD FNDTN INC	1	2
THE ELECTRICITY INNOVATION INSTITUTE	1	1

THE EXPANDING YOU	RIZONS NETWORK	1	1
THE FIRST PLACE FUTURE YOUTH		1	1
THE IMAGINE BUS PROJECT		1	1
THE LANGUAGE BANK		1	1
THE NEW YORK FIREFIGHTERS SKIN BANK		1	2
THE SAN FRANCISCO SPCA		1	1
THE WATERSHED PROJECT		1	1
THE WOMEN'S FOUNDATION		1	1
THE YOSEMITE FUND		1	1
THICK DESCRIPTION		1	1
THIRD BAPTIST FOUNDATION INC (TBF)		1	1
TIDES FOUNDATION/ST PETER'S HOUSING COMM		1	1
TISSUE BANKS INTERNATIONAL		1	1
TRANSGENDER LAW CENTER		1	1
TRAVELERS AID INTERNATIONAL INC		1	1
TUOLUMNE COUNTY CHIEFS ASSOCIATION		1	1
TUOLUMNE RIVER PRESERVATION TRUST		1	1
UNDER ONE ROOF INC		1	1
UNION SQUARE ASSOCIATION		1	1
UNION SQUARE BUSINESS IMPROVMENT DISTRICT		1	1
UNITED CAMPS, CONFERENCES & RETREATS		1	1
UNITED IRISH SOCIETIES OF SAN FRANCISCO		1	1
UNITED NEGRO COLLEGE FUND INC		1	1
UNIV OF THE PACIFIC SCHOOL OF DENTISTRY		1	3
UP ON TOP		1	1
UPRISING COMMUNITY PLUS		1	1
URBAN LAND INSTITUTE PUBLICATION SALES		1	3
USO OF NORTHERN CALIFORNIA, INC.		1	1
V I D A		1	1
VANGUARD PUBLIC FOUNDATION		1	1
VERMONT LAW SCHOOL INC		1	1
VICTOR TREATMENT CENTERS INC		1	1
VISITACION VALLEY JOBS EDUCATION & TRAIN		1	1
VISITACION VALLEY JOBS EDUCATION & TRNG		1	1
VISUAL AID		1	1
VOLUNTEER CENTER OF SILICON VALLEY		1	1
VOLUNTEERS TO SF GEN HOSPITAL MED CTR		1	1
WALK SAN FRANCISCO		1	1
WASHINGTON TOXICS COALITION		1	2
WESTCOAST CHILDREN'S CLINIC		1	1
WESTERN ADDITION SENIOR CITIZENS SVC CTR		1	1
WESTERN NEIGHBORHOODS PROJECT		1	1
WESTERN PENSION & BENEFITS CONFERENCE		1	2
WESTWOOD PARK ASSOCIATION		1	1
WHITNEY YOUNG CHILD DEVELOPMENT CENTER		1	1
WOMAN INC		1	1
WOMEN IN DIALOGUE		1	1
WOMEN'S AUDIO MISSION		1	1
WOMEN'S INITIATIVE FOR SELF-EMPLOYMENT		1	1
WORKER RIGHTS CONSORTIUM		1	1
WORLD SAVVY		1	1
WORLD TRADE CLUB		1	1
YANNIS ADONIOUS' KUNST-STOFF		1	1
YERBA BUENA ALLIANCE		1	1
YERBA BUENA ARTS & EVENTS		1	1
YOUNG AUDIENCES OF NORTHERN CALIFORNIA		1	1
YOUNG SCHOLARS PROGRAM		1	1
YOUTH IN FOCUS		1	1
YOUTH YOGA DHARMA		1	1
ZEUM		1	1

Appendix E

FOR DCYF PROGRAM OFFICERS ONLY Enter Code:	
Program Officers Double Click Here to Reveal .s <input type="checkbox"/>	Program Officers Double Click Here to Hide Forms <input type="checkbox"/>

AGENCY NAME:

PROGRAM NAME:

LEAD PROGRAM CONTACT:

Phone:

Email:

SECONDARY PRGM. CONTACT:

Phone:

Email:

DCYF PROGRAM OFFICER:

BACKGROUND

The Department of Children, Youth and Their Families (DCYF) developed the following high quality program standards to support the continuous improvement of its funded Afterschool programs. These standards were developed in partnership with an Advisory Group of funded agencies representing the group of programs in the Afterschool Cluster. These standards are rooted in a youth develop framework, which is a research-based framework that focuses on five supports and opportunities related to positive youth development.

These five supports and opportunities create an environment in which children and youth can learn and grow. They include: Safety, Relationship Building, Youth Participation, Community Involvement, and Skill Building. Each of the supports and opportunities in section I through V of this document include a list of standards and indicators that will allow you to reflect on your program's quality from a youth development lens.

DEFINITIONS

Youth Development

Youth development is the physical, social, and emotional process all young people experience as they transition from childhood to adulthood. During this time, young people seek ways to meet their basic needs and gain the knowledge and skills necessary to lead a healthy life.

Youth Development Practices

Youth development practices are the practices which youth-serving organizations can implement to ensure that the young people in their programs receive the support they need to learn and grow. These practices are: providing physical and emotional safety, creating environments where young people build supportive relationships with adults and their peers, providing opportunities for meaningful youth participation, community engagement, and skill-building.

Standard

A standard describes what we want children, youth and families to experience at a program. It is a practice or essential element of programming that is widely recognized or employed especially because it reflects program excellence. Standards provide a foundation for program quality and a benchmark for professionalism in the service delivered.

Indicators

Indicators are the practices and behaviors that signal progress towards a standard. Programs that want to work towards developing a standard should develop activities, practices or policies that would lead to consistency in the indicators linked to the standards.

This is an opportunity for you to self-assess how your program is currently meeting the updated *Out of School Time Minimum Standards*.

There are a total of 8 Out-of-School Time Minimum Program Compliance Standards, with one or more indicators for each standard. Please take the time to carefully read the Standards and reflect on what your program is currently doing to meet or exceed those Standards. Then explain clearly and explicitly how your program is meeting each of the indicators as prompted below. If you believe that your program is meeting the Standards in any way not reflected by the indicators, please explain how in the space provided.

Your responses will be carefully reviewed by your Program Officer in preparation for the upcoming site visit where they will meet with you and your staff to assess your program's meeting of the Minimum Program Compliance Standards. They will be following up on the responses that you provide here, so please accurately reflect how your program is currently meeting the Standards. There is no need to exaggerate your program's current ability to meet the Standards, because the Program Officers will be working with each program to create a plan to meet those Standards not currently achieved.

STEP BY STEP DIRECTIONS:

1. Save this file onto your computer with a file name that includes both your program & agency name. For example: the *Afterschool Program* funded by the *SF Family Connections* agency can save the file as: *SF Family Connections-Afterschool Program.doc*
2. Enter what your program is doing to meet the Standards and indicators where prompted. There are fixed spaces for your responses, and although you can type beyond the borders, your Program Officer will not review any text that exceeds the available space (Approximately 200 words for each response).
3. Once the Self Assessment Form is complete, attach it to an email, and send it to your Program Officer. You can complete this form in more than one sitting, only don't forget to save your file after each time you add or make any changes to the form.

The Deadline for this Pre-Visit Standards Self-Assessment is September 29th. We **highly encourage you to return this completed self-assessment as soon as possible**. This will provide your Program Officers ample time to conduct site visits and work with you on meeting these standards. If you questions on how to complete this self-assessment, please contact your program officer directly.

Safety (Emotional & Physical): Ensuring program environment where participants are physically and emotionally secure respected and accepted for who they are.

Standard OST.1	Program promotes a peaceful environment within the program by using strategies and interventions for addressing violence, negative comments, and/or physical or verbal harassment; including but not limited to a young person's culture, language, ethnicity, national background, gender, disability or sexual orientation when it does occur.
-----------------------	--

<i>Indicator OST.1.1</i>	Program rules and/or expectations are formally communicated to participants on a regular basis.
--------------------------	---

Enter how the above Indicator is being met by your program:

<i>Indicator OST.1.2</i>	Staff are trained on how to appropriately intervene when program rules or expectations are not followed.
--------------------------	--

Enter how the above Indicator is being met by your program:

Enter any other ways you are meeting **Standard OST.1** that are not captured by the indicators:

Relationship Building: Promoting trust and confidence between participants and staff in a supportive environment so that young people can experience guidance and emotional and practical support.

Standard OST.2	Staff are trained on how to appropriately intervene when program rules or expectations are not followed.
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<i>Indicator OST.2.1</i>	The program has an organized system for staff to communicate about participants, such as staff meetings, daily check-ins, shared participant notes.
--------------------------	---

Enter how the above Indicator is being met by your program:

Enter any other ways you are meeting **Standard OST.2** that is not captured by the indicator:

Standard OST.3	Program has strategies and resources to ensure effective communication, through relevant language and culture, of information about the program and community resources with youth and families.
<i>Indicator OST.3.1</i>	All program information, such as applications, rules, schedules and brochures are translated into the languages of the community served.
Enter how the above Indicator is being met by your program:	
<i>Indicator OST.3.2</i>	Program activities, events, and environment show an understanding and respect for the cultures of the program participants.
Enter how the above Indicator is being met by your program:	
Enter any other ways you are meeting Standard OST.3 that are not captured by the indicators:	

Youth Participation: Giving participants an opportunity to play a meaningful, active role in their program so that young people can have input into decision-making, opportunities for responsibility and leadership, and feel a sense of ownership.

Standard OST.4	Staff provide participants with opportunities to have input into what they will do in the program and during activities.
<i>Indicator OST.4.1</i>	Program schedules allow for participants to make choices about how they will spend some of their time while in program.
Enter how the above Indicator is being met by your program:	
<i>Indicator OST.4.2</i>	The program has structured opportunities for youth to share their interests, preferences, and/or satisfaction to influence the format or content of program services.
Enter how the above Indicator is being met by your program:	
Enter any other ways you are meeting Standard OST.4 that are not captured by the indicators:	

Community Involvement: Promoting knowledge building, interaction & communication with the community so that young people gain an understanding of the greater community and a sense of being able to make a positive contribution to their community.

Standard OST.5	Staff utilize community assets and resources (volunteers, neighborhood business, local parks, neighborhood leaders, other service providers) to strengthen and enhance the program.
-----------------------	--

<i>Indicator OST.5.1</i>	Community residents and/or family members participate in the program as presenters, instructors, volunteers, mentors and in other ways.
--------------------------	---

Enter how the above Indicator is being met by your program:

<i>Indicator OST.5.2</i>	Program has formal strategies to inform parents and youth of other available community resources.
--------------------------	---

Enter how the above Indicator is being met by your program:

<i>Indicator OST.5.3</i>	Staff schedules allow for time to participate in community meetings and connect with other institutions and events in the neighborhood.
--------------------------	---

Enter how the above Indicator is being met by your program:

Enter any other ways you are meeting **Standard OST.5** that are not captured by the indicators:

Skill Building: Giving participants opportunities to strengthen, explore, and practice new and existing skills so that young people can acquire a wide array of skills and experience a sense of growth and progress.

Standard OST.6	Staff consistently communicate high expectations and challenge young people to do their best.
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<i>Indicator OST.6.1</i>	Staff use a range of approaches to promote the exploration of ideas and the practice of new skills.
--------------------------	---

Enter how the above Indicator is being met by your program:

<i>Indicator OST.6.2</i>	Program identifies (formally or informally) the skill that youth want to achieve in the program.
--------------------------	--

Enter how the above Indicator is being met by your program:

<i>Indicator OST.6.3</i>	Program has strategies to assess youth progress in developing identified skills.
--------------------------	--

Enter how the above Indicator is being met by your program:

<i>Indicator OST.6.4</i>	The program provides structured opportunities to acknowledge the achievements, contributions, and responsibilities of youth (e.g. group presentations, reflections, exhibitions, performances, celebrations).
--------------------------	---

Enter how the above Indicator is being met by your program:

Enter any other ways you are meeting **Standard OST.6** that are not captured by the indicators:

Special Needs Inclusion	
Standard OST.7	Participation in Inclusion Training Program Representative participates in an inclusion training provided by DCYF and/or its community partners on an annual basis.
Enter how OST.7 is being met by your program:	
Standard OST.8	Practice of Inclusion Program has a process for determining the reasonable accommodations needed by children and youth with disabilities to participate in its activities.
<i>Indicator OST.8.1</i>	Program has a documented process for receiving and assessing accommodation requests.
Enter how the above Indicator is being met by your program:	
<i>Indicator OST.8.2</i>	<p>Staff is aware of the legal requirements for providing reasonable accommodations.</p> <ul style="list-style-type: none"> ▪ Legal requirements for reasonable accommodations are included in new staff orientation. ▪ Annual staff development activities include training about reasonable accommodations.
Enter how the above Indicator is being met by your program:	
Enter any other ways you are meeting Standard OST.8 that are not captured by the indicators:	

Office of the Mayor
City & County of San Francisco



Gavin Newsom

August 24, 2009

The Honorable James J. McBride
Presiding Judge
Superior Court of California, County of San Francisco
400 McAllister Street
San Francisco, CA 94102

RECEIVED
BOARD OF SUPERVISORS
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BY OK

Dear Judge McBride:

I am pleased to provide a response to the 2008-2009 Civil Grand Jury Report, "Nonprofits, The Good, The Bad, The Ugly."

I would like to thank the members of the Civil Grand Jury for acknowledging the important role nonprofit organizations play in our community. The City and County of San Francisco relies on nonprofit organizations to deliver critical services to residents in a manner that addresses their diverse needs. These nonprofits also play an important role in developing innovative programs and practices, which often become national models that improve lives in countless communities.

To date, San Francisco has over 7,000 registered nonprofits. Of these, 63% target San Francisco as a whole or one of its neighborhoods. Nonprofits provide invaluable services to our City, and they sometimes have the expertise to reach certain populations more effectively than government. As we continue to experience economically challenging times, the services provided by these nonprofits become all the more important.

In addition to providing valuable services to the City, these nonprofit organizations also provide an economic benefit. In January, I convened a Community-Based Organizations (CBO) Task Force, chaired by Dr. Sandra Hernandez, Chief Executive Officer of the San Francisco Foundation, and City Attorney Dennis Herrera. The CBO Task Force found that nonprofit organizations expended more than \$8 billion in 2006. These groups also provided substantial employment in the communities they served, including opportunities for greater representation of women in the nonprofit sector.

The CBO Task Force has stated that there is room to improve the nonprofit funding process. I support any effort to increase the effectiveness of our nonprofit community. I believe the Civil Grand Jury supports this effort as well, because it has developed recommendations based on the CBO Task Force report. As a point of clarification, a Civil Grand Jury recommendation suggests that the City provide consolidated backroom services for nonprofits with which it contracts. The CBO Task Force report does not suggest this. Rather the report states that the City should encourage agencies to consider procuring these services together.

Nonetheless, our nonprofit sector continues to lead the way in developing best practices and in working diligently to improve its services. I believe that with the recommendations of the CBO Task Force, we can help nonprofits gain efficiencies in how they utilize valuable resources, reduce expenses by consolidating back office functions with the assistance of a management services organization, and continue to develop strategies that will ultimately benefit the residents of San Francisco.

Recommendation 1: The Mayor's Office of Budget and Policy should develop and coordinate a strategy for utilizing nonprofit services.

Response:

1. Agree and implemented. I have implemented this recommendation by tasking my Office of Public Policy and Finance to develop and oversee the Community Based Organizations (CBO) Task Force. The CBO Task Force met over ten times in early 2009, and it compiled recommendations and action items to strengthen the partnership between the City and the nonprofit community as well as help nonprofits maximize resources. We are currently working to implement these recommendations.

Recommendation 14: The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.

Response:

4. Disagree. Will not be implemented. The City and County of San Francisco is working to enhance the monitoring of the nonprofit sector. Although a comprehensive software system sounds ideal, a standardization of systems may fail to allow for the diverse requirements of grants and contracts. Departments customize software so that it is specifically responsive to state or federal reporting requirements. A comprehensive software system raises the possibility that such a system might compromise these requirements if its creation is to respond to a multitude of potentially conflicting data collection requirements.

Recommendation 16: The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments but accessible citywide. Metric tracking should be a function of the Office of the Mayor.

Response:

4. Disagree. Will not be implemented. See response to "Recommendation 14".

Mayor's Office Response to the Civil Grand Jury
August 24, 2009

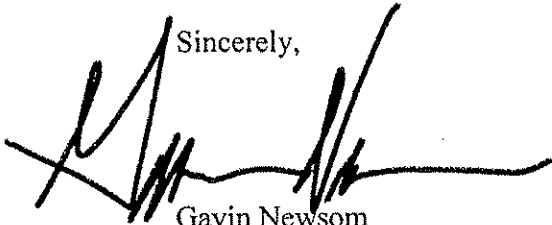
Finding 22: Systems have been developed that enable nonprofit performance to be evaluated using common outcome indicators.

Response:

Agree. Individual departments monitor nonprofits, and track performance of nonprofits based on departmental missions and goals. A number of individual departments have customized software to monitor certain data parameters.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

A handwritten signature in black ink, appearing to be 'Gavin Newsom', written over a horizontal line.

Gavin Newsom
Mayor

cc: 2008-2009 San Francisco County Civil Grand Jury
Ben Rosenfield, Controller
Ed Lee, City Administrator
Hon. David Chiu, President, Board of Supervisors
Hon. Ross Mirkarimi, Chair, Government Audit and Oversight Committee

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City and County of San Francisco

Gavin Newsom
Mayor



Department of Public Health

Mitchell H. Katz, MD
Director of Health

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OK

August 24, 2009

Leonard A. Kully, Foreperson
2008-2009 San Francisco Civil Grand Jury
Room 008
400 McAllister Street
San Francisco, CA. 94102

RE: Response to the CGJ 2008-09 Report, "Nonprofits, The Good, The Bad, The Ugly"

Dear Mr. Kully:

Thank you for the thoughtful report, "Nonprofits, The Good, The Bad, The Ugly". The report included some interesting observations and findings. The Department of Public Health was asked to comment on both findings and recommendations. Our response is attached for your review.

Once again, thank you for your hard work on behalf of the citizens of San Francisco.

Sincerely,


MITCHELL H. KATZ, MD

cc: Honorable James J. McBride
Gary Guibbini, Grand Jury Coordinator

**2008-09 Civil Grand Jury Report – Response from the Department of Public Health
July 2009**

Nonprofits, The Good, The Bad, The Ugly

California Penal Code Sections 933.05(a) and (b) requires the responding party to report for each recommendation of the Civil Grand Jury one of the following actions:

<p>1. Recommendation Implemented - Date Implemented - Summary of Implemented Action</p>	<p>2. Will Be Implemented in the Future - Anticipated Timeframe for Implementation</p>	<p>3. Requires Further Analysis - Explanation - Timeframe (Not to exceed six months from date of publication of grand jury report)</p>	<p>4. Will Not Be Implemented: Not Warranted or Not Reasonable - Explanation</p>
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For each recommendation below, indicate which action you have taken or plan to take and provide the required information.

F+number = findings. R+number = recommendations

Findings/Recommendations

Findings: Agree/Disagree. Wholly or partially, and explain why. Recommendations: Response: 1, 2, 3, or 4

<p>F1. There is no coordinated effort to determine overall citywide needs or strategies for distributing funds to nonprofits, other than the Community Development Block Grant (CDBG) funds distributed through the Mayor's Office</p>	<p>Agree. At this time there is no coordinated citywide strategy around funding nonprofits. Determinations are made at the department level based on department specific mission and goals.</p>	
<p>F2. There are no formal qualifications for individuals serving on the panels that rank competitive grant proposals.</p>	<p>Disagree. The Department of Public Health strives to ensure individuals serving on panels are qualified to judge grant proposals.</p>	
<p>F3. Unlike contracts there is no systematic tracking of grants.</p>	<p>Does not apply to DPH (DPH does not use grant agreements.)</p>	
<p>F4. The magnitude of money and the lack of tracking and coordination of grants provide a potential for abuse in the allocation of grants.</p>	<p>Does not apply to DPH.</p>	
<p>F5. Lack of coordination and different procedures for each department within and among departments adds to time and overhead for departments and nonprofits.</p>	<p>Partially Agree. More standardization of procedures within and among city departments may lead to efficiencies for departments and nonprofits.</p>	
<p>F6. Billing by Unit of Service could allow budgeted costs, which were not actually spent, to be included in the invoice charged to the City, because the invoice is based on number of clients served (at agreed estimate of cost) not by the actual cost of serving those clients.</p>	<p>Disagree. Fee-For-Service (FFS) contracts are generally more cost effective than cost reimbursed contracts. DPH negotiates rates and units of service to be delivered and requires budget information to substantiate Fee-For-Service costs. As a result, delivering services is directly tied to payments. Cost based reimbursement tends to be more expensive because contractors are reimbursed for actual costs, regardless of whether or not the agreed upon services are delivered, which may be less than performance targets.</p>	

**2008-09 Civil Grand Jury Report – Response from the Department of Public Health
July 2009**

Nonprofits, The Good, The Bad, The Ugly

California Penal Code Sections 933.05(a) and (b) requires the responding party to report for each recommendation of the Civil Grand Jury one of the following actions:

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For each recommendation below, indicate which action you have taken or plan to take and provide the required information.

F=number = findings. R=number = recommendations

<p>Findings/Recommendations</p>	<p>Findings: Agree/Disagree. Wholly or partially, and explain why.</p>	<p>Recommendations: Response: 1, 2, 3, or 4</p>
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<p>F7. Sole Source Waivers issued are tracked by number of waivers issued to a department and not to whom the waivers were given or for what purpose.</p>	<p>DPH is not in charge of tracking waivers. We apply for a waiver as required and when it is necessary to provide a service.</p>	
<p>R2. Each RFP should specify the qualifications for panel members selected to rank the proposals.</p>		<p>3. Requires further analysis. We currently select panel members based on their expertise, but this is not specified as part of the RFP process. Not DPH</p>
<p>R3. The Office of Contract Administration (OCA) should develop a tracking system for grants.</p>		<p>Not DPH</p>
<p>R4. The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.</p>		<p>4. This will likely increase cost and reduce accountability for units of service. Not DPH.</p>
<p>R5. Departments should use Cost of Reimbursement instead of Units of Service as the method of payment in every RFP.</p>		
<p>R6. A database of sole source waivers including all cost should be maintained under the oversight of OCA.</p>		
<p>F8. Targeted Addbacks to the city budget are taking place, even though they are against Procurement Rules: City Charter (2.114. Non Interference in Administration)</p>	<p>This is not an area within DPH's purview.</p>	
<p>F9. Targeted Addbacks are often a result of lobbying by special interest groups.</p>	<p>This is not an area within DPH purview.</p>	
<p>F10. Targeted Addbacks circumvent the contract process established by the city departments.</p>	<p>This is not an area within DPH purview..</p>	
<p>F11. Targeted Addbacks negate the expertise of the city departments.</p>	<p>This is not an area within DPH purview..</p>	
<p>F12. Targeted Addbacks do not follow the budget amendment process established by the City Charter and circumvent the regular competitive solicitation processes that City departments must follow; sometimes causing departments enter sole source</p>	<p>This is not an area within DPH's purview.</p>	

**2008-09 Civil Grand Jury Report – Response from the Department of Public Health
July 2009**

Nonprofits, The Good, The Bad, The Ugly

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<p>1. Recommendation Implemented</p> <ul style="list-style-type: none"> - Date Implemented - Summary of Implemented Action 	<p>2. Will Be Implemented in the Future</p> <ul style="list-style-type: none"> - Anticipated Timeframe for Implementation 	<p>3. Requires Further Analysis</p> <ul style="list-style-type: none"> - Explanation - Timeframe <p>(Not to exceed six months from date of publication of grand jury report)</p>	<p>4. Will Not Be Implemented: Not Warranted or Not Reasonable</p> <ul style="list-style-type: none"> - Explanation
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For each recommendation below, indicate which action you have taken or plan to take and provide the required information.

F+number = findings. R+number = recommendations

Findings/Recommendations

Findings: Agree/Disagree. Wholly or partially, and explain why. Recommendations: Response: 1, 2, 3, or 4

Findings/Recommendations	Findings: Agree/Disagree. Wholly or partially, and explain why.	Recommendations: Response: 1, 2, 3, or 4
<p>contracts.</p>		
<p>F13. Targeted Addbacks impede the ability of city departments to hold nonprofit contractors accountable for poor performance. (Partnering with Nonprofits in Tough Times: Recommendations from SF Community Based Task Force, April 2009)</p>	<p>Disagree. DPH has program monitors who work with the nonprofit agencies to ensure they are in compliance and perform according to contract.</p>	
<p>F14. The Board of Supervisors has violated the Charter by making direct contracting decisions through targeted Addbacks. Through this procedure, the Board of Supervisors has continued the longstanding practice of allocating some City funds directly to specific contractors.</p>	<p>This is not an area within DPH's purview.</p>	
<p>R7. The practice of targeted Addbacks should be stopped.</p>		<p>4. This is not an area within DPH's purview.</p>
<p>R8. The City Charter (2.114. Non-Interference in Administration) should be enforced to prevent district supervisors from directing funds to specific nonprofits through circuitous means. (For example, naming a street where a nonprofit exists or specifying a service offered only by a specific nonprofit).</p>		<p>4. This is not an area within DPH's purview.</p>
<p>R9. The Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the targeted Addback process.</p>		<p>4. This is not an area within DPH's purview.</p>
<p>R10. To comply with the San Francisco Charter and encourage the use of competitive processes, and to strengthen the requirements for the content of City contracts, the Board of Supervisors should no longer direct funds toward specific City contracts or contractors through the targeted Addback process or otherwise.</p>		<p>4. This is not an area within DPH's purview.</p>
<p>F.15. Consolidation of backroom operations would save the City</p>	<p>This is not an area within DPH's purview.</p>	

2008-09 Civil Grand Jury Report – Response from the Department of Public Health

July 2009

Nonprofits, The Good, The Bad, The Ugly

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For each recommendation below, indicate which action you have taken or plan to take and provide the required information.

F-number = findings. R+number = recommendations

Findings/Recommendations

Findings: Agree/Disagree. Wholly or partially, and explain why.

Recommendations: Response: 1, 2, 3, or 4

<p>R11. Consolidated Backroom Unit should be set up with the Office of Contract Administration to provide back-office operations to nonprofits.</p>		<p>4. This is not an area within DPH's purview.</p>
<p>F16. The monitoring/oversight of the fiscal component of contract/grants between the City departments and nonprofits has improved since the 2000-01 recommendations identified the problems.</p>	<p>Agree. We have seen improvement in the process since the Nonprofit Task Force recommendations were released in 2001.</p>	
<p>F17. The city Nonprofit Task Force focused on the fiscal monitoring of the contracts/grants between the City departments and nonprofits. Joint monitoring of nonprofits in fiscal matters is efficient for both the City departments and the nonprofits in that staff time utilized is reduced.</p>	<p>Partially Agree. We have seen improvement in the process since the Nonprofit Task Force recommendations were released in 2001.</p>	
<p>F18. The Office of Contract Administration does not track grants made to nonprofit organizations.</p>	<p>This is not an area within DPH's purview.</p>	
<p>F19. DCYF's CMS is admired by other departments and could be incorporated into their monitoring of nonprofits.</p>	<p>We are not familiar enough with the process to form an opinion.</p>	
<p>R12. The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.</p>		<p>4. This is not an area within DPH's purview.</p>
<p>R13. The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.</p>		<p>4. This is not an area within DPH's purview.</p>
<p>R14. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program</p>		<p>3. DPH does not have enough information to determine if this would benefit DPH or our contractors.</p>

**2008-09 Civil Grand Jury Report – Response from the Department of Public Health
July 2009**

Nonprofits, The Good, The Bad, The Ugly

California Penal Code Sections 933.05(a) and (b) requires the responding party to report for each recommendation of the Civil Grand Jury one of the following actions:

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For each recommendation below, indicate which action you have taken or plan to take and provide the required information.

F+number = findings. R+number = recommendations

Findings/Recommendations

Findings: Agree/Disagree. Wholly or partially, and explain why. Recommendations: Response: 1, 2, 3, or 4

<p>tracking should be administered by departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.</p>		
<p>F20. There are few performance measurement systems being used by City departments to monitor and evaluate nonprofits' goals and objectives.</p>	<p>This is not an area within DPH's purview. DPH monitors performance, but doesn't use a special database or system for this function.</p>	
<p>F21. DCYF has a system that tracks program goals and objectives on a monthly basis.</p>	<p>DPH is not familiar enough with the DCYF system to comment.</p>	
<p>F22. Systems have been developed that enable nonprofit performance to be evaluated using common outcome indicators.</p>	<p>DPH is not familiar with these systems so can not comment.</p>	
<p>R15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.</p>		<p>3. DPH does not have enough information to determine if this would benefit DPH or our contractors.</p>
<p>R16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions; fiscal tracking, program tracking and performance metric tracking. Fiscal tracking and program tracking should be administered by departments by accessible citywide. Metric tracking should be a function of the Office of the Mayor.</p>		<p>3. DPH does not have enough information to determine if this would benefit DPH or out contractors.</p>

090844

City and County of San Francisco



Gavin Newsom, Mayor

Human Services Agency

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

August 26, 2009

The Honorable James J. McBride
Presiding Judge
Superior Court of California
County of San Francisco
400 McAllister Street
San Francisco Ca 94102

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BY: *OR*

Re: The Human Services Agency Response to the 2008-2009 Civil Grand Jury Report titled "Nonprofits, The good, The Bad, The Ugly"

Dear Judge McBride,

The Following are the responses from the Human Services Agency to the findings and recommendations presented in the Civil grand Jury report Fy-08-09 " Nonprofits, the Good, the Bad and the Ugly".

The Human Services Agency is an active participant in the Nonprofit Review/Appellate Panel (RAP) and as such, we have contributed to the responses made by the Office of Contracts Administration submitted to you under separate cover.

Procurement Process Findings: (page 6 of report)

1. There is no coordinated effort to determine overall citywide needs or strategies for distributing funds to nonprofits, other than the Community Development block grant (CBDG) funds distributed through the Mayor's Office.

Response: We disagree with this finding as written. Not all services should be coordinated city wide and the Departments are best suited to determine their needs aligned with their missions and goals in accordance with the various funding sources. This is especially true with Health and Human Service needs. The purpose of Community Block grants is to provide overall support to the "Community" at large and MOCI's process fulfills those intentions.

2. There are no formal qualifications for individuals serving on the panels that rank competitive grant applications.

Response: We disagree with this finding as written. All panelists selected by HSA have specific knowledge of the services being procured and we strive to maintain unbiased qualified panelist. HSA has established the following criteria for panel selections

“.....Each Panel shall consist of at least three voting members from the following groups. If Possible Panels should be from knowledgeable outside of department personnel:

- **1 HSA Program Manager or his/her designee**
- **1 HSA Representative (Deputy Director, Director of Contracts or their designee)**
- **1 City/County Representative (non HSA employee from S.F. or another County)**
- **2 Representatives from Community Based Organizations**
- **Representative(s) with both fiscal and contracting experience.**
- **Representative(s) with experience in the service area being reviewed.**
- **Representative(s) from the appropriate advisory board, when applicable, community member(s) actively involved in the service area being reviewed.**
- **Non-City employees....”**

3. Unlike contracts there is no systematic tracking of grants

Response: We disagree with this finding as written. Grants issued by Departments are tracked specifically in the City’s accounting System FAMIS. This department tracks all of our grants and contracts in an identical fashion.

4. The magnitude of money and lack of tracking and coordination of grants provide a potential for abuse in the allocation of grants.

Response: We disagree with this finding as written. The Departments that issue grant agreements have the same checks and balances in place as contracts.

5. Lack of Coordination and different procedures for each Department within and among Departments adds time and overhead for Departments and nonprofits.

Response: we disagree with this finding as written. Departments have different procedures depending upon the funding source used for grants and contracts. The grant agreements and Contract agreements are standardized in form by the City attorney’s Office. The Nonprofit Contracting Taskforce has invested much time and resources in standardizing procedures within and among Departments so that the process was seamless to nonprofit providers.

6. Billing by Unit of Service could allow budgeted costs, which were not actually spent, to be included in the invoice charged to the City, because the invoice is based on number of clients served (at agreed estimate of cost) not by actual costs of serving those clients.

Response: We agree with this finding. Billing by unit of service leads to greater potential abuse by nonprofits and less oversight by the granting Department. We would call your attention to the fact that nonprofits are just that, and not allowed to make a profit in exchange for their tax free status. This Department fully utilizes contract /grant savings by reallocating those funds to other needs during any given fiscal year. All nonprofit grants

and contracts should be maintained on a cost reimbursement basis as is prescribed in the OMB standards.

7. Sole source waivers are tracked by number of waivers issued to a department and not to whom the waivers were given or for what purpose.

Response: We disagree with this finding as written. OCA maintains a database that contains the pertinent information from the Sole Source waiver form.

Procurement recommendations (page 6)

2. Each RFP should specify the qualifications for panel members selected to rank proposals

Response: We disagree with this recommendation as written. Review panels only rank the proposals with final selections made by the Department. It is very difficult to obtain qualified unbiased volunteer panelists especially when they are subject to sunshine disclosure. Panelists are not selected in advance of the procurement and it is ineffective to do so.

3. The Office of Contracts administration (OCA) should develop a tracking system for grants.

Response: We disagree with this recommendation as written. OCA does not have the authority to award any grants so it serves no purpose to have OCA track them. These are departmental awards and the tracking rests with the Departments and their respective Commissions.

4. The Nonprofit review/Appellate Panel should develop with each Department a uniform set of procedures for Nonprofit grant administration.

Response: We disagree with this recommendation as written. Grant procedures are very clearly defined in the G-100 grant form instructions as overseen by the City attorney's Office. Each Department is responsible for the administration of their grants in accordance with the requirements of the funding source and the City Administrative code.

5. Departments should use Cost of reimbursement instead of units of service as the method of payment in every RFP.

Response: We concur with this recommendation.

6. A database of sole source waivers including all costs should be maintained under the over site of OCA.

Response: We disagree with this recommendation because such a database already exists in OCA.

Add back Findings (page 10 of report):

10. Targeted add backs circumvent the contract process established by City Departments.

Response: We concur with this finding.

11. Targeted add backs negate the expertise of City Departments.

Response: We concur with this finding.

13. Targeted add backs impede the ability of City Departments to hold nonprofit contractors accountable for poor performance. (Partnering with Nonprofits in Tough Times: recommendations from SF Community based Task Force April 2009)

Response; We concur with this finding.

Add back Recommendations (page 10 of report):

9. the Supervisors can have a greater role, in the process, by submitting budget proposals and funding priorities during a department's normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last minute adjustments through the targeted add-back process

Response: We concur with this recommendation.

Back Office Operations findings (page 12 of report):

15. Consolidation of backroom operations would save the city money.

Response: we concur with this finding in principal but implementation will be a challenge.

Back Office Operations Recommendations (page 12 of report):

11. A consolidated backroom Unit should be set-up with the Office of Contracts administration (OCA) to provide Back-Office operations for nonprofits.

Response: We disagree with this recommendation as written. The Controllers office is a more appropriate place if these operations were to be assumed by the City. An alternative is to have nonprofit backroom operations that would be monitored by the City.

Performance and Monitoring findings (page 15 of report):

16. *The monitoring oversight of the fiscal component of grants/contracts between the city departments and nonprofits has improved since the 2000-01 recommendations identified the problems.*

Response: we concur with this finding

17. *The City nonprofit Task Force focused on the fiscal monitoring of contracts/grants between city departments and nonprofits. Joint monitoring of nonprofits in fiscal matters is efficient for both the city departments and the nonprofits in that staff time utilized is reduced.*

Response: The Task Force focused on both programmatic and fiscal monitoring. The implementation and standardization of the fiscal and compliance issues were more readily resolved making it possible to implement these changes. The program monitoring is far more complex and not easily standardized. We concur there has been some staff efficiencies gained through the joint monitoring process.

18. *The office of Contracts Administration does not track grants made to nonprofit organizations.*

Response: We concur with this finding. The OCA does not track contracts either. They are a part of the approval process for contracts and not part of any record keeping functions.

19. *DCYF's CMS system is admired by other departments and could be incorporated into their monitoring of nonprofits.*

Response: We concur with this finding. The CMS system works well but does have some limitations that prevent it from becoming a citywide standard. Those limitations are the inability to track multiple funding sources and the nature of the self-reporting by the nonprofits without site visit verification diminishes the quality of the reported data. The invoicing function lacks adequate back-up documentation to verify actual costs being claimed for reimbursement. This system is designed for small departments using a single funding source.

20. *There are few performance measurement systems being used by City Departments to monitor and evaluate nonprofit's goals and objectives.*

Response: We disagree with this finding as written. There are several systems that track goals and objectives as stated in the grant/contracts.

Examples are:

- **The HMIS system used for HUD grants,**
 - **The OOA net used to track DAAS grants**
 - **The Workforce Development data base for job related activities**
 - **The CMS system used by DCYF and First 5.**
 - **The Cool System used by DPH**
-

We acknowledge the need for a common system that can meet all of the requirements of the various funding sources and can track goals and objectives and report out the results across city departments.

21. *DCYF has a system that tracks program goals and objectives on a monthly basis*

Response: We Concur with this finding. (see response to finding # 19)

22. *Systems have been developed that enable nonprofits performance to be evaluated using common outcome indicators.*

Response: We concur with this finding. The current automated systems have limitations (CMS). This finding assumes there are common indicators of performance across all city programs that are paramount to the performance. This requires further study.

Monitoring and Performance Recommendations (page 15 of the report):

12. *The Office of Contracts Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.*

Response: We do not concur with this recommendation: The original recommendation of the Task Force was to consolidate across city departments where appropriate. There has been no level of consolidation established in order for OCA or any Department(s) to track consolidation. Consolidations are accomplished through departmental work orders of which OCA has no ability to track or monitor. OCA's function is to oversee the purchase of goods and supplies. They do not have the expertise to oversee professional services nor the consolidation of those services across City Departments.

13. *The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among City Departments and to make recommendations to bring compliance to 100%*

Response: We disagree with this recommendation as written. The Controllers Office who leads the Citywide monitoring efforts provides compliance data by department and makes appropriate recommendations to improve compliance among participating City departments.

14. *The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking, and performance metric tracking. Fiscal tracking and program tracking should be administered by the Departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.*

Response: We concur this first part of this recommendation. There is a need for a comprehensive software system. Fiscal tracking is performed under the City's accounting System FAMIS and we see no need to duplicate this function.

We do not agree that performance metrics should reside with the Mayor's office. It is not the function of the Mayor's office to second guess Departments as Departments are in a better position to understand what data sets are most important and the Departments would know how to interpret and use the metric information to the greatest advantage.

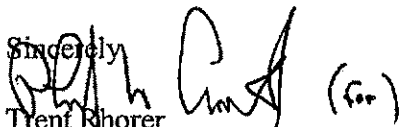
15. The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring and performance measurement system based on taxonomy of nonprofit outcomes for human and health programs provided by nonprofits and their indicators as developed by the Urban Institute/the Center for What Works or a similar system.

Response: We do not concur with this recommendation as written. The nonprofit Review Appellate Panel is not the proper entity to develop Health and Human Service outcomes. Those functions are better served in the Department of Public Health and the Human Services Agency where the expertise resides. It may be appropriate for the Nonprofit Review/Appellate Panel to develop taxonomy of indicators that can help strengthen the nonprofits that do business with the City.

16. The City should develop a comprehensive software system (modeled on DCYF's CMS) that can monitor and track all grants and contracts citywide. At a minimum, the system should contain three functions: fiscal tracking, program tracking, and performance metric tracking. Fiscal tracking and program tracking should be administered by the Departments but accessible citywide. Metric tracking should be the function of the Mayor's Office.

Response: See Response to Recommendation # 14 above.

If you have any questions about the responses from the Human Services Agency please contact my Director of Contracts David Curto at 415-557-5581.

Sincerely,

Trent Rhorer (for)
Executive Director

CC. Grand Jury Office
Board of Supervisors
Alisa Somera, Committee Clerk, Board of Supervisors
Ben Rosenfield, Controller
Naomi Kelly OCA

090844



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

Monique Zmuda
Deputy Controller

August 25, 2009

The Honorable James J. McBride
Presiding Judge
Superior Court of California
County of San Francisco
400 McAllister Street
San Francisco, CA 94102

BY 

2009 AUG 26 AM 11:48

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

Re: Office of Controller's Response to the 2008-2009 Civil Grand Jury of San Francisco Report titled "Nonprofits, The Good, The Bad, The Ugly"

Dear Judge McBride:

This letter is in response to the findings and recommendations related to the 2008-2009 San Francisco County Civil Grand Jury Report titled "Nonprofits, The Good, The Bad, The Ugly."

Finding 17: The City Nonprofit Task Force focused on the fiscal monitoring of the contracts/grants between the City departments and nonprofits. Joint monitoring of nonprofits in fiscal matters is efficient for both the City departments and the nonprofits in that staff time utilized is reduced.

Response: We agree with this finding—fiscal monitoring was one of the many issues highlighted by the City Nonprofit Task Force. The Controller's Office implemented joint fiscal and compliance monitoring in 2005. The Citywide Fiscal and Compliance Nonprofit Monitoring Program creates efficiencies for City departments and nonprofit contractors while establishing consistent standards and improved oversight by City departments.

If you have any questions or concerns about this response, please do not hesitate to contact me.

Sincerely,

Ben Rosenfield
Controller

cc: Grand Jury Office
Board of Supervisors



Maria Su, Psy.D.
DIRECTOR

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO

2009 AUG 25 PM 3:40

BY *pl*



Gavin Newsom
MAYOR

August 24, 2009

Honorable James J. McBride
Superior Court of California
County of San Francisco
Grand Jury
400 McAllister St, Room 008
San Francisco, CA 94102

Re: DCYF's Responses to the 2008-2009 Civil Grand Jury of San Francisco Report titled "Nonprofits, The Good, The Bad, The Ugly"

Dear Judge McBride:

Thank you for the opportunity to respond to the report entitled, "Nonprofits: The Good, The Bad, The Ugly" which was released in late June 2009. The report highlighted the need for a more thorough analysis on how we support and monitor community based agencies, while being mindful of all our complicated requirements and limitations. In this difficult economic climate it is even more important for us to ensure that our limited funds are used effectively and to provide the most impact for the children, youth and families of San Francisco.

The Procurement Process

Finding #1) While the needs assessment conducted for the Community Development Block Grant funds is a comprehensive citywide process, DCYF's Community Needs Assessment is also a comprehensive, citywide assessment of children, youth and families' needs. DCYF's Community Needs Assessment is mandated in the City Charter as the first part of a three-year process to determine needs and allocate local taxpayer dollars in the Children's Fund to address those needs.

Finding #2) While citywide there are no formal qualifications for individuals serving on the panels that rank competitive grant proposals, DCYF regularly indicates in its RFQs and RFPs

that a panel with expertise or knowledge in the relevant subject matter will serve on the review panel. DCYF also asks all reviewers to sign and abide by a conflict of interest form.

Finding #3) While there is no systematic tracking of grants to nonprofits across city agencies, DCYF has developed an online tracking and monitoring system called the Contract Management System (CMS) for the grants it administers, as indicated in page 1 of the report.

Finding #4) DCYF agrees that the lack of tracking and coordination across city agencies could lead to duplication of services.

Finding #5) DCYF agrees that the lack of coordination across city agencies and existence of different procedures for each department adds to time and overhead for both the department and nonprofit staff when applying for, negotiating, processing, monitoring and reporting on grants and contracts. In many instances, there are multiple contract monitors overseeing and managing one program. The community based organization needs to enter data into multiple systems or to submit grant proposals for similar services to several departments. DCYF understands that each department is unique however; there are basic requirements for every community based organization that can be better coordinated and streamlined.

Finding #6) DCYF does not have any first-hand experience with this type of billing by units of service.

Finding #7) DCYF submits a list of sole source waivers at the end of each fiscal year to the clerk of the Board of Supervisors, which includes the contract recipient, contract amount, duration of the contract, and description of the work.

Recommendation #2) DCYF supports the recommendation that each RFP specify the qualifications for panel members selected to rank proposals. Such qualifications could include that the reviewer has knowledge or expertise in the relevant subject matter, which is DCYF's current qualification for reviewers. Any standard requirement beyond that may be difficult to implement, particularly when departments large-scale RFPs. To strengthen DCYF's current practice, more specific language about what qualifies as "knowledge or expertise" could be adopted, such as "knowledge or expertise in the form of a post-secondary degree or certificate in the relevant subject matter or a minimum of four years of relevant work experience."

Recommendation #3) DCYF supports the recommendation to develop a citywide tracking system for grants administered to nonprofits. Given DCYF's investment over the years in developing and training hundreds of nonprofits on how to use its Contract Management

System (CMS), which is an online tracking system to monitor grants, DCYF strongly urges that any new system created either be compatible with the CMS or build off the infrastructure already created in San Francisco by the CMS. Several local government agencies across the country have adopted and adapted versions of the CMS for their own grant and contract tracking. DCYF would also suggest that whichever entity is charged with developing and coordinating a strategy for utilizing nonprofit services, per Recommendation #1 in this report, should also be involved in the process to develop a citywide grant tracking system.

Recommendation #4) DCYF supports the recommendation that the Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.

Recommendation #5) DCYF currently uses a cost reimbursement approach to process invoices and payments for services delivered by nonprofit organizations awarded grants and contracts. Grantees are also required to report monthly on the delivery of units of service to determine their progress toward meeting stated objectives and projections of units of service, but the actual payments are based from expenses incurred based on their approved budget.

Recommendation #6) It is DCYF's understanding that OCA already oversees this database of sole source waivers.

Addbacks

Finding #10) DCYF believes the contract process should follow the established procurement rules in the City Charter. By doing so, it ensures that the typical contract process city departments utilize selects suitable nonprofits to deliver services.

Finding #11) The procurement process requires staff time and attention. As DCYF engages in this practice each year, the DCYF staff ensures they work diligently throughout the duration of this process to properly dispense of its duties.

Finding #13) DCYF has in the past and plans to continue to hold all grantees and contractors, whether they are funded through the standard RFP process or the addback process, accountable to their projected units of service and to delivering quality services (as measured by our minimum compliance standards).

Recommendation #9) In general, DCYF supports the recommendation that the Board of Supervisors submit budget proposals and funding priorities during a department's normal

budget preparation process rather than last-minute adjustments through the targeted add-back process; however Supervisors need to recognize that DCYF is mandated by city charter to operate in three-year funding cycles and of course need to follow Mayoral budget instructions. DCYF continues to work with the supervisors to incorporate its funding priorities into our Community Needs Assessment and Children's Service Allocation Plan phase of developing DCYF's three-year funding cycle, rather than during each budget year.

Back Office Operations

Finding #15) DCYF agrees that consolidation of backroom operations among some nonprofits that contract with or receive grants from the City would likely result in cost savings for the City. Given the breadth of nonprofits that receive funding from the City and the scope and variety of the services they are funded to deliver, as well as research that indicates consolidation efforts require some initial fixed investments in infrastructure, DCYF would suggest that a feasibility analysis be conducted to determine how to best generate cost savings through a citywide consolidation of backroom functions.

Recommendation #11) DCYF supports the recommendation that a Consolidated Backroom Unit be established to support consolidation efforts across city departments. As mentioned above, back office consolidation is a complex approach, particularly when applied across a variety of stakeholders. This approach may be more appropriate and effective with some nonprofit organizations, city department funding strategies, and types of funded services than others. DCYF would be happy to contribute to efforts to analyze the feasibility of this approach and to share how consolidation could increase the efficiency of our grant-making and contracting process.

Monitoring and Performance Measurement

Finding #16) DCYF agrees that the monitoring and oversight of the fiscal component of contracts/grants between City departments and nonprofits has improved since the 2000-01 recommendations identified the problems. Since established, the joint monitoring has increased the cooperation and learning from and among city departments and their grantees. However, DCYF believes the joint monitoring process has several areas that need to be improved, including enhancing the fiscal training of staff involved with joint monitoring, ensuring the appropriate staff are identified as the leads for joint site visits, and re-visiting the process to ensure that joint site visits capitalize on the knowledge and expertise of all city departments involved (rather than simply dividing up the tasks involved in monitoring among several city staff.) DCYF embraces the concept of continual improvement and is eager to continue efforts to enhance the efficiency, transparency and accountability of citywide processes and procedures related to the fiscal monitoring of grants/contracts with nonprofits.

Finding #17) DCYF agrees that joint monitoring of nonprofits in fiscal matters is efficient for the nonprofits in that staff time utilized is reduced, however joint monitoring is not always efficient for city staff given the difficulties in scheduling and the uneven training and experience level of various city staff involved in the monitoring. In DCYF's experience, some joint monitoring site visits took longer amounts of staff time to complete than would a site visit conducted by just a DCYF staff person, and the final product of the joint site visit is not always on par with the monitoring of DCYF's staff.

Finding #18) As stated on page 4 of your report, DCYF agrees that the Office of Contract Administration only tracks contracts with nonprofits and that currently no city agency track grants with nonprofits across all City departments.

Finding #19) DCYF agrees that our Contract Management System (CMS) is admired by other departments and could be incorporated into other department's monitoring of nonprofits. DCYF staff has consulted with several City agencies over the years to share with them how the CMS works and lessons learned from its development and refinement over the years. In addition, several local government agencies across the country have adopted and adapted versions of the CMS for their own nonprofit grant and contract tracking.

Finding #20) DCYF agrees that while it has a system in place, not all City departments are using performance measurement systems to monitor and evaluate nonprofits' goals and objectives.

Finding #21) DCYF agrees that it has a system, called CMS, to track nonprofit grantees' progress toward reaching objectives and units of service on a monthly basis. This data captured by the CMS, in addition to other data collection strategies; feed into DCYF's tracking and reporting on its overall departmental and individual grantee performance measures.

Finding #22) DCYF agrees that systems have been developed that would enable the City to evaluate some aspects of nonprofit performance by using common outcome indicators.

Recommendation #12) DCYF agrees that there should be a system to track the compliance rate on nonprofit grant consolidation. There needs to be further analysis on how to implement this system.

Recommendation #13) It is DCYF's understanding that the Controller's Office already has been given the directive to study the compliance rate on joint monitoring within and among all City Departments.

Recommendation #14) DCYF supports the recommendation that the City should explore how to effectively track and monitors all grants and contracts with nonprofits citywide. However, given the public resources that DCYF has devoted to creating its Contract Management System (CMS) and similar investments that other City departments may have already made in similar systems, DCYF would urge the City to explore cost-effective and efficient ways to create capability for existing monitoring systems to link to each other or for new capabilities to be compatible with the CMS or similar systems, or build off such infrastructure.

Recommendation #15) DCYF would support the creation of a monitoring and performance measurement system based on a taxonomy of common outcomes for programs provided by nonprofits. DCYF would, however, want to ensure that such a system built off or was compatible with its existing CMS, and that the common outcomes identified were reflective of the outcome measures it has identified for its various funding strategy areas.

Recommendation #16) DCYF supports development of a system to coordinate the monitoring and tracking of all grants and contracts with nonprofits citywide. As stated earlier, DCYF supports ways to attain such coordination in a cost-effective and efficient manner. An alternative to creating a new software system would be to create capabilities for existing monitoring systems to link to each other or for new capabilities either be compatible with the CMS or build off its infrastructure.

Once again thank you for your focus on this very important topic. I hope that this report will result in improvements that will benefit the community. If you have any questions regarding DCYF's responses please do not hesitate to contact me.

Sincerely,

Maria Su
Director

CC: Grand Jury Office
Board of Supervisors
Alisa Somera, Committee Clerk, Board of Supervisors
Edwin lee, City Administrator
Ben Rosenfield, Controller

City and County of San Francisco Office of Contract Administration



Gavin Newsom
Mayor

Naomi Kelly
Director/Purchaser

Purchasing

August 24, 2009

The Honorable James J. McBride
Presiding Judge
Superior Court of California
County of San Francisco
400 McAllister Street
San Francisco, CA 94102

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2009 AUG 25 AM 8:12
BY JK

Re: OCA's Response to the 2008-2009 Civil Grand Jury of San Francisco Report titled "Nonprofits, The Good, The Bad, The Ugly"

Dear Judge McBride:

This letter is in response to the findings and recommendations related to the 2008-2009 San Francisco County Civil Grand Jury report titled, "Nonprofits, The Good, The Bad, The Ugly."

The Office of Contract Administration's (OCA) response is divided into two parts. Part 1 is a direct response from OCA, and Part 2 is a response on behalf of the departments that are members of the Nonprofit Review/Appellate Panel (RAP) which include the Controller's Office, Human Services Agency (HSA), Department of Public Health (DPH), and the Mayor's Office of Community Investment (MOCI) (formerly Mayor's Office of Economic Development or MOED).

Part 1

Thank you for entrusting the Office of Contract Administration to administer grants although the San Francisco Administrative Code Chapter 21 empowered OCA to administer only contracts for commodity and general services. Under this Part 1, please find OCA's responses to the findings and the recommendations of the Civil Grand Jury. Please note that OCA was listed on the Finding table for only Finding No. 18 and on the Recommendations table for only Recommendation No. 12. However, OCA will be also responding to Finding No. 7 and Recommendation Nos. 3, 6, and 11 as they appear on the document.

Finding 7 for OCA: Sole Source Waivers issued are tracked by number of waivers issued to a department and not to whom the waivers were given or for what purpose.

Response: OCA disagrees wholly because the sole source database includes to whom the waivers were given, amount of the contract, and the description of product/service among others.

Please see the attached Sole Source Waiver Request form. All the fields in the sole source form are entered in the database except: (1) description of product/service; (2) name of department head or his

August 24, 2009

or her designee who approves it, date of his or her approval; (3) names of staff in OCA who approve it and dates. The description of the product or service is not entered because it is usually submitted on a separate document and it is lengthy. For the detailed justification, we can always check it in a hard copy file. The name of department head or designee is not entered because OCA requires that only department heads or designee submit the waiver. OCA keeps a list of department heads' designees on a separate document. The names of staff in OCA who approve the sole source are not entered because we have three levels of approvals and the director is the last signer on the approval. Since we have this standard, there is no need for us to enter this on the database for each entry.

Nevertheless, OCA is open for comments and suggestions on how we could improve our sole source form or the database.

Recommendation 3 for OCA: The Office of Contract Administration should develop a tracking system for grants.

Response: This recommendation requires further analysis because currently OCA does not have authority to approve grants. A grant does not buy products or services for the City like contracts. A grant is a mechanism by which a funding agency generally supports the activity of the recipient. In order for OCA to track grants, new legislation would have to be passed by the Board of Supervisors authorizing OCA to approve grants.

Without Board of Supervisors' legislation or an Executive Order from the Mayor, no department will forward copies of their grant agreements to OCA to track.

Recommendation 6 for OCA: A database of sole source waivers including all costs should be maintained under the oversight of the OCA.

Response: This recommendation was already implemented. A database of sole source waivers is already maintained by OCA. Please refer to our response under Finding 7.

Recommendation 11 for OCA: A Consolidated Backroom Unit should be set up with the Office of Contract Administration (OCA) to provide back-office operations for nonprofits.

Response: This recommendation will not be implemented by OCA. The Office of Contract Administration does not provide back-office operation services to any department. The Controller's Office provides accounting oversight to departmental accounting units and is in a better position than OCA to oversee this work, especially as they have an audit group.

If this function were contracted out, certain details must be worked out before a bid or an RFP can be conducted to select a vendor to perform this work. First, will all back-office functions of nonprofits under a certain size be consolidated or will only the back-office functions required in current City contracts and grants be consolidated? If the latter, then will the funding for this activity be work-ordered from different departments to OCA or the Controller's Office, and if so, then what of start-up and a transition period—who will pay for this? Also, a survey will need to be done of departments

August 24, 2009

and nonprofits to assess the amount of work that is likely to be contracted out. If only half of the contracts qualify for this consolidated service, and we use the assumed 10% for administrative costs, then the contract will be worth roughly \$24 million per year. Finally, the fiscal responsibility of accounting for the expenditures under a contract or grant will still rest with the nonprofit agency, so how will this consolidated activity provide assurance and accountability to the nonprofits? Once these issues are resolved, then the scope of work will need to be agreed upon by the major departments and the nonprofits that will see a portion of their contract or grant reduced to pay for this service.

One element that needs to be worked out before the bid is released is what to do about complaints or delays, especially if there is a dispute between the service provider and a nonprofit. Once the scope of work is agreed upon, then a bid or RFP can be conducted by OCA or the Controller's Office for a Citywide Term Contract, and since the contract will exceed \$10 million, Board of Supervisors approval will be needed. At least one year will be needed to secure agreement and approval of all steps.

Recommendation 12 for OCA: The Office of Contract Administration should be given the task of tracking the compliance rate on nonprofit grant consolidation across all City departments.

Response: This recommendation requires further analysis. First OCA needs the authority to approve grants before it can track grants, and after the tracking begins, OCA can track the compliance rate of grant consolidation across City departments.

Without Board of Supervisors' legislation or an Executive Order from the Mayor, no department will forward copies of their grant agreements to OCA to track.

Finding 18 for OCA: The Office of Contract Administration does not track grants made to nonprofit organization.

Response: OCA agrees with this finding. Please see our response under Recommendation 3.

Part 2

The responses on the following paragraphs pertain to the findings and recommendations for the Nonprofit Review/Appellate Panel (RAP).

Finding 5 for RAP: Lack of coordination and different procedures for each department within and among departments adds to time and overhead for departments and nonprofits.

Response: The departments that are members of the RAP ("Departments") disagree with this recommendation wholly. The actual procedures are very uniform for each department. The only variance is the added processes from the funding sources and the Commissions that oversee the Departments' contracting authorization. Nevertheless, the City continues to improve

August 24, 2009

interdepartmental coordination on grants/contracts to nonprofit vendors. Citywide Nonprofit Fiscal and Compliance Monitoring is one example. Increasingly, City departments are coordinating granting processes on an interdepartmental, programmatic level. Examples include violence prevention, family resource centers, childcare, and workforce services.

Recommendation 4 for RAP: The Nonprofit Review/Appellate Panel should develop with each Department a uniform set of procedures for nonprofit grant administration.

Response: This recommendation needs further analysis. Establishing a “uniform set of procedures” is broad and vague, and we are not sure what the Civil Grand Jury intended. The Controller has established standards for citywide fiscal and compliance monitoring with participating departments. However, grants vary by funding source, procurement procedures, billing methods, and federal and state requirements. Federal and state grants require specific programmatic monitoring elements and, often, reporting into statewide or federal databases. The City will continue to coordinate and standardize procedures on a programmatic basis as appropriate. Examples include violence prevention, family resource centers, childcare, and workforce services.

The Taskforce was very careful to include the term standardization “where appropriate.” The nature of Health and Human Services Programs presents a broad array of service modalities that cannot and should not be standardized to a one-model-fits-all as each individual client’s needs are vastly different and evolve over time.

Examples of standardization that has been accomplished:

- Eviction Prevention Services
- HSA has done with First 5 and DCYF regarding Family and Children’s services
- MOCI around Employment Services.
- DHP and HSA joint RFP for Shelter case management services
- DPH and HSA joint RFP for Money Management and Representative Payee Services

Recommendation 13 for RAP: The Nonprofit Review/Appellate Panel should be given the directive to study the compliance rate on joint monitoring within and among all City departments and to make recommendations to bring compliance to 100%.

Response: This recommendation has been implemented by the Controller’s Office in its capacity as the administrator for the Citywide Nonprofit Fiscal and Compliance Monitoring Program. Each year, the Controller’s Office summarizes performance by department on elements such as timely implementation of citywide monitoring, sharing of results, and appropriate follow up. The Controller’s Office and participating City departments agree that compliance should be 100%, and compliance has been improving over the four years of the program. In addition, each year the Controller’s Office and the participating departments engage in outreach and training to help City staff members to better understand their roles and responsibilities in citywide fiscal and compliance monitoring.

August 24, 2009

Finding 20 for RAP: There are few performance measurements systems being used by City Departments to monitor and evaluate nonprofits' goals and objectives.

Response: The Departments disagree partially with this finding. Each contract or grant has measureable outcomes and there are several systems in place to report these outcomes. The annual reports do vary in format and content depending upon the funding source requirements.

- OOA Net for DAAS Grants
- HMIS for HUD funded grants
- Workforce development database for employment services
- CMS system used by First 5 and DCYF
- COOL System for DPH

Finding 21 for RAP: DCYF has a system that tracks program goals and objectives on a monthly basis.

Response: The Departments disagree with this finding partially. The CMS system has two major drawbacks:

1. The inability to track different funding streams in any one grant.
2. All data is self-reported by the contractors with no verification of actual case records supporting the reported data.

This system is cumbersome and draws many complaints from CBOs and the monthly reporting is induced in order to submit an invoice making the data somewhat suspect.

Finding 22 for RAP: Systems have been developed that enable nonprofit performance to be evaluated using common outcome indicators.

Response: The Departments disagree partially with this finding. The CMS systems does have some common outcome indicators, but it is targeted to a very small subset of the population such as families with children age 0-5 years or general parenting skills. It also is only applicable to a small subset of CBOs servicing families and youth. There is no one system that can provide indicators for health and human services because they are based upon individual goals that change as the individuals progress or regress in a recovery process.

Recommendation 15 for RAP: The Board of Supervisors should give the Nonprofit Review/Appellate Panel responsibility for developing a monitoring measurement system based on a taxonomy of nonprofit outcomes for human and health services' programs provided by nonprofits and their indicators as developed by the Urban Institute/The Center for What Works or a similar system.

Response: This recommendation is being implemented by the appropriate technical experts within departments together with their nonprofit partners. The Nonprofit Review/Appellate Panel was established to (1) oversee the implementation of the Task Force recommendations and (2) review, approve or resolve departmental proposals for substantive changes to standardized policies

August 24, 2009

recommended by the Task Force and any grievances that are unresolved at the departmental level regarding issues related to the standardized procedures. It is not the appropriate body to develop monitoring measurement systems given the diverse nonprofit services funded by the City and the depth of specific, technical understanding successful outcome measurement systems require in each service area and department. The City has been improving its outcome measurement systems for nonprofit services. City departments work with nonprofits to improve the objectives upon contract renewals or modifications.

If you have questions about the responses from OCA or the departments that are members of the RAP, please contact me.

Sincerely,



Naomi Kelly
Director/Purchaser

CC: Grand Jury Office
Board of Supervisors
Alisa Somera, Committee Clerk, Board of Supervisors
Edwin Lee, City Administrator
Ben Rosenfield, Controller

Enclosure: Sole Source Waiver Request Form

Sole Source Waiver Request

Administrative Code Section 21.5(b) provides that commodities or services available only from a sole source shall be procured in accordance with Purchaser's regulations. Purchaser's regulations provide that, "If a department needs a commodity or service which is unique and which is known to be provided by only one vendor, then only one price quotation is solicited from the single vendor. The requesting department must submit documentation to the Purchaser justifying the transaction as a sole source. From time to time, the Purchaser may conduct a formal bid to determine the continuing validity of the sole source determination." (Procurement Instruction 12.06, Exhibit A, Section IX.D, dated April 28, 1989)

Directions: Use this form to justify a sole source transaction. The department requestor must complete the information below and attach a written memo with appropriate supporting documentation to justify this request. The memo must provide specific and comprehensive information that explains why the requested transaction should be considered a sole source. Departments are encouraged to consult with the Human Rights Commission and the City Attorney prior to submitting this request.

Department: _____ Date Submitted: _____
Contact: _____ Phone: _____
Vendor Name: _____ Vendor # _____
Type of Contract: Commodity _____ Professional Service _____ Non-Professional Service _____
Other _____
Amount: \$ _____ ADPICS Doc #: _____

Describe the product or service:

Has the Human Rights Commission granted a sole source waiver on this transaction? _____
If yes, when was the sole source granted? _____ Please attach a copy of the HRC Waiver.

Check the appropriate statement. Attach a memo and documentation to address the questions following each statement.

_____ **Goods or services are available from only one source.**

Explain why this is the only product or service that will meet the City's needs. Why is this the only vendor or contractor that can provide the services or products? What steps were taken to verify that the goods or services are not available from another source? Explain what efforts were made to obtain the best possible price. Why do you feel the price to be fair and reasonable? How was this vendor chosen? How long has the vendor been providing goods or services for your department?

_____ **Only one prospective vendor is willing to enter into a contract with the City.**

Explain why no other vendors are willing to contract with the City. If there are compliance issues, what have you done to get other possible sources to become compliant? Have you contacted HRC? Have you received a waiver from HRC?

_____ **Item has design and/or performance features that are essential to the department, and no other source satisfies the City's requirements.**

Explain why the design/performance features are essential. Have you contacted other suppliers to evaluate items/services with similar features and capabilities? If no, explain why not. If yes, list the suppliers and explain why their goods or services do not meet the department's needs.

_____ **Licensed or patented good or service.**

Provide proof that the license or patent limits the availability of the product or service to only one source.

_____ **Other:** _____

INSTRUCTIONS:

The Sole Source request must be approved before the department makes a commitment to the vendor, and before funds are encumbered. If the Sole Source request is denied, the department will be advised to conduct a competitive process to select the vendor/contractor. If the Sole Source request is to extend an existing professional service contract, attach a copy of the original contract and any prior sole source determinations made by HRC or Purchasing. When processing professional service contracts and modifications for signature, attach the approved sole source waiver form to the contract documents.

This form is required for every transaction, contract, or contract modification that the department wishes to be treated as a sole source. For additional information call the Purchaser assigned to your department.

The Department Head must sign this request before it is sent to OCA-Purchasing.

This Sole Source request is being submitted by:

Department Head Signature: _____ Date: _____

Name of Department: _____

OCA Review and Approval:

Sole Source Approved: _____ Sole Source Denied: _____

Reason for Determination

OCA Staff: _____ Date: _____

OCA Staff: _____ Date: _____

OCA Director: _____ Date: _____