

**2012 SUPERVISORIAL CANDIDATE QUESTIONNAIRE: RESPONSES FROM WINNERS**  
**San Francisco Human Services Network**

The following questionnaire focuses on issues related to health, human services and community-based nonprofit organizations. Please see the appendix for background information. The sponsor of this questionnaire is the San Francisco Human Services Network (HSN), an association of about 100 community-based nonprofit agencies dedicated to addressing issues critical to the health and human services sector of San Francisco and the people we serve. For more information, see <http://www.sfhsn.org>.

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**(A) ELECTED SUPERVISORS**

- District 1: Eric Mar**
- District 3: David Chiu**
- District 5: London Breed**
- District 7: Norman Yee**
- District 9: David Campos (did not respond)**
- District 11: John Avalos**

**(B) BALLOT MEASURE POSITIONS**

**(1) Do you support or oppose the following local and state November ballot measures?**

**(a) Prop C: Affordable Housing Trust Fund and Housing Production Incentives**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(b) Prop E: Enact Gross Receipts Tax and Phase Out Payroll Expense Tax**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(c) Prop G: Repealing Corporate Personhood**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(d) Prop 30: Temporary Taxes to Fund Education. Guaranteed Local Public Safety Funding**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(e) Prop 32: Prohibits Political Contributions by Payroll Deduction. Prohibitions on Contributions to Candidates**

**Oppose:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(f) Prop 34: Death Penalty Repeal**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(g) Prop 35: Human Trafficking. Penalties. Sex Offender Registration.**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7)

**Oppose:** Avalos (D11)

**(h) Prop 36: Three Strikes Law. Sentencing for Repeat Felony Offenders**

**Support:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(C) CITY BUDGET**

**(2) Do you feel that nonprofits receive adequate funding to meet the needs of the city and its vulnerable populations, and to ensure the health and sustainability of their organizations?**

**No:** Mar (D1), Chiu (D3), Breed (5), Avalos (D11)

Chiu (D3): No. There is still tremendous need among our city's vulnerable that nonprofits could be further serving.

Yee (D7): Comment: It depends on the individual program or non-profit and quality of services they provide. As Supervisor, I would audit funding to non-profits funded by the City to assess how well services are being provided and determine which non-profits are most deserving of funding.

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

**Yes:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

Chiu (D3): Yes. I was proud this year in the 2012-13 budget to work to deliver the first of such increases in recent years.

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

**Yes:** Mar (D1), Chiu (D3), Yee (D7), Avalos (D11)

**No response:** Breed (5)

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

**Yes:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

Chiu (D3): Yes. Allowing nonprofits to include their costs of complying with the city's wage and health care mandates is only fair.

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

**Yes:** Mar (D1), Chiu (D3), Avalos (D11)

**No response:** Breed (5)

Chiu (D3): Yes. I was proud this year to craft the measure that is now Prop E, which will raise tens of millions of dollars of new revenues by taxing corporations more fairly.

Yee (D7): Comment: I would not commit to raising taxes unless I knew the specifics.

#### **(D) THE CITY / NONPROFIT PARTNERSHIP**

**(7) Would you support a Charter Amendment that: (a) Requires the development of a comprehensive plan that sets the policies and strategies to guide the implementation of health and human services for San Francisco's vulnerable residents over the next 10 years, and (b) Creates a planning body with the responsibility and authority to develop the plan, monitor and evaluate its implementation, coordinate between policy makers and departments, and ensure that annual budgets are consistent with the plan?**

**Yes:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

Chiu (D3): Probably yes. I strongly support the idea of a more comprehensive and coordinated approach to the delivery of health and human services in San Francisco, and would support legislation to bring about (a) and (b) above. I wonder whether we need a Charter Amendment to do that, but would absolutely be willing to review with all stakeholders what plans already exist and what commissions and agencies are responsible for overseeing them.

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

**No:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

**(9) Will you seek input from nonprofits when considering legislation that would affect agencies and/or the clients that they serve?**

**Yes:** Mar (D1), Chiu (D3), Breed (5), Yee (D7), Avalos (D11)

Mar (D1): I have been an employee, board member and director of a number of non-profit service agencies in the City serving immigrant communities, youth, mental health and employment/job development needs of our neighborhoods. Not only during the City's budget season, but year-round I am frequently seeking the advice of our non-profit sector. During the budget process I strongly supported the cost of doing business increases for our hardworking non-profit staff.

## **(E) NARRATIVE QUESTIONS**

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

Mar (D1): a) My top priority is to ensure that the city has adequate revenue to sustain and expand our safety net and human services. In addition to Prop E, the business tax reform measure, I have supported and will support progressive revenue measures that require big business and the highest income brackets to pay their fair share.

b) Protecting and improving health and safety net services, including supportive services for the elderly: Recently we've been forced to back-fill federal cuts in HIV/AIDS services, and state budget cuts threaten Medi-Cal and vital services for our elderly population. These services save lives and preserve quality of life. I will continue to work with HSN to advocate for our priorities at the state and federal levels where decisions about programs and funding are made.

c) Safety net programs for children and families: I have been a champion of universal preschool and K-12 arts, music and learning support services. I have supported our prenatal services, early childhood programs, childcare, nutrition, anti-bullying programs, better recreation opportunities, and more playfields for our children. I have been a leader with many of you to keep our families in the City and ensure a livable San Francisco for everyone.

Chiu (D3): We are a wealthy city, but too many residents suffer from a lack of basic necessities like housing, food, and health care. My first priority is to reverse the fraying of San Francisco's safety net for our most vulnerable residents. To do this, we must meet our budget needs by spending efficiently and wisely and identifying smart, revenue sources. We need to take a close look at successful health and human services programs and dedicate more resources to them.

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

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

Breed (D5): Our first human service priority must be ending the problem of chronic homelessness in San Francisco. As individuals struggle to break a sometimes decades-long cycle, so we as a community have struggled to bring lasting, permanent change to the problem of homelessness. I don't think we'll be able to eradicate it any time soon, but despite decades of difficulty, I still know that we can get the upper hand if we all pull together. My second priority would be to nurture the community health resources that fill the cracks through which low-income or homeless San Franciscans might otherwise fall. In San Francisco we have an amazing array of people and organizations ready to step in. But City government has to partner with them, and do what it can to make sure it can reach as many citizens as possible. Finally, I want to renew our commitment to mental health services in San Francisco. Even today, mental health problems are often met with stigma, marginalization, and misunderstanding. Funding comes up on the chopping block much sooner than it should. We need to be an example to the rest of the country of how a compassionate city treats the mentally ill.

Yee (D7): 1) Growing our economy. My number one priority as a member of the San Francisco Board of Supervisors would be to grow San Francisco's economy with an emphasis on job training and making sure the residents of San Francisco benefit from our local industries. A revitalized economy would allow San Francisco to fulfill its commitment to human services while providing income for the people served by the City's non-profits.

2) Childcare and early education. After receiving a Masters Degree in Early Education, I spent my entire professional career working as an advocate for childcare and early education - most recently, as Executive Director of a children services agency and President of the San Francisco Board of Education. As Supervisor, I would be committed to making sure our children receive the support they need in the critical early years.

3) Homeless housing. San Francisco must expand its efforts to build housing that offers comprehensive programming to get homeless individuals, especially families, off the streets. As Supervisor, I would work towards fulfilling San Francisco's commitment to providing accessible, supportive housing that provides on-site substance abuse counseling, mental health counseling, and job training and placement.

Avalos (D11): Senior Services, Access to Health Care Services, and Youth Development programs in District 11 are my top priorities in health and human services

**(11) Do you have any specific recommendations to improve the programs or services provided or funded by the City & County of San Francisco for low-income, homeless, and other vulnerable populations?**

Mar (D1): The most critical imperative is to fund our critical safety net services adequately and maintain funding stability from year to year, so that both departments and nonprofits can plan coherently and services are not impaired. The budgeting process can be a factor, and the city's recent move to a two-year budget may help, but tinkering with the mechanics of budgeting will have only a modest effect if we don't have adequate revenue to fund vital services. I will continue to work with the HSN, CCHO, and the community budget coalition to ensure we fight together for the funds to care for our vulnerable populations and neighborhoods.

Chiu (D3): In the city of St. Francis, we must prioritize basic services for our most vulnerable residents. Having been at the center of the budget negotiations over the past four years, I have consistently been an advocate for preserving - and increasing, wherever possible - our city's investments in low-income communities.

While we have made some strides in the area of homelessness in recent years, we need to continue to innovate new solutions for the care of the homeless, to connect the homeless population with integrated services they need and deserve - drug or alcohol treatment, mental health services, supportive services, job training and affordable housing. During last year's budget process, I worked to reverse proposed budget cuts to community behavioral health services.

As Board President, I have worked to prioritize crucial services of the Department of Public Health during tough budget years. I have supported budget restorations that serve the health needs of San Francisco, Healthy San Francisco, legislation creating the Health Care Master Plan, and a resolution encouraging the creation of a Health Information Exchange so that medical providers can access a patient medical histories more easily in an emergency.

Breed (D5): The City can't forget its commitment to our homeless and mentally ill residents. I'm a big supporter of what Bevan Dufty is doing with HOPE (Housing Opportunity, Partnerships and Engagement), and think that we can do even more. I want to put renewed emphasis on person-to-person case management, age-appropriate City services, and fully funding the City's mental health treatment programs, to help address the problem of chronic homelessness among the mentally ill. But we need new, innovative solutions as well. To combat chronic homelessness, we also need to figure out how to build bridges between City government and homeless San Franciscans; people who can move in both circles to eliminate so much of the dissonance that has kept City services from working the way we've intended for so long. We also need to address the problem of near-homelessness, and not focus City services and non-profit efforts exclusively on the homeless population, when helping vulnerable low-income San Franciscans can help prevent that population from growing.

Yee (D7): 1) Shared service models. As Supervisor, I would support shared service models for services provided or funded by the City and County of San Francisco. This would avoid duplicative administrative costs and reporting burdens.

2) Advance technology. I believe the City must increase technological solutions to streamline reporting and data tracking. This would allow us to monitor the effectiveness of our programming while allowing non-profits to focus on services. Along these lines, I believe San Francisco must increase technology access to low income individuals and families.

3) Development. To maximize the effectiveness of our programming, San Francisco must work with non-profits struggling with financing and board development, and put programs on timelines to improve or be defunded.

Avalos (D11): I will continue to fight for funding for health and human services for SF's vulnerable communities. New funding helps build the flexibility of the city in responding to the needs of its residents. That's why I have sought to increase the general fund over the past several years with progressive taxation measures.

I also believe the health and human services non profits should receive a cost of living or cost of doing business allowance in each budget so that they can continue to provide services and meet the demands of increasing administrative costs.

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

Mar (D1): I will continue to meet and strategize with HSN leaders to build stronger infrastructure to support our non-profit sector. We need to change the culture of City Hall to value prioritize support for the community and non-profit sector as a critical part of our overall City safety net. We also need to raise awareness of the impacts on the nonprofit sector when the City cuts its programs like health care programs or homeless services. Better coordination with non-profit leaders and City department heads is critical.

Chiu (D3): While I believe the City and its nonprofit partners generally work well together, I would strive to end the annual budget roller coaster that requires nonprofit staff members to spend inordinate amounts of time in City Hall fighting for ever smaller slices of the budget pie. To get to this point, we need real long-term planning, that includes funding scenarios and performance criteria to create more predictability. In 2009, I led the effort to pass Proposition A, which includes a requirement for our city government to engage in five-year financial forecasting, which will help to create more predictability.

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

Breed (D5): Elected officials have to be responsive to their constituents, and not to special interests. They have to spend every day meeting and talking with the people, the non-profits, the service providers and the neighborhood organizations that are crucial in helping the City care for its people. It sounds simple, but lately in City Hall it has been anything but: contracting partners need to understand that the City officials with whom they do business are servants of the people of San Francisco before anything else. That doesn't mean their relationship should be antagonistic, but it can't be so cozy that it replaces the duty to serve the people that elected you. The good news is that the strengthening of non-profits ties with government and community is a natural result of having Supervisors who are connected to the communities of their districts. As I hope to be the bridge between City services and the people that need them most, I will need health and human services non-profits to help connect me with more of my constituents than I would otherwise have been able to help.

Yee (D7): There are a couple of things I believe San Francisco can do to ensure mutual accountability while supporting services. First, we must establish shared and transparent outcomes between the City and its partners in human services. Second, I believe we must increase data sharing as a condition of services being provided to clients to better serve shared clients.

Avalos (D11): For years I have been working to strengthen the capacity of non profits to carry out their service goals and meet their administrative demands. I believe non profits have a responsibility to grow with changing needs of the clients and communities they serve. The city departments have a responsibility to help non profits develop greater capacity to meet these demands. I have worked to help non profits work together and hold each other to high standards.

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

**City budget and nonprofit costs of doing business:** Every year, the City assesses its inflationary, regulatory and structural cost increases at the beginning of the budget process, while considering nonprofit increases only if funds are available at the end of the process. Over time, flat funding of nonprofit contracts represents an "invisible" budget cut. In FY2005 to FY2007, the Mayor and Board provided a cost-of-doing-business (CODB) increase on the full amount of general fund contracts, which helped nonprofits cover the rising costs of salaries, health insurance, rent and other operational expenses. Since FY2008-09, CPI has risen a cumulative 11.3%. Due to the budget crisis, nonprofits received no CODB between FY2008 and FY2011, and had to absorb all cost increases at the expense of staffing and services. They received a 1.91% increase in FY2012. Even in years with typical increases of 1% to 3%, the CODB did not fully cover unavoidable operating cost increases and staff raises, threatening nonprofits with the slow erosion of their capacity to provide services.

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

**Revenues:** The City's Three-Year Budget Projection predicts ongoing deficits through at least FY 2015-16, and they are likely to continue indefinitely. The combination of local deficits with potential state and federal reductions poses a deep threat to funding for safety net services. The City will have to decide to what extent revenue increases will be part of the solution, and what type of revenue increases.

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

**The City / Nonprofit partnership:** Several recent reports have examined the partnership between the City and the health and human services nonprofit sector. In 2009, Mayor Newsom created a CBO Task Force that issued two reports, "*Partnering with Nonprofits in Tough Times*" ([http://www.sfhsn.org/documents/hsn\\_iss\\_oth\\_cbotrpt\\_4-15-09.pdf](http://www.sfhsn.org/documents/hsn_iss_oth_cbotrpt_4-15-09.pdf)) and "*Strengthening the Partnership*" (<http://www.sfmayor.org/Modules/ShowDocument.aspx?documentid=87>). Also in 2009, the Department of Public Health and nonprofits examined related issues in "*Recommendations from the San Francisco Department of Public Health Community Programs Stakeholder Engagement Process*" (<http://www.sfdph.org/dph/files/reports/CommunityProgs/CommProgsStakeholderFullRecommendRpt05222009.pdf>). In 2003, the City Nonprofit Contracting Task Force met with equal city and nonprofit representation and issued a plan with thirteen recommendations to balance the need for accountability with the need to streamline City contracting and monitoring ([http://www.sfhsn.org/documents/hsn\\_iss\\_cont\\_ctfrpt\\_06-26-03.pdf](http://www.sfhsn.org/documents/hsn_iss_cont_ctfrpt_06-26-03.pdf)).