

SAN FRANCISCO HUMAN SERVICES NETWORK

CANDIDATE QUESTIONNAIRE RESPONSES **Board of Supervisors, November 2004 Election** **Winning Candidates' Responses**

The following questionnaire focuses on issues related to health, human services and community-based nonprofit organizations. The sponsor of this questionnaire is **The San Francisco Human Services Network**, an association of over 100 community-based nonprofit agencies dedicated to addressing issues critical to the health and human services sector of San Francisco.

HSN sent questionnaires to candidates in all of the districts and here are the answers of the winning candidates in each district. Candidates were asked to limit their responses to 100 words; please note that some responses had to be truncated due to space limitations.

Election Winners:

DOE has up to 28 days after the election to certify of the result.

Final Results available at: <http://www.sfgov.org/site/uploadedfiles/election/results.htm>

District 1 – Jake McGoldrick

District 2 – Michaela Alioto-Pier

District 3 – Aaron Peskin (did not submit responses)

District 5 – Ross Mirkarimi

District 7 – Sean Elsbernd

District 9 – Tom Ammiano

District 11 – Gerardo Sandoval

Responses are listed in numerical order of Supervisorial District

(A) San Francisco Community / Quality of Life

(1) In your opinion, what are the top three quality of life issues facing the City & County of San Francisco?

McGoldrick: Affordable housing, transit and education.

Alioto-Pier: San Francisco needs to address the need for more affordable housing, so we can attract and retain younger families; put back to work the thousands of San Franciscans who are out of work; and create new sources of revenue in the city by welcoming new industries here.

Mirkarimi: *Public Safety and Crime Prevention* - The rate of violent crime in District 5 is out of control. From my position at the District Attorney's office, I've learned that we need a multi-faceted approach to solving this problem. This includes more effective community policing and policies that address the need to provide healthy alternative programs for youth. *Homelessness and Affordable Housing* - I am proposing a range of solutions, including building more housing for the homeless, lower-income, and middle income residents, and strengthening rent control protection for domestic partners. *Small Business Protection and Revitalization* - Small business is the economic lifeblood of San

Francisco, the biggest provider of jobs, and one of the key ingredients that make our neighborhoods unique.

Elsbernd: (1) Housing, which obviously includes homelessness, is the City's most pressing and immediate problem. The City must work in conjunction with non-profit service providers in order to meet our needs. (2) I believe the citizens of San Francisco feel less safe about their surroundings today than they did five years ago. The City must empower the Police Department and other protective agencies to reassure all citizens. (3) Respective neighborhood characters must be maintained, and where appropriate, enhanced. When residents come together around the more mundane neighborhood issues, they can help solve the City's bigger problems.

Ammiano:

- a) Universal health care for all San Franciscans: More residents are without health care than ever before. Lack of medical attention leads to serious health risks and a more expensive, less effective health care system. I believe I can establish the mechanism that will allow all residents to have health care.
- b) Public and pedestrian safety: We must make our streets and communities safer. I continue to use my experience as a teacher to address youth issues, particularly in terms of identifying options for at-risk youth.
- c) Improving schools for everyone.

Sandoval: Homelessness, health care, and housing are my candidates for the top three quality of life issues. On homeless, I was critical of Care not Cash but I support the idea that increased supportive housing with wrap-around services is a big part of the solution. As Budget Chair this year, I made restoring cuts to public health a top priority, and while there is still much pain, we avoided the most severe cuts. I strongly support the housing bond and I'm working on more affordable housing projects in District 11.

(2) What are the most important steps we need to take to improve the public and fiscal health of our City?

McGoldrick: Public Health: I would support a dedicated new stream of revenue for public health to give those crucial functions greater protection from exposure to budget crises. Public health was the top priority of the Budget Committee and the entire board and was protected more than any other function of government, despite proposals for significant cuts to these programs.

Fiscal Health: I support a change in Proposition 13 that would allow re-assessment of commercial properties, although I would want it structured so as not to hurt small businesses who own their own properties. I support the revenue measures on the November 2004 ballot. I sponsored the recently passed reform of the Transit Impact Development Fee, which will bring in up to \$250 Million new dollars for Muni in the next 10 years.

Alioto-Pier: I support a stronger healthcare policy and cooperation with healthcare providers and community groups to address our most pressing public health needs. We're already the leading provider of last resort healthcare. We must concentrate on healthcare policy that provides better preventative service.

Ensuring San Francisco's fiscal health is vital, which is why I worked to place a smart government proposal on the November ballot – Proposition I – to require an economic analysis of each law before it is passed to make sure it does not create hidden costs or hurt our economy.

Mirkarimi: We need to take a look at the aging tax code of the City to see if the tax burden is fairly distributed. It seems that the poor, the middle class, and small business bare a heavier burden than

large corporations. We also need to diversify the City's funding sources, to look beyond the City boundaries to seek new revenue from regional, state, and federal agencies as well as private foundations. I will work to require more public benefit development in granting exemptions to the planning code. This is where developers are required to contribute to City services or to public infrastructure in return for permits.

Elsbernd: We must exercise fiscal discipline and adhere to a budget plan once passed. Moreover, we need to take full advantage of the recently passed Proposition C (increasing the auditing power of the Controller's Office), and ensure that all our City departments are performing in the most efficient and effective manners.

To improve our public health, we must continue our efforts to reach out to those members of our society who do not know about the bounty of services offered by the City and by non-profit service providers. Our safety net must make sure to catch all San Franciscans.

Ammiano: We need to continue opening up budgetary and legislative processes to the community for review and participation. We must seriously undertake reforms such as performance-based and zero-based budgeting to ensure effective use of public dollars.

Sandoval: We need to reform our tax system to put our City on firm financial ground. Downtown businesses need to pay their fair share in taxes, which they haven't been doing since the business tax settlement in 2001. We need to move forward with the Controller's audits of City departments to find ways to make government more efficient. We must work harder to address social problems before they explode into crime and addiction. We need to build nonprofit capacity in places like District 11 where there is such a large gap between the existing need and the services available.

(3) Do you support or oppose the following November ballot measures? Please explain your position.

(a) Proposition A: Supportive and Affordable Housing Bond
Support: McGoldrick, Alioto-Pier, Mirkarimi, Elsbernd, Ammiano, Sandoval

(b) Proposition J: Sales Tax Increase
Support: McGoldrick, Alioto-Pier, Mirkarimi, Elsbernd, Ammiano, Sandoval

(c) Proposition K: Business Tax
Support: McGoldrick, Alioto-Pier, Elsbernd, Ammiano, Sandoval
Oppose: Mirkarimi

(d) Proposition O: Use of New Sales Tax Funds
Support: McGoldrick, Alioto-Pier, Mirkarimi, Elsbernd, Ammiano, Sandoval

(e) State Proposition 63: Mental Health Services Act
Support: McGoldrick, Alioto-Pier, Mirkarimi, Ammiano, Sandoval

Elsbernd: I need more information on this issue.

(f) State Proposition 72: Petition to overturn amendments (SB2) to Health Care Coverage Req.
Support: McGoldrick, Alioto-Pier, Mirkarimi, Ammiano
Oppose: Sandoval

Elsbernd: I need more information on this issue.

(4) How do you assess the current level of services provided for the low-income and homeless populations by the City & County of San Francisco?

McGoldrick: Much, much more is obviously needed.

Alioto-Pier: I supported Care Not Cash, and I feel the Mayor's ten-year plan to end chronic homelessness is a step in the right direction. We cannot do it alone, which is why I will continue to promote the services being offered by our city's diverse service network.

Mirkarimi: The current level of services is inadequate. I oppose the Mayor's "Care not Cash" approach to the homeless problem because it ended support payments before putting enough services in place. Much of this is due to the shifting of the burden from the federal and state levels to the local levels.

Ammiano: I would have liked to provide additional funding for several programs serving low income and homeless people. Under current economic conditions, we were not able to. However, we must establish program strategies to address issues such as homelessness and poverty. Providing a continuum of services is essential if we are serious about combating these problems. Presently, we do not have the full array of services we need to help a person out of homelessness or keep him/her from becoming homeless. We must build the housing, create the jobs, and provide the services to serve this important end.

Sandoval: I would rate the current level of services as fair. The needs in San Francisco are tremendous, and the resources stretched thin, but we do a better job than many other places of caring for our most vulnerable.

(a) Do you have any specific recommendations for how to improve the programs or services provided?

McGoldrick: The homeless problem requires a multi-tiered approach, with an emphasis on supportive housing. I have strongly supported affordable and supportive housing bonds, both in 2001 and the \$200 Million Housing Bond on this November's ballot. Although I opposed the Care Not Cash ballot measure, I believe that we must abide by the decision of the voters to enact such reforms. Because of my concerns that CNC be implemented consistent with the principle of "first, do no harm," I have worked to help ensure that homeless people are indeed helped by the measure. First, I passed legislation forbidding DHS from displacing existing shelter residents to make room for CNC recipients. I also supported \$1 Million in additional funding for homeless programs in this year's budget to ensure that CNC clients received the "care" promised under the measure. I believe the services promised under CNC would also benefit those who are not currently covered by the program. I support expanding those service to all homeless populations in the City, but that will not happen absent an increase in revenue available to the City.

Mirkarimi: Providing funding for housing and supportive housing through measures like Proposition A is a start. I would look at ways to build and expand on Prop A. San Francisco also needs to create a big-picture view of programs and services. We need to get a handle on what the needs are of homeless, mentally ill, the poor, and the elderly, and what the numbers are, and what is the scope of services required. The city needs to see the forest for the trees. I believe we can make better use of the resources we have. For instance, the continuing corruption and scandals of the Department of Housing must end.

Elsbernd: I believe there are always more efficiencies to be found and more coordination to be had between the City and County and service providers. As I said earlier, I would like to take full advantage of the Controller's new powers and duties under Proposition C by auditing service providers for low-income and homeless populations to ensure that our funds are being spent appropriately. Moreover, as a Supervisor, I will hold hearings to investigate whether or not City Departments are working well with these same service providers.

Ammiano: I believe we must all work towards a continuum of services to ensure people don't fall through the cracks. I'd like to work with City departments and service providers to create stronger linkages within and between services and among providers. I think it's essential that we develop a web of services that keeps clients linked to the services they need.

Sandoval: We need to make sure that people who need services know what is available to them. More outreach in sometimes-neglected parts of SF would help.

(5) As Supervisor, how do you plan to address homelessness in your district?

McGoldrick: Same as citywide.

Alioto-Pier: Again, I support the Mayor's ten-year plan, and I feel it's a strong start. I will continue to support service organizations and their work.

Mirkarimi: This is a tough question to answer in 100 words or less, but I'll touch on some of the approaches I would take. I would begin by looking beyond the borders of District 5 and San Francisco to look for alternative sources of funding and for ideas. We need to start working with surrounding cities to build regional support for services planning. We also need to coordinate the various services provided, and to cut the red tape involved. I would work to further the idea of supportive housing, which bundles housing with social and medical services. I am also committed to increasing the stock of low-income housing. This housing needs to be safe and inviting in order to encourage the homeless to use it.

Elsbernd: Fortunately, District 7 does not have a great homeless problem. However, a problem does exist. There are small populations of homeless individuals encamping near Lake Merced, Stern Grove, and above Laguna Honda reservoir. There are very few service providers in these areas. We must make sure that these individuals know that help is, indeed, available.

Ammiano: I will continue to support efforts to bring new housing online, particularly supportive housing that will target homeless people. I also realize that homelessness is not exclusively a district or even citywide problem, but is regional. I will continue fighting hard to develop jobs, require developers to provide apprenticeship programs to hire at-risk youth and homeless people, and work with other elected officials to lobby the federal government for a greater portion of funds for homelessness.

Sandoval: Though my district is not faced with the levels of homelessness found in other parts of the City, I have worked and will continue to work on funding for addiction programs, mental health services and supportive housing to help get all homeless people on the right track.

(6) In what ways have you shown leadership in supporting the health and human services sector and low income, disadvantaged populations?

McGoldrick: I have supported rent control, affordable housing bonds, and redirected millions (although obviously not enough) in the budget process.

Alioto-Pier: I have worked hard to improve the quality of life for every San Franciscan. I was able to unite the medical community, the business community, and City College around legislation to attract the emerging biotech industry to San Francisco – this will help bring new jobs to our city and increase our tax-base. I was also the lead sponsor in securing San Francisco’s endorsement of Proposition 71, the California Stem Cell Research and Cures Initiative.

Mirkarimi: During Reagan's first term I served as director for Congress Watch (in the mid-west) and as director I lobbied our representatives and fought for laws that would reinstate funding that invariably displaced client services and overwhelm HHS case system...it was a disaster that has never been corrected. As legislative aide to Supervisor Terence Hallinan I helped craft and advance policies designed to protect our City's HHS funding and services; and as a member of the SF District Attorney's Office, I've seen first hand at how distressed our HHS workers are due to the staffing/resource cuts that have had nothing but deleterious effects.

Elsbernd: I strongly believe that Mayor Newsom’s first budget demonstrated great compassion towards the health and human services sector and to low income, disadvantaged populations. As the Mayor’s Liaison to the Board of Supervisors, I played an integral role in the passage of the budget. Prior to introducing the budget, many of us were unsure whether or not we would even get six votes. In the end, nine members of the Board supported this budget. During my eight months as the Mayor’s Liaison, I am most proud of my work passing this budget.

Ammiano: Among my leadership efforts in this area are the following: 1) continuing to fight for wage increases for homeless shelter workers; 2) authored legislation to create alternative housing for immigrants; 3) asked the Mayor’s Office on Homelessness to devise neighborhood-specific homeless plans; 4) authored and supported numerous eviction protections for tenants; and 5) authored an ordinance to establish a winter emergency shelter for homeless LGBT youth.

Sandoval: As Budget Chair, I supported millions of dollars in restorations for public health and human services programs. I supported an additional \$1 million for homelessness. I supported the minimum wage increase. I opposed Care not Cash.

(C) The Health and Human Services Nonprofit Sector

Background: Nonprofit contractors play a vital partnership role with the City in meeting the needs of disadvantaged San Franciscans. In 2001, the San Francisco Human Services Network and the San Francisco Urban Institute conducted a survey of nonprofit health and human service contractors, which revealed that:

- Nonprofit agencies, with sites reaching every neighborhood and community, had an aggregate budget of over \$773 million in fiscal year 2000-2001, including over \$313 million in City contracts.
- Providers matched the City’s contribution with over \$459 million in additional funds—leveraging every City dollar with an additional \$1.50 from other sources.
- With these funds, agencies achieve over 970,000 client contacts each year, providing services ranging from long-term case management to six-week job training programs to single-contact telephone hotline calls.
- Providers employ over 15,000 staff and enroll over 1000 “client trainees”.

NONPROFIT ROLE IN POLICY MAKING

(1) Given their magnitude and years of expertise, how can nonprofits play a greater role and have a more meaningful voice in City policy and budgetary decisions that impact their agencies and the people and communities they serve?

McGoldrick: Non-profits need to hold regular monthly meetings with public officials, and inform us of needs earlier, much earlier, in the budget process.

Alioto-Pier: I have worked to include representatives of the nonprofit community in creating legislation and I value the input I am able to receive from these groups. Nonprofits have always played a large role, and as we continue to face budget shortfalls, we must ensure further cooperation from these groups.

Mirkarimi: The leaders of non-profits should be appointed to the commissions that are supposed to create policy and oversee these agencies. We can do this by appointing individuals, as well as requiring slots for non-profit experts. We can also create advisory committees consisting of nonprofit members, just as we now have citizen's advisory committees advising many of the commissions.

Elsbernd: During the last few months of the calendar year, when the Mayor is preparing his budget instructions to City Departments, the Board could hold hearings at which non profits could provide public input to the Mayor's Office as it drafts these instructions. Moreover, when those instructions are made public, additional public hearings could be held in order to discuss the positives and negatives. All this would be done in an effort to educate the Mayor's Office and the Board prior to June 1 and the all too short budget season.

Ammiano: Nonprofits are asked to assist the City to provide critical services to those most in need. As such, they have a greater understanding of the needs and circumstances facing the populations they serve. It only makes sense that they should have a greater role in assessing the state of policy and budgetary considerations impacting these populations. I would like to identify the proper mechanism (e.g. commission, budget hearings, etc.) to formalize the advisory role that nonprofits might play.

Sandoval: I certainly believe that most of the current Board listens closely to advice from nonprofit contractors. I think that more coordination between nonprofits (i.e., organizations like the HSN for every category of nonprofit) would help increase the role nonprofits play at City Hall. Regular meetings between nonprofits and Supervisors and their staffs would undoubtedly be helpful.

(2) As Supervisor, what would you do to reform the City's current budget process of cuts and add-backs to improve collaboration with affected nonprofits?

McGoldrick: I would begin hearings in March in Board of Supervisors committees.

Alioto-Pier: We must address our budget problems proactively, which is why I have worked so hard to introduce legislation –like my biotech package and Prop I– so we can grow our tax base and prevent irresponsible legislation that will force us to make cuts.

Mirkarimi: This is a tough problem as it currently stands—the mayor makes the big budget cuts, and the Board of Supervisors provide the add-backs. The mayor asks each department to come up with suggested cuts. To remedy this, we need to change the structure of the budgeting process, to

give the Board of Supervisors a bigger role in coming up with the budget. Where the mayor consults with department staff, the Board of Supervisors could consult with nonprofits that are providing many of the services.

Elsbernd: See answer to question (1) above.

Ammiano: The add-back process is archaic and restrictive, despite the fact that it is one of the few budgetary powers the Board has. I am interested in reforming the budget process to give the Board and community more time to review the budget and increase the opportunities for the Board to make line items changes. I am also interested in exploring whether a negotiated budget system such as that used under the state system is a viable option.

Sandoval: The budget process is heavily tilted toward the Mayor, who develops the budget without much scrutiny before presenting it, with all the cuts, to the Board. Perhaps the Mayor should consider having budget hearings—the Board could also play this role—earlier in the process.

(3) As Supervisor, through what mechanisms would you receive input from nonprofits when considering legislation that would affect agencies and the clients that they serve?

McGoldrick: I would have more specific site visits year round, and not wait until the mayor submits his budget June 1st.

Alioto-Pier: I have worked to include representatives of the nonprofit community in creating legislation and I value the input I am able to receive from these groups. These representatives must continue to be given a forum to discuss and present issues at board and committee hearings. They should also be consulted throughout the legislative process to ensure accurate representation of concepts and potential impacts.

Mirkarimi: I would consult with non-profits on the needs for legislation and in the writing of legislation. I would also hold subcommittee hearings that include on the agenda presentations from the services organizations. Too often, non-profits are given two minutes at public hearings—not enough to provide significant input.

Ammiano: I have been proud of my record of accessibility and efforts to reach out to nonprofits when developing legislation impacting the clients they serve. Much of the legislation I have authored has come about as a result of such collaborations. It's important for elected officials to have direct information from those who are on the front lines to ensure that we make smart and effective policy decisions. I will continue to pursue these open relations with nonprofit service and advocacy organizations.

Sandoval: The key mechanism is simply face-to-face meetings with a Supervisor and staff. Visits to affected nonprofits are also crucial, and I have seen firsthand many of the services in my district.

In addition, would you support:

(a) greater nonprofit representation and/or designated nonprofit slots on City commissions;

Yes: McGoldrick, Alioto-Pier, Mirkarimi, Elsbernd, Ammiano, Sandoval

No:

Elsbernd: I would support more representation. However, I do not think it is appropriate to specifically designate seats on commissions. This would typically require a Charter Amendment. If it can be done informally, I would prefer that method.

(b) a roundtable of representatives from all sectors to participate in setting budget priorities;

Yes: McGoldrick, Alioto-Pier, Mirkarimi, Elsbernd, Ammiano, Sandoval

No:

Elsbernd: Yes, I think this idea is similar to my idea of hearings prior to and subsequent to the Mayor's budget instructions.

WAGE RELATED ISSUES

The growing disparity in wage rates between nonprofit and City human service employees have led to difficulty in recruiting and retaining nonprofit staff.

(1) Do you believe that it should be city policy that employees of contracting nonprofit agencies earn wage rates that are comparable to civil service employees in similar job classifications?

McGoldrick: Yes.

Alioto-Pier: They should earn the prevailing wage of the position they are filling.

Mirkarimi: Yes

Elsbernd: We must make sure that any entity that contracts with the City provides a living wage and health working conditions for all employees.

Ammiano: Yes

Sandoval: Yes, though the challenges are considerable.

(2) As Supervisor, what specific steps would you take to advance wage parity?

McGoldrick: I would propose an ordinance to advance wage parity.

Alioto-Pier: I have favored the enactment and implementation of pay equity salary adjustments for women and minorities in city/state/county employment. I will continue to fight for equitable compensation.

Mirkarimi: Just as we have legislation that has employee requirements for for-profit contractors in other areas of the city, we can create legislation for non-profit contractor employees.

Elsbernd: We must be cautious of instituting wage parity. While I appreciate the motivation of ensuring an equal pool of employees for both non-profit service providers and the City and County, I am concerned that wage parity may diminish the overall amount of services that the City and non-profits will be able to deliver.

Ammiano: My record shows that I have always made efforts to allow workers to provide protections and living wages for workers. Most recently, I have focused on trying to raise the pay for homeless shelter workers. I will work to establish a timeline in which the Board makes incremental wage increases each year until we are able to achieve full parity.

Sandoval: Erasing our structural deficit is crucial, because without a firm financial footing wage parity will be impossible. If the money were made available through budget reform, I would consider legislation that would include a call for wage parity in RFPs from City Departments.

(3) As Supervisor, how would you incorporate decision-making about COLAs into the budget process?

McGoldrick: I would mandate COLAs in code.

Alioto-Pier: I will work with unions and other organizations to ensure appropriate measures are taken to provide appropriate COLAs.

Mirkarimi: I desire appointment to the Budget/Finance Committee on the BoS. Whether I am on the Finance committee or not I will loudly advocate for the need to do what other cities have done - integrate COLA supplements as part of the contracting and negotiation deliberations between agency and City so that the fiscal budget is balanced with COLA supplements attached; next, I would move up the budget process so that it's more inclusionary community input...hearings can begin six months before the mayor's budget draft is submitted because of the quarterly reports provided by the City's Controller allows all interested parties a preview of what budget objectives and needs have been met and will need to be satisfied.

Elsbernd: Unfortunately, I have the same concerns about COLAs as I do about wage parity. Accelerated placement of parity or COLAs will likely lead to fewer services for San Franciscans – who must remain my number one priority.

Ammiano: See #2 above for my thoughts on an overall plan. On an annual basis, I will also urge the Mayor and the Board to prioritize COLAs for social service providers.

Sandoval: COLAs should be a part of the discussions between contracting City departments and nonprofits. City departments should ask for funding necessary to provide COLAs.

NONPROFIT CONTRACTING

Background: Last year, a Nonprofit Contracting Task Force, with equal representation from the City and nonprofit service providers, submitted its final implementation plan to the Board of Supervisors. The plan includes milestones and timelines to accomplish 13 objectives that would balance the need for accountability with the need to streamline City contracting and monitoring for nonprofit services. In February, the Board adopted a resolution accepting the recommendations and agreed to hold two public hearings a year to review the progress of implementation.

(1) As Supervisor, will you support and endorse these objectives?

Yes: McGoldrick, Mirkarimi, Elbernd, Ammiano, Sandoval

Elsbernd: I will support the policies stated above in the box. As I said earlier, I do have some concerns about COLAs, which were also a part of the Board's resolution accepting the recommendations.

(a) What steps will you take to ensure implementation of the objectives in this report?

McGoldrick: I would craft appropriate legislation.

Mirkarimi: The answers in the questionnaire should provide the answer to this question.

Elsbernd: Other than my reservations stated above, I will work with the Human Services Network to implement these proposals. I have an established relationship with the Controller's Office and the City's Purchaser that will allow me to effectively advocate to these offices, responsible for implementing many of the proposals, for their implementation.

Ammiano: I will author requests from all relevant city departments to submit status reports on their progress in accomplishing the 13 objectives. I will ask that comprehensive reports be presented at the public hearings. It is important that elected officials and department heads are held accountable. These two measures will ensure that the work must be undertaken and that the public will be made aware of it.

Sandoval: I will track the testimony at the regular board hearings and meet regularly with Department heads to insure that they are working to meet the objectives adopted by the Task Force and the Board.

Background: Increasingly, the nonprofit sector is becoming the primary mechanism through which the City provides a comprehensive array of social and health programs serving elder care patients, people with HIV/AIDS, homeless youth, the mentally ill, new immigrants and more.

(2) What is your position on the contracting out of services?

McGoldrick: Due to limited resources, social and health services still need to be contracted out.

Alioto-Pier: I support contracting when it creates an efficient and cost saving option for the City. The contractor should provide knowledge of skills that public employees do not currently possess. Also, the contractor should be held to the same standards.

Mirkarimi: I support the contracting out of services to non-profits where appropriate. The individuals in the non-profit sector are the experts in the fields of human services, and are the participants in the conferences and the national discourse on the issues involved.

Elsbernd: When a case can be made that the same level, or better level of services can be provided, when contracted out, and when those services are provided by a responsible employer, I will support the contracting out of services.

Ammiano: I won't support the contracting out of services solely for financial reasons. However, the City has never been an appropriate or effective outlet for essential services provided by nonprofit organizations. In this regard, the City must be sensitized to the importance of this work and the increasingly difficult ability of nonprofits to stay in business. I believe the City must work to protect and strengthen its nonprofit organizations by identifying ways to assist them.

Sandoval: While the contracting out trend has real costs, I support the move by nonprofits to fill the void left by government's partial retreat from its promise to help the most vulnerable. I want to do everything I can to make sure that nonprofits have the resources to serve needy San Franciscans. I also recognize that nonprofits can be more nimble than government bureaucracies. They can focus on particular needs and particular communities that are left behind. This is crucial work, and I am proud to support it, and I pledge to continue to do so in another term as Supervisor.