

File No. 120247

Board Item No.

16

COMMITTEE/BOARD OF SUPERVISORS
AGENDA PACKET CONTENTS LIST

Board of Supervisors Meeting

Date: March 20, 2012

Cmte	Board	
<input type="checkbox"/>	<input type="checkbox"/>	Motion
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Resolution
<input type="checkbox"/>	<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	<input type="checkbox"/>	Legislative Digest
<input type="checkbox"/>	<input type="checkbox"/>	Budget Analyst Report
<input type="checkbox"/>	<input type="checkbox"/>	Legislative Analyst Report
<input type="checkbox"/>	<input type="checkbox"/>	Youth Commission Report
<input type="checkbox"/>	<input type="checkbox"/>	Introduction Form (for hearings)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Department/Agency Cover Letter and/or Report
<input type="checkbox"/>	<input type="checkbox"/>	MOU
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Grant Information Form
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Grant Budget
<input type="checkbox"/>	<input type="checkbox"/>	Subcontract Budget
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Contract/Agreement
<input type="checkbox"/>	<input type="checkbox"/>	Award Letter
<input type="checkbox"/>	<input type="checkbox"/>	Application
<input type="checkbox"/>	<input type="checkbox"/>	Public Correspondence

OTHER:

Completed by: Annette Lonich

Date: March 15, 2012

An asterisked item represents the cover sheet to a document that exceeds 25 pages.
The complete document is in the file.

Introduction Form

By a Member of the Board of Supervisors or the Mayor

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2012 MAR 9 AM 11:38
Meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee:
- 2. Request for next printed agenda without reference to Committee.
- 3. Request for hearing on a subject matter at Committee:
- 4. Request for letter beginning "Supervisor inquires"
- 5. City Attorney request.
- 6. Call File No. from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No.
- 9. Request for Closed Session (attach written motion).
- 10. Board to Sit as A Committee of the Whole.
- 11. Question(s) submitted for Mayoral Appearance before the BOS on

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a different form.

Sponsor(s):

Subject:

The text is listed below or attached:

Signature of Sponsoring Supervisor: Christina Olague

For Clerk's Use Only:

1 [Accept and Expend Grant - Evaluating the Impact on Student Nutrition and National Food
2 Programs of Eliminating Competitive Meals in Schools - \$49,090]

3 **Resolution authorizing the Department of Public Health to retroactively accept and**
4 **expend a grant in the amount of \$49,090 from the Robert Wood Johnson Foundation, to**
5 **participate in a program entitled “Evaluating the Impact on Student Nutrition and**
6 **National Food Programs of Eliminating Competitive Meals in Schools” for the period of**
7 **November 1, 2011, through October 31, 2012.**

8
9 WHEREAS, Robert Wood Johnson Foundation has agreed to fund San Francisco
10 Department of Public Health (DPH) in the amount of \$49,090 for the period of November 1,
11 2011 through October 31, 2012; and

12 WHEREAS, As a condition of receiving the grant funds, Robert Wood Johnson
13 Foundation requires the City to enter into an agreement (the “Agreement”), a copy of which is
14 on file with the Clerk of the Board of Supervisors in File No. 120247; which is hereby declared
15 to be a part of this resolution as if set forth fully herein; and

16 WHEREAS, The purpose of this project will evaluate the impact of eliminating a la carte
17 meals from San Francisco Unified School District middle and high schools on student lunch
18 participation and program finances; and

19 WHEREAS, DPH will subcontract with Community Initiatives in the total amount of
20 \$30,700; for the period of November 1, 2011 through October 31, 2012; and

21 WHEREAS, An Annual Salary Ordinance amendment is not required as the grant
22 partially reimburses DPH for one existing position, one Senior Health Planner (Job Class No.
23 2820) at .10 FTE for the period of November 1, 2011, through October 31, 2012; and
24
25

1 WHEREAS, A request for retroactive approval is being sought because DPH did not
2 receive notification of the award until after November 2011 for a project start date of
3 November 1, 2011; and,

4 WHEREAS, The budget includes a provision for indirect costs in the amount of \$3,066;
5 now, therefore, be it

6 RESOLVED, That DPH is hereby authorized to accept and expend a grant retroactively
7 in the amount of \$49,090 from Robert Wood Johnson Foundation; and, be it

8 FURTHER RESOLVED, That DPH is hereby authorized to retroactively accept and
9 expend the grant funds pursuant to San Francisco Administrative Code section 10.170-1; and,
10 be it

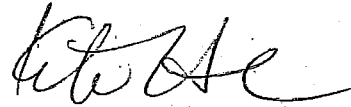
11 FURTHER RESOLVED, That the Director of Health is authorized to enter into the
12 agreement on behalf of the City.

13
14 RECOMMENDED:

15 

16 _____
17 Barbara A. Garcia, MPA
18 Director of Health

19 APPROVED:

20 

21 _____
22 Office of the Mayor

23 

24 _____
25 Office of the Controller

**FORM SFEC-126:
NOTIFICATION OF CONTRACT APPROVAL
(S.F. Campaign and Governmental Conduct Code § 1.126)**

City Elective Officer Information <i>(Please print clearly.)</i>	
Name of City elective officer(s): Members, SF Board of Supervisors	City elective office(s) held: Members, SF Board of Supervisors

Contractor Information <i>(Please print clearly.)</i>	
Name of contractor: Community Initiatives (for its fiscally sponsored project- San Francisco Food Systems)	
<i>Please list the names of (1) members of the contractor's board of directors; (2) the contractor's chief executive officer, chief financial officer and chief operating officer; (3) any person who has an ownership of 20 percent or more in the contractor; (4) any subcontractor listed in the bid or contract; and (5) any political committee sponsored or controlled by the contractor. Use additional pages as necessary.</i> President & CEO: Melanie Beene Director of Financial Services: James Ball	
Board – Cheryl Polk (Chair), Gene Takagi (Secretary), Ruth Williams (Treasurer), Jenny Perlman (Audit Committee), Sarah Bacon, Alison Fong, Janine Guillot, Rick Mariano, Francis Phillips	
Contractor address: 354 Pine Street, Ste. 700 San Francisco, CA 94104 Phone: 415.230.7700	
Date that contract was approved:	Amount of contract: \$30,700
Describe the nature of the contract that was approved: Provide project management and other contractual services to fulfill a grant received from the Robert Wood Johnson Foundations	
Comments:	

This contract was approved by (check applicable):

- the City elective officer(s) identified on this form (Mayor, Edwin M. Lee)
- a board on which the City elective officer(s) serves San Francisco Board of Supervisors
Print Name of Board
- the board of a state agency (Health Authority, Housing Authority Commission, Industrial Development Authority Board, Parking Authority, Redevelopment Agency Commission, Relocation Appeals Board, Treasure Island Development Authority) on which an appointee of the City elective officer(s) identified on this form sits
Print Name of Board

Filer Information <i>(Please print clearly.)</i>	
Name of filer: Clerk of the SF Board of Supervisors	Contact telephone number: (415) 554-5184
Address: City Hall, Room 244 1 Dr. Carlton B. Goodlett Place	E-mail: Bos.Legislation@sfgov.org

Signature of City Elective Officer (if submitted by City elective officer)

Date Signed

Signature of Board Secretary or Clerk (if submitted by Board Secretary or Clerk)

Date Signed



Edwin M. Lee
Mayor

Barbara A. Garcia, MPA
Director of Health

TO: Angela Calvillo, Clerk of the Board of Supervisors

FROM: Barbara A. Garcia, MPA *BW*
Director of Health

DATE: November 15, 2011

SUBJECT: Grant Accept and Expend

GRANT TITLE: Evaluating the Impact on Student Nutrition and National Food Programs of Eliminating Competitive Meals in Schools - \$49,090

Attached please find the original and 4 copies of each of the following:

- Proposed grant resolution, original signed by Department
- Grant information form, including disability checklist -
- Budget and Budget Justification
- Grant application:
- Agreement / Award Letter
- Other (Explain):

Special Timeline Requirements:

Departmental representative to receive a copy of the adopted resolution:

Name: Richelle-Lynn Mojica

Phone: 255-3555

Interoffice Mail Address: Dept. of Public Health, Office of Quality Management for Community Programs, 1380 Howard St.

Certified copy required Yes

No

File Number: _____
(Provided by Clerk of Board of Supervisors)

Grant Information Form
(Effective March 2005)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: **Evaluating the Impact on Student Nutrition and National Food Programs of Eliminating Competitive Meals in Schools**

2. Department: San Francisco Department of Public Health

3. Contact Person: Paula Jones Telephone: 252-3853

4. Grant Approval Status (check one):

Approved by funding agency

Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$ 49,090

6a. Matching Funds Required: \$0

b. Source(s) of matching funds (if applicable):

7a. Grant Source Agency: Robert Wood Johnson Foundation

b. Grant Pass-Through Agency (if applicable):

8. Proposed Grant Project Summary: This project will evaluate the impact of eliminating a la carte meals from SFUD middle and high schools on student lunch participation and program finances.

9. Grant Project Schedule, as allowed in approval documents, or as proposed:

Start-Date: November 1, 2011

End-Date: October 31, 2012

10a. Amount budgeted for contractual services: \$30,700

b. Will contractual services be put out to bid? No. No, we will contract with Community Initiatives to provide research analysis and reporting. Community Initiative has a long history of providing fiscal management of external grants to promote nutrition and food security.

c. If so, will contract services help to further the goals of the department's MBE/WBE requirements?

d. Is this likely to be a one-time or ongoing request for contracting out? **One-time**

11a. Does the budget include indirect costs? Yes No

b1. If yes, how much? \$ 3,066

b2. How was the amount calculated? **Per funding agency requirements: 12% of direct costs; 4% of costs contracted out**

c. If no, why are indirect costs not included?

Not allowed by granting agency

To maximize use of grant funds on direct services

Other (please explain):

12. Any other significant grant requirements or comments:

DPH respectfully requests for approval to accept and expend these funds retroactive to November 1, 2011. The Department received the agreement after November 2011.

GRANT CODE (Please include Grant Code and Detail in FAMIS): HCEH10/12 Index code: HCHPBADMINGR

****Disability Access Checklist****

13. This Grant is intended for activities at (check all that apply):

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

New Site(s)

New Structure(s)

14. The Departmental ADA Coordinator and/or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

Departmental or Mayor's Office of Disability Reviewer: _____


for Jason Hashimoto

Date Reviewed: _____

11/18/11

Department Approval: _____

Barbara A. Garcia, MPA

Director of Public Health

(Signature)



**Robert Wood Johnson Foundation
Budget - November 1, 2011 through October 31, 2012**

DPH Personnel	Salary	% Effort	Months	Y1 Budget
Senior Health Planner (2820, Paula Jones)	94,000	10%	12	9,400
Total Salaries		0.10		\$ 9,400
DPH Personnel Fringe				
Fringe Benefits (34.08% of Salaries)				\$ 3,204
Total Salaries & Benefits				\$ 12,604
Project Travel				
Annual Required Grantee meeting (2 attendees)				\$ 2,720
Total Staff Travel				\$ 2,720
Contractual Services				
Financial Analyst (TBD) (Salary and Benefits)				\$ 27,600
Fiscal management fee for contractual services (11.23%)				\$ 3,100
Total Contractual Services				\$ 30,700
Indirect Costs				\$ 3,066
Total Project Budget				\$ 49,090

**Robert Wood Johnson Foundation
Budget - November 1, 2011 through October 31, 2012**

DPH Personnel	Y1 Budget	Justification
Project Director (Rajiv Bhatia)	\$ -	Direct and manage all aspects of the project; In kind contribution.
Senior Health Planner (2820, Paula Jones)	9,400	Senior Health Planner- Director of Food Systems (Existing Position, Paula Jones) will conduct provide overall direction, coordination and monitoring of all activities in the initiative. Primary fiscal manager of the grant and subcontract. Manage timeline and deliverables.
Total Salaries	\$ 9,400	
DPH Personnel Fringe		
Fringe Benefits (34.08% of Salaries)	\$ 3,204	Standard DPH Fringe Rate
Total Salaries & Benefits	\$ 12,604	
Project Travel		
Out of State Conference Travel	\$ 2,720	Airfare, hotel ground travel, meals for required Annual Grantee Meeting
Total Staff Travel	\$ 2,720	
Contractual Services		
Financial Analyst (TBD)	\$ 27,600	Salary and Benefits for Data Analyst to conduct fiscal analysis of data for middle and high schools pre and post intervention. Presentation to national meeting of school food professionals, participation in writing research brief, preparataion of presentation and other writing
Fiscal management fee for contractual services (10%)	\$ 3,100	DPH will contract with Community Initiatives to provide fiscal management for these services. They charge 11.23% mangement Fees
Total Contractual Services	\$ 30,700	
Indirect Costs	\$ 3,066	
Total Project Budget	\$ 49,090	

**Healthy Eating Research Rapid-Response Grants
2011 Full Proposal Narrative and Workplan**

Project Title Effects of Eliminating Competitive Foods on NSLP Participation and Student Nutrition Finances in San Francisco

Proposal I.D.: 3882

Applicant Name: Rajiv Bhatia, MD, MPH

Legal Name of Applicant Organization: San Francisco Department of Public Health

Rapid Response Funding Rationale

In the 2009-2010, school year, SFUSD and SFDPH experimented with the removal of a la carte foods in 1 middle and 2 high schools as way to reduce stigma, improve program operations, and increase National School Lunch Program (NSLP) participation. Prior to this pilot, SFUSD had been operating two separate meal programs in these and other middle and high schools - the NSLP "mainline" and an a la carte food program available to cash paying students. These programs operated with separate staff, different food offerings, and were available in separate lines which were often located in different rooms. These apparent differences between the NSLP and a la carte operations, service areas, and food choices may have decreased overall program efficiencies, and for some students, created a barrier to NSLP participation. The pilot, which eliminated this two tier system and replaced it with multiple food choices available for NSLP and cash paying students alike, was a success in terms of increasing low-income student participation and reducing program costs.

Learning from this pilot, the San Francisco Unified School District (SFUSD) decided to eliminate all a la carte meals during the 2010-2011 school year and our project proposes a quantitative evaluation of this experience. The elimination of a la carte (competitive) lunch meals in a major urban school district is a rare evaluation opportunity. The intervention and its evaluation have broad policy relevance to national school food and child nutrition policies, including those for funding for the NSLP, and USDA regulation of competitive foods. The project is time sensitive and leverages current strong working partnerships with the existing management of SFUSD Student Nutrition Services.

Background and Significance

The National School Lunch Program operates in over 96,000 public and nonprofit private schools and provides low-cost or free lunches to over 31 million children daily.¹⁻² Meals served under the NSLP must adhere to USDA nutrition standards and therefore, they provide an opportunity to ensure that a child is eating at least one nutritionally balanced meal each day. Research has shown that students who eat school lunch are less likely to have inadequate intake of key nutrients.³⁻⁴ Particularly in the case of children living in food-insecure households, participation in school meals may be associated with lower BMI.⁵⁻⁶

Students participating in the NSLP stand to benefit even more now that the USDA issued its proposed rule on school meal standards, intended to revise meal patterns and nutrient requirements to be consistent with the school lunch standards proposed by the Institute of Medicine as well as the Dietary Guidelines for Americans. The proposed rule would require schools to offer more fruits, vegetables, and whole grains; offer only fat-free or low-fat (1 percent) fluid milk; limit saturated fat and sodium; minimize trans fat; and restrict calories.⁷

However, all NSLP nutritional benefits are entirely dependent on the number of students that participate in the program. Unfortunately, participation decreases as the students move from elementary school to high school. The USDA finds that, on average, at the middle school level, 85% of students qualified for free and reduced price lunches usually participated and at the high school level, 79% of qualified students usually participated.⁸ However, based on one national survey, 25% of high schools had less than a 32% participation rate and 10% of high schools had less than a 14% participation rate among qualified students.⁹

Students who are qualified for free and reduced price lunches (qualified students) may not be participating in NSLP program due to many factors, including: failure to enroll; the taste, appearance, and diversity of food options; open campuses; and lack of sufficient time to eat. The presence of foods sold outside of the NSLP to cash paying students, known as competitive foods, may generate several specific barriers to NSLP participation.

Competitive foods include foods sold in snack bars, vending machines, a la carte programs, etc. USDA research has shown that competitive foods are available in 73% of elementary schools, 97% of middle schools, and 100% of high schools, and that a la carte options are available at 90% of middle schools and 92% at high schools¹⁰.

It is commonly believed that competitive food sales generate profit for a school food service operation. However, according to USDA, revenues from non reimbursable meals are, on average, less than the cost of producing them¹¹ making it possible that federal reimbursements for low-income children are subsidizing under priced competitive foods. In order to rectify this, the USDA has issued Interim Rule on School Food Service Account Revenue Amendments. This Interim Rule requires that "all food sold in a school and purchased with funds from the nonprofit school food service account, other than meals and supplements reimbursed by the Department of Agriculture, must generate revenue at least equal to the cost of such foods."¹²

The effects of removing competitive a la carte food on NSLP participation and school food finances, which will be the subject of the investigation in this project, include a) the effect on NSLP participation when alternative food choices are available, and b) diversion of funding to support NSLP food quality to the competitive food program. Each of these potential mechanisms is discussed further below.

Competitive food as a more desirable alternative to NSLP

Research has shown that student participation in the NSLP can be affected by negative perceptions of food quality and a limited variety of food offerings.¹³⁻¹⁴ Field observations at SFUSD schools prior to the elimination of a la carte meals, revealed that while the NSLP line might include one or two traditional meals such as baked chicken with rice, salad bread, fruit, and milk; the a la carte offerings typically would include varieties of pizza, hot and cold sandwiches, burritos, chow mien, hamburgers along with bagels, diverse snacks, confections, and drinks. Additionally, NSLP meals are procured and shipped frozen from an institutional meal provider in Chicago; while a la carte items were prepared onsite or were obtained from local companies. This phenomenon is not unique to San Francisco. In focus groups conducted in Washington State by the Children's Alliance, eligible students indicated that they would rather be able to apply their free lunch credits to a la carte food.¹⁵ The costs for a la carte items as

opposed to NSLP lunches can also affect students' perceptions of both programs. Such discrepancies in variety, quality and price may reflect real differences in quality or reflect the perception that a la carte options are more desirable than those provided by the NSLP.

Diverted Funds

The USDA Meal Cost Study shows that the average school district surveyed under-priced competitive foods by 39% compared to the actual full cost of providing those foods for sale.¹¹ As a result, in many school districts, competitive food sales are likely being subsidized, at least partially, from NSLP or local funds. This practice of diverting school meal program funds to a la carte operations, may reduce investments in the quality of NSLP food or the lunch environment, further exacerbating perceptions that the program is of poor quality.

While the sale of competitive foods may create significant barriers to NSLP participation through the mechanisms listed above, there has been very little empirical research on the mediating role of competitive foods on NSLP participation. Furthermore, as far as we know, there has never been an evaluation of the effects of eliminating or reducing competitive foods on student participation in the NSLP. Research on competitive food thus far, has focused on the formats in which competitive foods are being served (vending machines, *a la carte*, snack bars), the types of food offered, their nutritional quality, policies regarding open and closed campuses, nutrition education, hours of operation of vending machines, and the financial impact of applying nutrition standards to competitive foods.¹⁶⁻¹⁸

However, there is growing recognition of the various ways that competitive foods may impact a district's school food finances and participation in the National School Lunch Program.¹⁹ In their recommendations for improving the school nutrition environment, the White House Task Force on Obesity identifies separate a la carte programs as potentially impacting student participation in NSLP.²⁰ A recent study of school districts in Minnesota suggested that competitive foods could have a negative financial impact on the school meal program.²¹ These reports indicate the need for further analysis to evaluate the effects of removing competitive foods on NSLP participation and school nutrition program finances.

Specific Aims and Study Hypothesis

Motivated by a desire to improve equity, efficiency, and increase the meal choices offered through the National School Lunch Program (NSLP), the San Francisco Unified School District eliminated competitive, a la carte meals during the 2010-2011 school year. This change followed the prior implementation of a district-wide POS system during the 2009-2010 school year. The outcomes of this rare and bold action have important policy implications for school nutrition programs as well as USDA regulations of the NSLP program and competitive foods.

This study seeks to evaluate this unique school food intervention and considers several related hypotheses: *that* eliminating a la carte foods competing with NSLP reimbursable meals in school lunch environments in conjunction with the implementation of POS systems and electronic prepayment system will a) increase student participation in the NSLP and (b) improve SFUSD Student Nutrition Services' financial efficiency. The project will evaluate these hypotheses using the following aims and research methods:

Specific Aim 1: Assess quantitative changes in student NSLP participation by income level (free/reduced/paid) before and after the removal of competitive foods, utilizing NSLP program participation data

Specific Aim 2: Assess quantitative changes in SFUSD NLSP operating costs and revenues before and after the intervention, evaluating whether the elimination of competitive foods resulted in financial increases to the school meal program.

Research Design and Methods

Theoretical Framework

Following the mechanisms linking competitive food to NSLP participation described in the background section above, this framework serves as a guide for this research proposal.

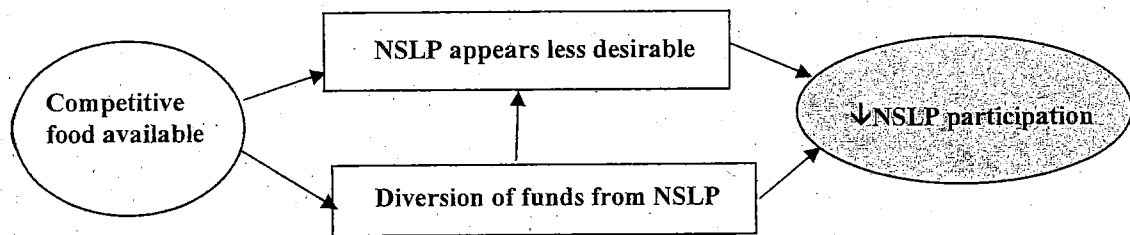


Figure 1 Theoretical framework for impact of competitive food on NSLP participation.

Preliminary Studies

In 2007, during the course of a partnership with the San Francisco Unified School District to increase the amount of fruits and vegetables offered through the National School Lunch Program, staff observed low levels of participation in the NSLP. In addition to offering NSLP meals, 28 of 37 middle and high schools sold separate a la carte meals for cash payment. The range of food choices was different for NSLP meals than those in a la carte lines. During the spring semester of the 2008-2009 school year, and the 2009-2010 school year, we worked with the management of SFUSD Student Nutrition Services and our community partner, San Francisco Food Systems, to design and implement a pilot intervention in one middle and two high schools which removed separate, competitive a la carte meal services and expanded the reimbursable lunch menu options. At the same time, SFUSD invested in a district-wide Point of Service system and an electronic prepayment system, necessary for fiscal accountability, and student anonymity. Through this pilot, we documented gains in NSLP participation among students qualified for subsidized meals. Our findings, reported in the *American Journal of Public Health*, suggested the need to more thoroughly examine the factors related to the presence of competitive foods that may lead to barriers to NSLP participation.

Target Populations

There are two related target populations: middle and high school students and students eligible to participate in the NSLP. During the 2010-2011 school year, 9,168 and 16,423 students were enrolled in SFUSD middle and high schools respectively. On

average, 65.3% of middle school students and 59.6% of high school students were eligible for free or reduced price meals. During the 2009-2010 school year, 41% of the student population was Asian, 24% was Hispanic or Latino, 11% was African American, and 11% was White non-Hispanic. During that same school year, 24% of the student population were English Learners.

Analysis of NSLP program participation data will reflect the entire student populations at the schools and also allow disaggregated analysis of subsidized and non-subsidized students.

Research Design

Analysis of NSLP program participation

In order to examine yearly changes in NSLP participation, NSLP participation data for middle and high schools will be obtained from the Assistant Director of SFUSD Student Nutrition Services for 2009-10, 2010-11, and fall 2011. SFUSD utilizes an enterprise management system, Horizon Software, to manage data for all aspects of their operation. Horizon is a highly-modularized food service management package that includes the following components: Free and Reduced application scanning package, all counting and claiming information necessary for USDA reimbursements, daily meals prepared and consumed by student payment category (free/reduced/paid) at each school site, inventory management and procurement to nutritional analysis, MealpayPlus® online pre-payment system, etc. Qualification for free and reduced price meals is determined by parental income for each student that applies for the NSLP. Every student in SFUSD is given a record number through Student Nutrition Services, which is used to identify each student and their paying status when a student selects a meal. Data on student enrollment will be obtained from the SFUSD Research, Planning, and Accountability Data Center.

We will review the total student enrollment at each school, the number of students in each payment category (free, reduced, and paid), and the average daily number of students that participating in the NSLP program for each semester. We will separate the data by average daily participation pre-intervention (2009-2010), and post-intervention (2010-2011; fall 2011) and analyze the changes in the percent of students

participating in the NSLP from each payment category by school, academic year, and semester. Because it has been noted that spring lunch participation is lower than fall participation, due to testing schedules and other school events, annual comparisons will be made between the same semester of each school year. Chi-square tests will be used to test for the significance of year-to-year changes and for differences in participation by paying status. Similar analysis was conducted during the course of the pilot.

At some schools that were not part of the initial pilot to remove competitive foods, the POS system was rolled out in 2009-10 to both the reimbursable and competitive food programs and data was captured in both programs for a portion of the school year. Because of this, at these schools, we have individual student level sales data both prior to the removal of the competitive food program and also in 2010-2011 after the removal of competitive food. One area of interest is the information on student purchases at the a la carte program during 2009-2010, their eligibility for NSLP meals, and how the purchasing behavior of these students changed after the removal of the a la carte food program in 2010-2011. We will also be able to analyze participation data by additional factors including open and closed campuses, number of students and number of points of service.

Budget analysis

School Food Authorities generally maintain a single food service account where revenues and expenses for all food programs are tracked. Sources of revenue include federal reimbursements, student payments for reimbursable meals, payments for competitive foods, and state and local government funding contributions. Sources of expenses include payroll and benefits, materials and food, equipment, services, and indirect costs. Because there is not a federal reporting requirement for separate expense and revenue accounting for both the reimbursable meal and the competitive food programs, many districts do not track the programs individually. Fiscal data for SFUSD will be obtained for the 2009-2010 and the 2010-2011 school years. Data for the 2009-10 and the 2010-2011 school year is available through the new Horizon software package. Fiscal data for the 2009-2010 will be reviewed and will be allocated

to the a la carte program or the NSLP program. All revenue and expenses for the 2010-2011 school years will be allocated to the NSLP program.

Specifically, we will conduct standard fiscal analyses, including profit loss statements for both the a la carte program and the NSLP for the middle and high schools will be prepared for the pre-intervention phase (2009-10) as well as a profit loss statement for 2010-2011. Additionally, we will compare balance sheets pre- and post-intervention. This analysis was conducted in the course of the pilot as well.

Strengths and Weaknesses

This study is a unique opportunity to exploit a social experiment in the elimination of competitive foods with national policy relevance. We are currently unaware of any evaluations of similar, district-wide interventions to eliminate a la carte foods in a major urban school district. The results from this study will provide valuable lessons learned and insight into the feasibility and effectiveness of this type of intervention.

The success of the project will benefit from an eight year collaborative relationship between SFDPH and SFUSD and the experience gained in the pilot intervention and evaluation.

An important weakness of the approach is untangling the diverse mechanisms linking competitive foods to changes in student NSLP participation. Additionally, retrospective analysis of the competitive food program and NSLP program revenues and expenses leave the possibility of misallocation of expenses and costs for each program. However, a staffing formula based on production method will be applied when allocating labor to the a la carte and to the NSLP program in 2009-10. Additionally, since the production systems of the a la carte and NSLP program were different, with the NSLP food primarily obtained from a national meal service provider, whereas the a la carte food was prepared on site by district staff, district food purchases will be reviewed and allocated to either the a la carte or the NSLP program.

Human Subjects Approval

All research methods included in this proposal do not involve disclosure of any identifying or sensitive information; thus, an exception certification from the University of California San Francisco Human Research Protection Program will be pursued.

Communications Plan

The goal of the communication plan will be to document the study design, research methods and results and present the information to key audiences in order to provide data that will inform the USDA's required work on this issue, as well as contribute data addressing a critical gap of information related to competitive food, school meal program finances and student participation in the National School Lunch Program. We will communicate and disseminate research results to local leaders including the San Francisco Unified School District Executive Leadership Team, Board of Education, SFUSD Nutrition Committee, and other local stakeholders through meetings, and presentations. We will disseminate our results through state and national food-interest organizations potentially including: National Association of City and County Health Departments, Food Research Action Center, California Food Policy Advocates, School Nutrition Association, etc. We will also share our findings with key USDA leaders and their staff. We will develop a research brief highlighting the findings of the project, and will disseminate it through listserves, emails, meetings, and through our website. In addition, we will present the results to national meetings potentially including the National Anti-Hunger Policy Conference, the School Nutrition Association meeting, the California School Nutrition Association meeting, National School Board Association, National Association of City and County Health Departments meeting, and to online audiences through webinars and conference calls. Finally, we will document the study design and research results in a paper that we will submit to health and/or education related journals. A timeline for all components of the Communication Plan are in the Workplan.

Project Team

Rajiv Bhatia, MD, MPH (Principal Investigator) is the Director of Occupational and Environmental Health for the San Francisco Department of Public Health and an Assistant Clinical Professor of Medicine at the University of California San Francisco. He has been responsible for environmental health law and policy in San Francisco since 1998 and has been successful in broadening local environmental and public health practice and policy to include issues of labor rights, working conditions, housing, land use, transportation and food security. He teaches a graduate student course on public policy and health at the U.C. Berkeley School of Public Health, is a founding member of the Health and Social Justice Team for the National Association of County and City Health Officials, and the co-editor of *Tackling Health Inequities through Public Health Practice: Theory to Action*. Dr. Bhatia has provided SFDPH leadership for several policy and legislative initiatives in the food industry, including requirements for restaurant grading, a voluntary green business program, prohibitions on tobacco sales and environmental tobacco smoke, and requirements for local menu labeling. Dr. Bhatia has supported SFUSD Student Nutrition Services for 9 years through DPH's funding of technical expertise through the departments contract with San Francisco Food Systems. Dr. Bhatia will provide strategic direction for the project. He will devote 10 % FTE on the project.

Paula Jones, MA (Project Director) is the SFDPH Director of Food Systems and has extensive experience with program design and management, nutrition programs, leading collaborative initiatives and partnerships, and policy development. Ms. Jones has over 12 years of experience managing federal, state and private grants. She has 9 years of experience working directly with the Director and Assistant Director Student Nutrition Services Department of SFUSD, and the Executive Director of Policy and Operations for SFUSD who oversees Student Nutrition Services. She also founded SFUSD current community partner, San Francisco Food Systems. She has developed and implemented numerous pilots in school food, and has worked with SFUSD to successfully raise grant funds to expand model programs such as salad bars, and Grab n Go breakfast. With 10% FTE devoted to this initiative, she will provide overall

Direction, coordination and monitoring of all activities in the initiative. She will be the primary fiscal manager of the grant and subcontract, in coordination with SFDPH's Contracts-Management Office. She will also manage the project timeline and deliverables including the communications plan. She will be the lead liaison with SFUSD Student Nutrition Services and San Francisco Food Systems

SFDPH's Environmental Health Section has extensive experience managing large government grants, including grants from various federal agencies (e.g. NIH, USDA), and from California departments of health services, agriculture, public health, and transportation. SFDPH's Contracts-Management Office provides full-service fiscal administration of grants and other awards from federal, state, and local government as well as from private-sector funders. SFDPH has successfully managed other large grants and has procedures in place to track and monitor RWJ expenditures separately from other federal funding streams. The contracts management office will implement specific RWJ reporting systems to meet online reporting criteria and timelines, and generally comply with all RWJ requirements.

Zetta Reicker, MA (Project Manager) is the Assistant Director of San Francisco Unified School District Student Nutrition Services and designed and implemented the initial pilot project eliminating competitive foods in two high schools and a middle school in San Francisco. The success with the initial pilot led to the decision of SFUSD to eliminate the majority of competitive foods throughout the district. Ms. Reicker also co- led the implementation of a new Point of Service system in 2009-2010 at all schools in SFUSD, and she manages the Student Nutrition Services department's data systems as well as conduct all program's analysis. Ms. Reicker is a key Community Leader for this project. Ms. Reicker serves as Advisory Board Chair for San Francisco Food Systems; and in this role, she will hire and oversee the Financial Analyst. She will also manage all aspects of the San Francisco Food Systems contract. She will devote 10 % FTE on the project.

Financial Analyst (to be hired) will be hired as a contract employee through SFUSD Student Nutrition Services' community partner, San Francisco Food Systems, a fiscally sponsored project of Community Initiatives. The Financial Analyst will have a background in financial accounting, and experience utilizing data from diverse financial and information systems to build tools and analytical models. The Financial Analyst will have extensive experience preparing and analyzing income and fund statements, and balance sheets. The Analyst will be trained on the Student Nutrition Services enterprise management system, Horizon Software. Horizon is a highly-modularized food service management package that includes the following components: inventory management and procurement to nutritional analysis, menu planning, production and point of sale, MealpayPlus® online pre-payment system, Free and Reduced application scanning package, etc. The Financial Analyst will compile all relevant quantitative data related to program participation and finances, and will prepare various analytical reports for the Project Team. The Financial Analyst will also work with the Project Team to document methods utilized and results of the study.

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Work Plan

SFUSD School Lunch Evaluation Work Plan																																								
Week	Oct-11			Nov-11			Dec-11			Jan-12			Feb-12			Mar-12			Apr-12			May-12			Jun-12			Jul-12			Aug-12			Sept-12						
	3	4		1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	
Activity																																								
Sign Memorandum of Understanding with SFDPPH, SFUSD and SFFS	X																																							
Accept and expend grant through DPH/CCSF fiscal process	X	X																																						
Prepare contract for SFFS	X	X	X																																					
Obtain IRB approval	X	X	X																																					
Hire Financial Analyst				X	X	X																																		
Train Financial Analyst on SFUSD Software							X																																	
Obtain revenue and expense data								X	X	X																														
Obtain official FRPM registration data for 2009-2011								X	X	X																														
Obtain student participation data 2009-2011							X	X	X																															
Conduct financial analysis								X	X	X	X																													
Write-up findings								X	X	X																														
Prepare presentation																																								
Prepare research brief on final results																																								
Prepare article																																								
Meet with key leaders																																								



Robert Wood Johnson Foundation

LETTER OF AGREEMENT

Following are the terms and conditions applying to grants made by the Robert Wood Johnson Foundation (referred to as "the Foundation," "we" or "us"). As a grantee (referred to as "grantee" or "you"), you should read this carefully; your signature on this form constitutes your acceptance of all the terms and conditions. As used in this form, the term "grant" includes any income you derive from the grant.

Awardee: San Francisco Department of Public Health
I.D.: 69485
Amount: \$49,090
Purpose: Evaluating the impact on student nutrition and national food programs of eliminating competitive meals in schools
Project Information: Grant Period: November 1, 2011 through October 31, 2012
Project Director: Rajiv Bhatia, M.D., M.P.H., 415-252-3931
(rajiv.bhatia@sfdph.org)

1. PURPOSE AND ADMINISTRATION. You will directly administer the project or program being supported by the grant and agree that no grant funds shall be used in any way other than as specifically set forth in this Letter of Agreement and the final proposal, budget and related documents, all as approved by the Foundation (the "Approved Grant Documents") without the Foundation's prior written consent. You further agree that no grant funds shall be disbursed to any organization or entity, whether or not formed by you, except as specifically set forth in the Approved Grant Documents.

During the 2009-10 school year, the San Francisco Unified School District (SFUSD) and San Francisco Department of Public Health (SFDPH) experimented with the removal of a la carte foods in one middle school and two high schools as a way to reduce stigma and increase National School Lunch Program (NSLP) participation. Learning from this pilot, SFUSD decided to eliminate all a la carte meals from schools during the 2010-11 school year. This project proposes a quantitative evaluation of the outcomes from this intervention. The intervention and its evaluation have broad policy relevance to national school food and child nutrition policies, including those related to funding the NSLP, and USDA regulations including financial record keeping of competitive foods. The specific aims of this study are to: 1) assess quantitative changes in student NSLP participation by income level (free/reduced/paid) before and after the removal of competitive foods, utilizing NSLP program participation data, and 2) assess quantitative changes in NSLP operating costs and revenues before and after the intervention, evaluating whether the elimination of competitive foods resulted in a positive effect on school finances. The study will take place in a large, multi-ethnic, urban school district of over 53,000 students, 61% of whom are qualified for free and reduced-price meals. Deliverables will include a research brief and a manuscript for a journal article to be submitted to health and/or education related journals. The principal investigator is Rajiv Bhatia, MD, MPH.

No changes may be made to the nature or scope of the program or project being supported by this grant without the express written consent of the Foundation:

2. USE OF GRANT FUNDS.

A. No part of the grant shall be used to carry on propaganda or otherwise attempt to influence legislation within the meaning of Section 4945(d)(1) of the Internal Revenue Code.

B. No part of the grant shall be used to attempt to influence the outcome of any specific public election or to carry on, directly or indirectly, any voter registration drive within the meaning of Section 4945(d)(2) of the Internal Revenue Code.

C. No part of the grant shall be used to provide a grant to an individual for travel, study or similar purpose within the meaning of Section 4945(d)(3) of the Internal Revenue Code, without prior written approval of the Foundation. Payments of salaries, other compensation or expense reimbursement to your employees within the scope of their employment do not constitute grants for these purposes and are not subject to these restrictions.

D. No part of the grant shall be used for purposes other than religious, charitable, scientific, literary or educational purposes or the prevention of cruelty to children or animals within the meaning of Section 170(c)(2)(B) of the Internal Revenue Code. If any portion of the grant is used for purposes other than those described in Section 170(c)(2)(B) of the Internal Revenue Code, you shall repay to the Foundation that portion of the grant and any additional amount in excess of such portion necessary to effect a correction under Section 4945 of the Internal Revenue Code.

E. You promptly shall repay any portion of the grant which for any reason is not used exclusively for the purposes of the grant. You shall repay to the Foundation any portion of the grant which is not used exclusively for the purposes described in Section 1 hereof by the expiration of the grant period or within any approved extension within thirty (30) days. If we terminate the grant pursuant to Section 11 hereof, you shall repay within thirty (30) days all grant funds unexpended as of the effective date of termination and all grant funds expended for purposes or items allocable to the period of time after the effective date of termination.

F. If you are directly or indirectly controlled by the Foundation or by one or more "disqualified persons" (within the meaning of Section 4946 of the Internal Revenue Code) with respect to the Foundation, you agree (i) to expend all of the grant prior to the close of your first annual accounting period following the taxable year in which you receive a grant payment, as qualifying distributions within the meaning of Section 4942(g)(3) and (h); and (ii) to submit to the Foundation promptly after the close of your annual accounting period a full and complete written report signed by an appropriate officer, director or trustee showing that the qualifying distribution has been made, the name and address of the recipient or recipients, the amounts received by each and that all the distributions are treated as distributions out of corpus under Section 4942(g)(3) and (h).

G. Grantee agrees that any polls or surveys funded as part of this grant, if any, shall comply fully with the RWJF Guidelines for Funding and Releasing Polls and Surveys (which are available at www.rwjf.org/grantees/policies/other.jsp).

3. BUDGET. The grant budget and any revisions thereto shall comply with our Budget Preparation Guidelines (previously provided with your proposal application and instructions), Budget Revision Guidelines (which are available at www.rwjf.org/grantees/instructionlist.jsp) and any additional instructions contained in the award letter sent by the Foundation to you (collectively the "Budget Guidelines"). Such Budget Guidelines, as they may be modified by us from time to time, are part of the terms and conditions

of your grant. Expenditures of grant funds must adhere to the specific line items in your approved grant budget.

4. **ACCOUNTING AND AUDIT.** You shall indicate the grant separately on your books of account. You shall maintain a systematic accounting record of the receipt and disbursement of funds and expenditures incurred under the terms of the grant and shall retain the substantiating documents such as bills, invoices, cancelled checks and receipts in your files for at least four (4) years after expiration of the grant period. You agree promptly to furnish the Foundation with copies of such documents upon the Foundation's request and to make your books and records available for inspection by us at reasonable times.

At our expense, we may audit or have audited your grant-related books and records, and you shall provide all necessary assistance in connection therewith.

5. **REPORTS.** You shall furnish financial reports to us for each budget period of the grant and upon expiration, repayment (pursuant to Section 2E) or termination of the grant (pursuant to Section 11). The financial report shall show actual expenditures reported as of the date of the report against the approved line item budget. You shall furnish annual narrative reports and the final narrative report to us which shall include a report on the progress you made toward achieving the grant purposes and any problems or obstacles encountered in the effort to achieve the grant purposes. All such reports shall be furnished to us within thirty (30) days after the close of the period for which such reports are made. You shall retain all such reports in your files for at least four (4) years after expiration of the grant period.

At our expense, we may monitor and conduct an evaluation of operations under the grant, which may include visits by our representatives to observe your program procedures and operations and to discuss the program with your personnel.

6. **COPYRIGHT; FOUNDATION USE OF DATA; PUBLIC USE DATA SETS.** All copyright interests in materials produced as a result of this grant are owned by the grantee. You grant to the Foundation a nonexclusive, irrevocable, perpetual, royalty-free license to reproduce, publish, republish, summarize, excerpt or otherwise use and license others to use, in print or electronic form, including in electronic databases or in any future form not yet discovered or implemented, any and all such materials produced in connection with this grant.

You represent and warrant that the material produced by you under this grant will be original and not infringe upon any copyright or any other right of any other person, and has not previously been published.

If one of the deliverables described in Section 1 is a public use data set for inclusion in the Foundation's Health and Medical Care Archive, you shall, at no additional cost to us, cause public use data files to be constructed (with appropriate adjustments to assure individual privacy) in accordance with the specifications of the Inter-University Consortium for Political and Social Research, University of Michigan, including the full documentation outlined in the Consortium's current data preparation manual. Unless we otherwise specify, such public use data files shall include all data files used to conduct the analysis under the grant. You shall transmit one computer-readable copy of such public use data files and documentation to the Consortium within 12 months of the expiration of the grant period. A portion of your final payment up to 10 percent of the grant award amount may be withheld until this deliverable has been received.

7. **PUBLIC REPORTING.** The Foundation will report this grant, if made, in its next annual report. The Foundation will discuss potential communications activities with you related to this grant, including the issuing of press releases. Please do not issue press releases or any public announcements without consulting with the Foundation prior to these activities. In addition, we may publish reports on the project or program, briefly describing its accomplishments and results, which we may also use to respond to inquiries.

You shall send to the Foundation copies of all papers, manuscripts and other materials which you produce that are related to this grant.

In all public statements concerning the Foundation, you should refer to the Foundation by its full name: Robert Wood Johnson Foundation.

8. **GRANTEE TAX STATUS.** You represent that you are currently either (i) a tax-exempt organization described in Section 501(c)(3) of the Internal Revenue Code and either (a) are not a private foundation and are not a Type III supporting organization described in Section 509(a)(3)(B)(iii); or (b) are an exempt operating foundation described in Section 4940(d)(2); or (ii) an organization described in Section 170(c)(1) or Section 511(a)(2)(B). You shall immediately give written notice to us if you cease to be exempt from federal income taxation as an organization described in Section 501(c)(3), or your status as not a private foundation under Section 509(a) and not a Type III supporting organization under Section 509(a)(3)(B)(iii), as an exempt operating foundation described in Section 4940(d)(2) or as a Section 170(c)(1) or Section 511(a)(2)(B) organization is materially changed.

9. **CERTIFICATION REQUIRED WHEN GRANT MAY BE USED FOR RESEARCH INVOLVING HUMAN SUBJECTS.** If the grant is to be used in whole or in part for research involving human subjects, you hereby certify that you will conduct the research in compliance with the ethical standards and the criteria for approval and conduct of research set forth in United States Department of Health and Human Services policy for the protection of human research subjects (45 C.F.R. Part 46 and related guidance, as amended from time to time) and all other federal and state laws applicable to the research project. Such requirements may include, but are not limited to, obtaining and maintaining institutional review board (IRB) approval and obtaining informed consent of participating research subjects.

10. **PRIVACY AND SECURITY OF HEALTH INFORMATION.** You represent and warrant that any individually identifiable health information used or disclosed in connection with the grant will be used and disclosed in compliance with applicable federal and state statutes and regulations regarding the privacy and security of such information including, but not limited to, the Health Insurance Portability and Accountability Act of 1996, 42 U.S.C. Section 201 et seq., as amended, and its applicable implementing regulations, 45 C.F.R. Part 164 (HIPAA). Any health information reported to the Foundation will be de-identified within the meaning of the HIPAA privacy rule or will be consistent with the research subject's signed HIPAA authorization or will be otherwise permissible under law.

11. **GRANT TERMINATION.** It is expressly agreed that any use by you of the grant proceeds for any purposes other than those specified in Section 170(c)(2)(B) of the Internal Revenue Code will terminate our obligation to make further payments under the grant.

At our sole option, we may terminate the grant at any time if (i) you cease to be exempt from federal income taxation as an organization described in Section 501(c)(3) of the Internal Revenue Code; (ii) your status as not a private foundation under Section 509(a), as not a Type III supporting organization under Section 509(a)(3)(B)(iii), or as an exempt operating foundation under Section 4940(d)(2), or as a Section 170(c)(1) or Section 511(a)(2)(B) organization is materially altered; or (iii) in our sole judgment, you become unable to carry out the purposes of the grant, cease to be an appropriate means of accomplishing the purposes of the grant or fail to comply with any of the conditions hereof.

If the grant is terminated prior to the scheduled completion date, upon our request, you shall provide us a full accounting of the receipt and disbursement of funds and expenditures incurred under the grant as of the effective date of termination.

12. **LIMITATION; CHANGES; SEVERABILITY.** You acknowledge and agree that we have no obligation to provide other or additional support to you for purposes of this project or any other purposes. Any changes, additions or deletions to (i) the terms and conditions of the grant; or (ii) the Approved Grant Documents must be made in writing only and must be jointly approved by the Foundation and you. The invalidity in whole or in part of any term or condition of this grant shall not affect the validity of the other terms and conditions.

13. **CHANGED CIRCUMSTANCES; REGULATORY ACTION.** You shall promptly notify us in writing if there is any change in circumstances that might affect your ability to carry out the grant; you undergo a merger, division or other corporate reorganization; you become subject to a proceeding under the Bankruptcy Code or other law relating to insolvency or make an assignment for the benefit of creditors; you become subject to an investigation or proceeding brought by the Attorney General or any other regulatory agency; or you receive notice of any litigation or other legal action relating to the grant or are served with a subpoena or other legal process seeking to compel production of or obtain access to any data related to the grant.

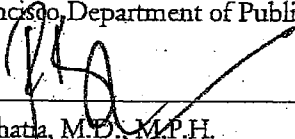
14. **NONTRANSFERABILITY; NO JOINT VENTURE.** This grant is not transferable. Nothing contained herein shall be construed in any manner to imply or create a relationship between the Foundation and you as partners, joint venturers or agent. You shall not act in any manner as our agent or representative.

15. **AUTHORITY; COMPLIANCE WITH APPLICABLE LAW.** You represent and warrant that you have full power and authority to enter into this agreement, and that all activities conducted hereunder shall be in full compliance with the requirements of all applicable federal, state and local laws, regulations and ordinances.

All the terms and conditions above are hereby accepted and agreed to as of the date indicated.

San Francisco, Department of Public Health

Date: 7-28-2011

By:  _____

Rajiv Bhatia, M.D., M.P.H.

Title: Director of ENVIRONMENTAL HEALTH

