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MEMORANDUM

MEMO TO: SUPERVISOR SOPHIE MAXWELL

**FROM: OFFICE OF CONTRACT ADMINISTRATION
DEPARTMENT OF HUMAN SERVICES/AGING & ADULT SERVICES
CONTROLLER
DEPARTMENT OF CHILDREN, YOUTH & THEIR FAMILIES
DEPARTMENT OF PUBLIC HEALTH
MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT
SAN FRANCISCO HUMAN SERVICE NETWORK**

DATE: APRIL 6, 2005

**SUBJECT: NON-PROFIT CONTRACTING TASK FORCE PROGRESS REPORT
SUPPLEMENTAL TO OCTOBER 13, 2004 REPORT**

Since October 2004, the non-profit contracting departments have made progress towards implementing some of the Non-Profit Contracting Task Force Recommendations submitted to the Board of Supervisors on June 26, 2003. Additionally, since January 2005, the Office of Contract Administration, Controller and the non-profit contracting City departments have been meeting regularly with the San Francisco Human Service Network evaluating the City's progress towards achieving the goals to streamline the contracting process and accountability with non-profits. These fruitful meetings have reinvigorated the momentum to effectively and feasibly implement the Task Force recommendations.

Following is an updated report for the Board of Supervisors to review the progress in implementing the goals of the Task Force. For clarification purposes, the areas highlighted in bold are the recommendations and milestones from the June 26, 2003 Final Report to the Board of Supervisors. The non-highlighted areas are the progress reports from the departments.

1. CONSOLIDATE CONTRACTS, WHERE APPROPRIATE, ACROSS OR WITHIN DEPARTMENTS.

Implementation Milestones: (From June 26, 2003 Final Report to Board of Supervisors)

FY 2003-2004:

- **As contracts are renewed or sooner if appropriate, departments (DPH, DHS, DCYF, MOCD, DAAS) that already have a draft plan to consolidate contracts will begin to implement plan.**

- **Departments that do not have a plan to consolidate contracts will develop plan to consolidate contracts.**

FY 2004-2005:

- **As contracts are renewed or sooner if appropriate, departments (DPH, DHS, DCYF, MOCD, DAAS) that already have a draft plan to consolidate contracts will review and evaluate implementation to determine if plans have achieved consolidation goals.**
- **Departments that did not have a plan to consolidate contracts during 03-04 will implement plan.**

DHS: The Human Services Agency (“HSA”) has consolidated contracts internally starting with public agencies, universities, community colleges, quasi-public agencies, Private Industry Council, and Public Authority. During FY-04-05 HSA will continue to consolidate non-profit agencies where appropriate. There are 12-15 target consolidations scheduled for non-profit Community Based Organizations (“CBOs”). Currently, HSA merged with DAAS and is in the process of modifying the administrative procedures regarding the DAAS grants with CBOs. This effort will align the grant administration and monitoring protocols with the current HSA procedures. Additionally, HSA consolidated services with external agencies, such as DPH and DCYF, via work-orders to place contracted services to a lead agency model. Examples include work ordering homeless services from DPH to HSA, and work ordering domestic violence services from HSA to DCYF.

DCYF: DCYF consolidated many contracts with agencies that have more than one program. Thus, DCYF has one master contract with an agency that is operating several programs.

DPH: In FY 03-04, DPH began the integration of mental health and substance contracts. This process is on going. Additionally, DPH completed its plan to consolidate prevention and HIV Services contracts. In FY 04-05, DPH will commence its implementation plan to consolidate prevention and HIV services contracts.

MOCD: A number of MOCD’s non public service contracts have been consolidated with the Redevelopment Agency. MOCD has consolidated the public service grantees by function and into clusters. In the next program year, contracts will be consolidated by geographic district.

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

Increased Automation when possible, including establishing on-line (user friendly) reporting forms with instructions for use:

Implementation Milestones:

FY 2003-2004:

- **The Department of Telecommunications and Information will establish an intranet-based system for use by all City departments that contract with non-profits. The Office of Contract Administration (OCA) will develop a standard list of compliance documents (501c3 letter, Board list, audit, IRS 990 form, insurance certificates, etc.) that will be available on the system, to include only one insurance certificate to indemnify the City & County of San Francisco as additional insured. Contractors will**

submit one set of compliance documents for all City contracts to the Office of Contract Administration for posting to the intranet system. The OCA working with contracting departments will assure that all documents are posted within 2 weeks of receipt.

- **By mid-year, the Controller will establish policies and procedures for electronic signatures to permit on-line submissions and approvals of required documents. The Controller will explore the feasibility of electronic fund transfers to facilitate payments directly to contractors' bank accounts.**

FY 2004-2005:

- **By the beginning of the fiscal year, all compliance documents for non-profit contractors will be in the system, and departments will use the system whenever it is necessary to check for required documents. Contractors will also be responsible for submitting updated documents to the OCA for timely posting to the system.**
- **Individual departments will develop their own systems for on-line submissions and approvals following the policies established by the Controller (Best Practices: the Department of Children, Youth and Families; Department of Public Health's COOL system).**

OCA: By July 1, 2005, the Office of Contract Administration will develop a central data depository system utilizing an intranet-based system for use by all City departments that contract with non-profits. OCA, in conjunction with the non-profit contracting departments and the San Francisco Human Services Network, will develop a standard list of compliance documents (501c3 letter, Board lists, Board Meeting Minutes, audits, IRS 990 forms, insurance certificates, etc). OCA will also facilitate training departments how to use the system.

DPH: In FY 03-04, DPH offered access to Contracts On-Line system (COOL) to other city departments to view DPH contract documents and forms for insurance, HRC, OCA, etc. In FY 04-05, DPH completed installation and training for DHS and DCYF to use COOL to view insurance, HRC, OCA, and other documents for shared contractors. As a result, DHS and DCYF will be implementing COOL system for contract development.

MOCD: In FY 04-05, MOCD moved to having the RFP available on line with submission of the RFP required on-line. To date some invoicing has been automated with further refinements to occur in the coming fiscal year.

Controller: The Controller's Office will be implementing an upgrade to the City's accounting system software, FAMIS/ADPICS, which will be capable of processing electronic transactions, including electronic payments to contractors, including nonprofit contractors (see below). The upgrade will begin at the beginning of fiscal year 2005-06 and continue into the beginning of fiscal year 05-06. Policies and procedures for electronic submission of documents will be developed after the new upgraded system is in place and the processes for conducting electronic transactions are implemented. Electronic signature capability is already available for selected organizations that contract with some departments. The Office of Contract Administration is pursuing extending this capability across a larger number of departments. With respect to electronic funds transfers, short-term enhancements are possible with the current system. For example, in the next few months, the Controller's Office will be conducting a pilot program for electronic payments with some contractors using an automated clearinghouse.

Once the FAMIS/ADPICS financial accounting systems have been upgraded, on-line approvals and electronic funds transfers will be implemented.

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

Implementation Milestones:

FY 2003-2004:

- **The Board of Supervisors should expedite the approval of “accept and expend” resolutions using the Consent Calendar when notified that a Department has applied for grants for health and human services.**
- **By mid-year: Departments to review internal processes to determine systematic delays in contract processes. The goal of departmental reviews is to speed and streamline the contract process and contract payments to ensure that contracts are certified by the start date of the contract and paid in a timely fashion.**
- **Second half: Departments will begin to implement policies, procedures and accountability mechanisms to streamline or speed internal contract processes and payments either based on their internal review or using models of other departments.**
 - ◆ **The DHS model uses multi-year contracts and staggers contract renewals so all contracts are not renewed in the same year. DHS prepares contracts before the fiscal year begins by including fiscal year appropriations in contract modifications prepared mid-fiscal year.**
 - ◆ **The DPH model of contingency contracts was presented to the Task Force as a way to streamline the contract process. DPH is currently piloting a proposal that builds in a contingency amount into contract budgets that will allow flexibility to anticipate funding changes that are tied to the funding cycle.**

FY 2004-2005:

- **Departments will have completed or made significant progress toward implementation of new streamlining of contract certification.**

DPH: In FYs 03-04 and 04-05, DPH has worked to streamline contracting procedures in order to process documents early in the cycle to assure timely payments including:

- **FY 03-04 --piloted contingency contract model in Community Behavioral Health Services. Model will streamline contract modifications.**
- **FY 04-05 - implemented contingency contract model department-wide. Delegation of Authority for Professional Services Contracts – applied for delegation authority.**
- **FY 03-04 - collaborated with Human Rights Commission to develop procedures to expedite sole source waivers.**
- **FY 04-05 - HRC implemented new procedures to approve DPH waivers prospectively.**
- **FY 04-05 - met with Risk Manager and Administrative Services manager to develop procedures to streamline risk management review. The process is on going.**
- **FY 03-04 - met with Deputy Director to develop procedures to streamline contracting blanket purchase orders. Have fully implemented recommendations.**

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

Implementation Milestones:

FY 2003-2004:

- **The Office of Contract Administration/Department of Administrative Services will be responsible to periodically convene a panel to advise the Board of Supervisors. The panel can also be convened at the request of either City Departments or a non-profit contractor. The purpose of the panel is to review, approve or resolve departmental proposals for substantive changes to standardized policies recommended by the Task Force, and any grievances that are unresolved at the Department-level regarding issues related to the standardized procedures.**
 - ◆ **The panel will meet on an ad hoc basis, and not less than one time per year. The panel will be composed of an odd number of people with at least 2 representatives of City health and human service departments and at least 2 representatives from non-profit contracting agencies recommended by the San Francisco Human Services Network.**
 - ◆ **This panel will also oversee the implementation of the Task Force recommendations. Substantive changes are defined as those that significantly alter the standardized procedures contained in this report.**
 - ◆ **Office of Contract Administration is responsible for submitting an annual report from the panel to the Board of Supervisors.**
- **City departments that contract with non-profit providers for health and human services will establish a formal grievance procedure for contractors to address contracting issues that have not been resolved administratively by other departmental remedies.**

FY 2004-2005:

- **All City departments that contract with non-profit providers for health and human services will incorporate the grievance procedure into their contract boilerplate during this fiscal year.**
- **Board of Supervisors to review the progress in implementing the goals of the Task Force and a report from the review panel through public hearings held twice per year or other forms of inquiry, as determined by the Board of Supervisors.**

OCA: On January 31, 2005, the Office of Contract Administration convened the first review/appellate panel to ensure that the Non-Profit Contracting Task Force recommendations remain current and effective and oversee implementation. Although the panel can meet on an adhoc basis, and not less than one time per year, currently, the panel is meeting monthly.

The panel is composed of nine (9) entities. Representing the City: Naomi Little/Mike Ward, OCA; Dwayne Jones/Eugene Coleman, MOCD; David Curto, HSA; Anne Okubo, DPH; and Monique Zmuda/Ester Reyes, Controller. Representing the Non-Profits: Debbi Lerman, SF HSN; Judith Stevenson, Baker Place; Tony Michelini, Catholic Charities; Scott Elsishans, Edgewood Center.

During Calendar Year 2005, this panel will develop central grievance procedures for all City departments that contract with non-profits for health and human services. Additionally, the panel will oversee the implementation of the joint monitoring recommendations, streamlining

procedures, and continue addressing unnecessary requirements. For example, instead of OCA convening a meeting of appropriate departments to review DPH's model forms (per Recommendation #7), the Review/Appellate Panel will take the lead on this responsibility.

5. ELIMINATE UNNECESSARY REQUIREMENTS IMPOSED ON CONTRACTORS

Implementation Milestones:

FY 2003-2004:

All City departments will review their policies to ensure that unnecessary requirements that exceed funding source requirements will not be arbitrarily imposed on non-profit contractors and are consistent with current funding or compliance requirements.

DPH: In FY 03-04, DPH developed methods to streamline Community Programs and AIDS Office contract forms to eliminate unnecessary requirements. In FY 04-05, DPH is in the process of developing guidelines for Community Program contractors that will streamline contract revisions. Additionally, DPH implemented recommendations to streamline AIDS Office contract forms.

DCYF: DCYF has work ordered funds to other city departments (MOCD, MOCJ and DHS) to jointly fund programs. One department has been identified to be the lead.

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

Implementation Milestones:

FY 2003-2004:

- **Departments to review contract processes to determine areas that would benefit from electronic processes for reporting, monitoring and payment.**
 - ◆ **Best Practices – The Department of Children, Youth and Families uses a contracting system that incorporates electronic processes.**
 - ◆ **Best Practices – The Department of Human Services accepts electronic invoices via FAX or email.**
 - ◆ **Best Practices – The Department of Health has begun using an on-line contracting system (COOL).**
- **Office of Contract Administration/Administrative Services to facilitate electronic contracting processes that would benefit City departments.**
 - ◆ **Review City's purchasing/contracting system (APDICS) or other contracting procedures to facilitate the integration of electronic processes into OCA contracting procedures whenever possible.**
 - ◆ **Facilitate the implementation of the DPH on-line contracting system (COOL) to automate contract processing between DPH and OCA. This will facilitate timely processing of contracts and streamline the contract certification process.**
- **Controller's Office to develop policies to facilitate electronic invoicing.**
 - ◆ **Review and revise accounting and post-audit procedures to facilitate electronic processes whenever possible.**

DPH: DPH began department wide implementation of the COOL system thereby processing all contracts through COOL.

MOCD: MOCD is currently in the process of converting to an on-line system that will allow all reporting functions to occur.

Controller: Electronic invoicing will be available after the FAMIS/ADPICS system is upgraded. At that time, the necessary accounting and post-audit policies and procedures will be developed to support the online functionalities of the upgraded system.

All payments to contractors and other vendors must be processed through FAMIS/ADPICS. Separate electronic invoicing or payment systems used by departments would have to interface with the City's upgraded FAMIS/ADPICS system for payments to be processed electronically. The Controller's Office plans to ensure that separate systems used by departments will be compatible with the City's upgraded FAMIS/ADPICS system.

OCA: In collaboration with the Controller on the FAMIS/ADPICS upgrades, OCA/Purchasing has formed a committee to discuss automating the professional service contracting process. The goal is to develop a tracking system with electronic approval paths that can be utilized by all city departments and interfaces with the existing FAMIS/ADPICS system.

DCYF: DCYF has been using an on-line contract management system since 1999 to approve invoices. DCYF has electronic signatures in place and does not deal with paper invoices. DCYF also collects the Annual Work Plan and the monthly reports on-line.

7. CREATE STANDARDIZED AND SIMPLIFIED CONTRACT FORMS

Implementation Milestones:

FY 2003-2004:

- **DPH will complete standardization of and processes for electronic submission of: (1) Exhibit A Narratives, (2) Exhibit B Budget Pages, (3) Invoices, and (4) Monitoring Protocols, within and among CBHS, the AIDS Office, HUH and, where possible, the CHN.**

FY 2004-2005:

- **OCA will convene a meeting of appropriate City departments (DHS, DAAS, DCYF, MOCD, etc.) to review DPH model forms and propose areas to standardize where possible and feasible.**

DPH: DPH simplified and standardized contract boilerplate to streamline contract development process, and reviewed and standardized contract forms (scope of work, budget, and other forms) within Community Programs. This process is on-going.

DHS: HSA has sought delegation of purchasing authority from the Office of Contracts Administration in an effort to streamline the certification process. Working in conjunction with the Controller's office a revision to ADPICS to allow NP grants to be processed in ADPICS in lieu of FAMIS will enhance reporting capabilities and allow for faster certification times.

Controller: The City Services Auditor division is working with the major departments overseeing

nonprofit contractors and will review, simplify and standardize current contract monitoring forms and process, if and where possible and appropriate.

8. ESTABLISH ACCOUNTING STANDARDS FOR NON-PROFIT CONTRACTORS

Produce a finance guide for city contractors with a recommendation that all CBOs have an annual, independent audit. The guide will set accounting standards that are acceptable to all City departments. The guide is to be distributed to departments to assist in the process of standardizing fiscal monitoring in the City. Departments should adopt the guide as part of fiscal monitoring procedures:

Implementation Milestones:

FY 2003-2004:

- **Controller's Office to complete a *Finance Guide for City Contractors*. Guide will include recommendation that all CBO's have an annual independent audit. The guide will set accounting standards that are acceptable to all City departments.**
- **Controller to distribute *Finance Guide for City Contractors* to Departments to assist in the process of standardizing fiscal monitoring in the City.**
- **Departments should adopt above report as part of fiscal monitoring procedures.**

Controller: The *Finance Guide* was completed in 2004. The City successfully completed this recommendation!! The City Services Auditor is conducting two trainings for non-profit contractors on the *Finance Guide* in April 2005, and will develop a training plan including cost allocation and other topics of need and interest to non-profit contractors by July 1, 2005.

9. COORDINATE JOINT PROGRAM MONITORING, WHENEVER POSSIBLE.

Implementation Milestones:

FY 2003-2004:

- **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 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.**
- **Office of Contracts Administration develops a centralized system for access to real-time information by contractor, by dept, by contact name and number, and logs date of departmental program and fiscal monitoring to facilitate joint program and fiscal monitoring.**
- **Departments will waive or modify site-monitoring reviews if audits or site monitoring by other regulatory agencies address and meet/exceed the department's site monitoring review objectives.**

FY 2004-2005:

- **Departments will utilize this system by the commencement of the FY04-05. Departments will have access to and use other departments' programmatic and fiscal monitoring reports of the agency and may accept the review of other departments.**

DCYF: DCYF and the San Francisco Unified School District jointly monitor the SF Team contracts. Staffs from both departments visit the agencies together. This eliminates two site visits to any one agency.

DPH: DPH standardized monitoring cycle department-wide. This process is on going. Additionally, DPH developed a joint narrative template for prevention and CARE contracts.

OCA: As stated in Recommendation No. 2, by July 1, 2005 the Office of Contract Administration will implement a central data depository in which audits will be downloaded onto the system. This centralized system will allow for access to real-time information by contractor, by department, by contract name and number, and logs the date of the documents.

Controller: The City Services Auditor will be piloting a joint monitoring process for selected non-profit contractors that have contracts across City departments, including procedures and site visit coordination by July 1, 2005.

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

Implementation Milestones:

FY 2003-2004:

- **Each department (and divisions within departments) will work with representative groups of providers to develop standards of care or service for each type of service the department provides, whether through City or contract programs. Departments will coordinate standards of care with other departments as appropriate. These standards of care will include minimum expectations, goals and guidelines for each service, and once completed, will be submitted to the department's policy body (commission, planning council, etc.) for approval by June 30, 2004.**
- **Each City department will adopt as a fiscal monitoring guideline the standards developed by the Controller's Office (See Recommendation #4, Milestone #2 - *Finance Guidelines for City Contractors*).**
- **Each department will work with providers to develop standard program monitoring protocols that focus exclusively on assessment of the contract's deliverables and outcome objectives, and adherence to the standards of care for that service.**

FY 2004-2005:

- **The accounting standards, standards of care, and program monitoring protocols will be distributed to all service programs (City or contract) with the contract/interdepartmental MOU documents for FY 2004-05, and these standards and protocols will constitute the criteria for evaluation in program and fiscal monitoring of City and contract programs during FY 2004-05.**
- **Departments that provide health and human services will meet to develop agreement on one standard program monitoring protocol for all contracted or City-staffed human services that focus on evaluation of a program's deliverables, outcomes and adherence to standards of care.**

DCYF: DCYF and the San Francisco Unified School District collaborated to design program site visit forms and attendance sheets that would satisfy both entities for the SF Team contracts.

DPH: DPH convened department-wide group to review and standardize format and timeframe for monitoring reports and will continue standardization of monitoring reports.

DHS: HSA processed all of the DHS contracts early in the renewal cycle to ensure that contracts are certified early in the fiscal year (July 30). The DAAS grants will follow this procedure beginning in FY-05-06. This process enabled nonprofit contract advance payments and July invoicing to be processed in a timely manner.

Controller: The City Services Auditor's joint monitoring process pilot referenced above will also include an evaluation of existing procedures, creation and testing of standardized monitoring protocols, and the development of a training and technical assistance program based on pilot results. The Controller's Office will continue to report to the Review/Appellate Panel on the progress of this effort.

11. PROVIDE TRAINING FOR PERSONNEL WHO MONITOR CONTRACTS TO ENSURE ADEQUATE KNOWLEDGE AND UNDERSTANDING OF PROGRAMS AND SERVICES.

Implementation Milestones:

FY 2003-2004:

- **Commencing in this fiscal year, all staff that are responsible for programmatic monitoring will schedule and attend an on-site program orientation with each agency to be monitored in order to more fully understand programs and services.**
- **Each City department will develop a training program for department staff and community members who monitor programs (programmatic or fiscal, on-site or off-site review) in order to ensure adequate knowledge of monitoring protocol, including previously negotiated criteria for contract evaluation and any new protocols that result from this report. This training program will be implemented in FY04-05 and annually thereafter.**
- **Each City department will establish a procedure to solicit formal feedback from contracting agencies on the relationship with the department as it relates to both the monitoring process and the ongoing coordination of services. This procedure will include a written report submitted annually to the appropriate commission or body on the outcomes and actions the department deems appropriate to correct any identified problems or concerns.**

DPH: DPH provided initial training to personnel that monitor AIDS Office contracts.

MOCD: MOCD is currently undergoing reorganization and training and retraining is being given to all staff.

Controller: As part of its monitoring procedures streamlining efforts (mentioned in item 10 above) the Controller's City Services Auditor division will, after new procedures are pilot tested and revised, be implementing the new procedures. This implementation will include training for departmental contract monitoring personnel.

12. CONDUCT TIERED ASSESSMENT OF PROGRAMS TO MORE EFFICIENTLY

EVALUATE PROGRAM PERFORMANCE.

Implementation Milestones:

FY 2003-2004:

- **Office of Contract Administration will convene a working group of City departments to develop a Tiered Assessment Tool to facilitate the implementation of multi-tiered monitoring. A significant portion of the Tiered Assessment Tool will be based on information provided by each contractor. This assessment will cover areas such as:**
 - ◆ **Agency Leadership: e.g. Longevity of Board and Executive Staff, Capacity of Board;**
 - ◆ **Experience: e.g. Length of contract provision and years of experience in service categories;**
 - ◆ **Performance: e.g. Previous outcomes, program monitoring results, timely reporting;**
 - ◆ **Management Disclosure: e.g. Report of audit findings, lawsuits;**
 - ◆ **Financial Management: Independent audit, unaudited financial statements, 990 Tax Form.**
- **Those programs with consistently high performance will participate in a minimized monitoring process. Those programs with moderate performance will participate in a standard monitoring process. Those programs with lower performance will participate in a more extensive monitoring process designed to provide additional technical assistance to support program improvement.**
- **City departments will conduct an internal assessment of technical resources, including personnel with special qualifications or trainings, models of best practices, and funds for technical assistance grants. This assessment will be useful in the allocation of departmental resources that could be better utilized to improve services.**
- **Each City department will utilize the Tiered Assessment Tool to conduct an annual evaluation of each program based on their contract requirements. This evaluation, as demonstrated by submitted documentation or other assessments, will be posted on the OCA website to provide all departments with information on contractor performance.**

FY 2004-2005:

- **Departments will implement tiered monitoring of programs based on past performance. In the event that an assessment identifies challenges faced by the program/agency, all appropriate departments will coordinate a citywide response to provide technical assistance with the goal of stabilizing and improving services.**

The Review/Appellate panel will facilitate establishing a plan and protocols. It is likely that tiered assessment will correlate with, or be provided by, the auditing risk assessment process for nonprofit vendors to be used by the Controller's Office. This is still being considered.

13. FUND ANNUAL COST OF LIVING INCREASES FOR NON-PROFIT CONTRACTORS.

Implementation Milestones:

FY 2003-2004:

- **Begin a dialogue between the non-profit community and the City to fully understand the issues related to on-going wage disparity and develop a plan to address these issues.**

FY 2004-2005:

- **Provide adequate funding for cost of living increases (COLA) for personnel for non-profit contractors equal to the salary increase for comparable City positions, regardless of funding source. Continue to fund COLA's each year for non-profit contractors equivalent to the percentage increase in civil service salaries.**
- **Provide departments with adequate funding for inflationary costs of doing business for non-profit contractors for administrative and operating expenses. This standard should be maintained in all future years.**

This is a policy matter to be discussed during the budget process.