

File No. 191015

Committee Item No. 2

Board Item No. 14

### COMMITTEE/BOARD OF SUPERVISORS

#### AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date November 13, 2019

Board of Supervisors Meeting

Date November 19, 2019

#### Cmte Board

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|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Resolution                                   |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form                            |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Form 126 – Ethics Commission                 |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

#### OTHER (Use back side if additional space is needed)

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|-------------------------------------|-------------------------------------|-----------------------|
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Grant Proposal</u> |
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Completed by: Linda Wong Date November 8, 2019

Completed by: Linda Wong Date November 15, 2019

1 [Accept and Expend Grant and Amend the Annual Salary Ordinance - Retroactive - Office of  
2 Financial Empowerment Kindergarten to College Program - Mott Foundation - \$365,000]

3 Ordinance retroactively authorizing the Office of Treasurer & the Tax Collector to  
4 accept and expend a grant in the amount of \$365,000 from the Charles & Stuart Mott  
5 Foundation for implementing the Office of Financial Empowerment Kindergarten to  
6 College Program for the period of September 1, 2019, through August 31, 2021; and  
7 amending Ordinance No. 170-19 (Annual Salary Ordinance File No. 190620 for FYs  
8 2019-2020 and 2020-2021) to provide for the creation of one grant-funded Class 1844  
9 Senior Management Assistant position (0.67 FTE).

10 NOTE: Unchanged Code text and uncodified text are in plain Arial font.  
11 Additions to Codes are in *single-underline italics Times New Roman font*.  
12 Deletions to Codes are in *strikethrough italics Times New Roman font*.  
13 Board amendment additions are in double-underlined Arial font.  
14 Board amendment deletions are in ~~strikethrough Arial font~~.  
15 Asterisks (\* \* \* \*) indicate the omission of unchanged Code  
16 subsections or parts of tables.

17 Be it ordained by the People of the City and County of San Francisco:

18 **Section 1. Findings.**

19 (a) The Office of Financial Empowerment in the Office of the Treasurer & Tax Collector  
20 was awarded a \$365,000 grant from the Mott Foundation on March 19, 2019. The purpose of  
21 the grant is to support refinement and an expansion of outreach and communications  
22 campaign to increase the savings participation rate for families through the Kindergarten to  
23 College program.

24 (b) The City and County of San Francisco established the Kindergarten to College  
25 program in 2011 to provide college savings accounts for San Francisco Unified School District  
kindergarteners with an initial deposit of \$50, provide a financial education curriculum, and

1 encourage savings for higher education.

2 (c) Now managing over 35,000 accounts, Kindergarten to College serves every family  
3 in the San Francisco public school system but is especially attuned to low-income families and  
4 families of color who face the greatest barriers to post-secondary education. Families have  
5 saved more than \$4.2 million for post-secondary education through the Kindergarten to  
6 College program and, including San Francisco's contribution to accounts, families now have  
7 more than \$6.9 million saved for their children's future.

8 (d) The grant period is from September 1, 2019 through August 31, 2021.

9 **Section 2. Authorization to accept and expend grant funds.**

10 (a) The Board of Supervisors hereby authorizes the Office of Treasurer & Tax  
11 Collector to retroactively accept and expend, on behalf of the City and County of San  
12 Francisco, funds from the Mott Foundation in the amount of \$365,000 to conduct outreach to  
13 families in the Kindergarten to College program and to provide incentives for low-income  
14 families to contribute to college savings accounts.

15 (b) The grant does not require matching funds from the City.

16 (c) The grant includes a provision for indirect costs in the amount of \$33,182.

17 **Section 3. Grant funded positions; Amendment to FY 2019-2020 and FY 2020-21**  
18 **Annual Salary Ordinance.**

19 The hereinafter designated sections and items of Ordinance No. 170-19 (Annual Salary  
20 Ordinance File No. 190620 for FY 2019-2020 and FY2020-2021) are hereby amended to add  
21 one position in the Office of the Treasurer & Tax Collector as follows:

22 Fund: 12550 Dept: 207944 Project: 10034639 Activity: 0001 Authority: 10001

23

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Amendment	No. of Positions	Class and Item No.	Compensation Schedule	Fiscal Year
Add	.67 FTE	1844 Senior Management Assistant	\$3,282 - \$3,989 Biweekly	2019-2020

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APPROVED AS TO FORM:  
DENNIS J. HERRERA, City Attorney

By: Moe Jamil / RA  
Moe Jamil  
Deputy City Attorney

APPROVED AS TO CLASSIFICATION:  
DEPARTMENT OF HUMAN RESOURCES

By: [Signature] 9/16/19  
Human Resources Director

APPROVED:  
MAYOR'S OFFICE

By: [Signature]  
for Mayor's Office

APPROVED:  
OFFICE OF THE CONTROLLER

By: [Signature]  
for Ben Rosenfield  
Controller

RECOMMENDED:

By: [Signature]  
Tajel Shah  
Department Head

n:\tax team\mjamil\misc\accept and expend grant ordinance-mott.docx

File Number: \_\_\_\_\_  
(Provided by Clerk of Board of Supervisors)

**Grant Ordinance Information Form**  
(Effective July 2011)

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

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

1. Grant Title: Charles Stewart Mott Foundation to Support Kindergarten to College Program
2. Department: Office of the Treasurer & Tax Collector
3. Contact Person: Amanda Fried Telephone: (415) 554-0889
4. Grant Approval Status (check one):  
 Approved by funding agency                       Not yet approved
5. Amount of Grant Funding Approved or Applied for: \$365,000
6. a. Matching Funds Required: \$0  
b. Source(s) of matching funds (if applicable):
7. a. Grant Source Agency: Charles Stewart Mott Foundation  
b. Grant Pass-Through Agency (if applicable):
8. Proposed Grant Project Summary:  
To support the efforts of the Kindergarten to College program to strengthen outreach, operations, and advance continue to advance a cradle to career model to help ensure all young people can achieve college or post-secondary certification.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: September 1, 2019                      End-Date: August 31, 2021
10. Number of new positions created and funded: 1 position created and funded.
11. Explain the disposition of employees once the grant ends? Position is permanent exempt. It is anticipated that the position will be funded by another grant source following the two-year period.
12. a. Amount budgeted for contractual services: 0  
b. Will contractual services be put out to bid? No  
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements?  
d. Is this likely to be a one-time or ongoing request for contracting out?
13. a. Does the budget include indirect costs?  
 Yes                       No  
b. 1. If yes, how much? \$33,182  
b. 2. How was the amount calculated? Administrative Overhead at 10%  
c. 1. 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):  
 c. 2. If no indirect costs are included, what would have been the indirect costs?

14. Any other significant grant requirements or comments: No

**\*\*Disability Access Checklist\*\***

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

<input checked="" type="checkbox"/> Existing Site(s)	<input type="checkbox"/> Existing Structure(s)	<input checked="" type="checkbox"/> Existing Program(s) or Service(s)
<input type="checkbox"/> Rehabilitated Site(s)	<input type="checkbox"/> Rehabilitated Structure(s)	<input type="checkbox"/> New Program(s) or Service(s)
<input type="checkbox"/> New Site(s)	<input type="checkbox"/> New Structure(s)	

16. The Departmental ADA Coordinator 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:  
*Please consult with mod as needed regarding providing reasonable accommodations within the program.*

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Nicole Bohm  
 (Name)

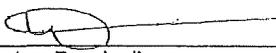
Director, Mayor's Office on Disability  
 (Title)

Date Reviewed: May 22, 2019                        
 (Signature Required)

Overall Department Head or Designee Approval:

Tajrl Shah  
 (Name)

Chief Assistant Treasurer  
 (Title)

Date Reviewed: 5/22/2019                        
 (Signature Required)

Proposed Grant Budget	2019-2020	2020-2021	TOTAL
Salary & Benefits (1 FTE)	152,568	157,145	309,713
Supplies & Equipment			
Advertising & Outreach	3,053	3,053	6,105
Consultants & Professional Services	8,000	8,000	16,000
Events			
Travel & Accommodation			
Mileage & Parking			
Grantees & Stipends			
Incentives			
Misc.			
Administrative Overhead @ 10%	16,362	16,820	33,182
Total	179,983	185,017	365,000

OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

February 12, 2019

Ridgway H. White  
President, Charles Stewart Mott Foundation  
Mott Foundation Building  
503 S. Saginaw St., Suite 1200  
Flint, Michigan 48502-1851

Dear Mr. White,

On behalf of the City and County of San Francisco I am respectfully submitting a grant proposal to the Charles Stewart Mott Foundation for \$365,000 over a two year period to support our Kindergarten to College (K2C) program.

Launched in 2011 as a public-private partnership, K2C provides families a place to save for post-secondary education, and a way to build a college-bound identity. Recognizing that post-secondary education leads to increased lifetime earnings and expanded social mobility, K2C is integrated into our public school system and designed to reach as many young people as possible, particularly the 55 percent of our public school students from low-income households.

Enabling young people, their parents and guardians to believe that post-secondary education is a viable financial option remains one of the greatest barriers for many low-income families. We know that even modest savings can have a real impact on helping more children achieve a post-secondary education. K2C is helping a growing number of families, including those who face the greatest challenges, to set aside money for their children's future. To date, San Francisco has opened savings accounts for over 34,000 public school children and helped families save nearly \$4,000,000 of their own money for their child's post-secondary education.

Support from the Charles Stewart Mott Foundation will allow us to develop strategies that work for San Francisco, while also sharing our experiences with the growing number of communities across California and the rest of the country who are seeking to launch similar efforts. We still have more work to do, but our progress local in San Francisco underscores the pioneering role K2C is playing to support all families in our public school system.

Thank you for your ongoing financial support in helping San Francisco's students in pursuing a higher education, and I look forward to continuing this partnership with the Charles Stewart Mott Foundation.

Sincerely,

A handwritten signature in cursive script that reads "London N. Breed".

London N. Breed  
Mayor, City and County of San Francisco

1 DR. CARLTON B. GOODLETT PLACE, ROOM 200  
SAN FRANCISCO, CALIFORNIA 94102-4681  
TELEPHONE: (415) 554-6141

Office of the Treasurer & Tax Collector  
City and County of San Francisco



José Cisneros, Treasurer

February 8, 2019

Ridgway H. White  
President, Charles Stewart Mott Foundation  
Mott Foundation Building  
503 S. Saginaw St., Suite 1200  
Flint, Mich. 48502-1851

Dear Mr. White,

On behalf of the City and County of San Francisco's "Kindergarten to College" (K2C) program, I am respectfully submitting a grant proposal to the Charles Stewart Mott Foundation for \$365,000 over two-years.

Launched in 2011 as a public-private partnership, Kindergarten to College (K2C) provides families a default place to save for post-secondary education, and a way to build a college-bound identity. K2C is integrated into the public-school system to reach as many young people as possible, particularly the 55 percent of San Francisco Unified School District's (SFUSD) students from low-income households who face significant barriers to post-secondary education, and the increased lifetime earnings and social mobility associated with it.

To-date, San Francisco has opened savings accounts for over 34,000 public school children and helped families save \$4,000,000 of their own money for their child's post-secondary education. Support from the Charles Stewart Mott Foundation will allow us to develop strategies that work for San Francisco while sharing our experiences with the growing number of communities across California and the rest of the country who seek to launch similar efforts.

We know that just getting young people and their parents to the starting line—believing that post-secondary education is an option—remains one of the greatest barriers for many low-income families and families of color. The more a family saves, the more likely their children are to pursue post-secondary education. However, even modest savings can have an impact, and K2C is helping a growing number of families, including those who face the greatest challenges, to set aside money for their children's future. We still have much work to do, but this progress underscores the pioneering role K2C is playing to support all families in the public school system.

I thank the Foundation for its ongoing financial support and thought partnership in this important work. We look forward to continuing our partnership with the Charles Stewart Mott Foundation.

Sincerely,

A handwritten signature in black ink, appearing to be "José Cisneros", written over a horizontal line.

José Cisneros  
Treasurer



## Proposal to the Charles Stewart Mott Foundation To Support Kindergarten to College

### I. Executive Summary

Spearheaded by the San Francisco Treasurer's Office of Financial Empowerment in partnership with the Mayor's Office and the San Francisco Unified School District, Kindergarten to College began as a two-year pilot program in 2011. Today, every child entering kindergarten in the City's public schools automatically receives a college savings account with a starting deposit of \$50 and opportunities to earn financial incentives. San Francisco public schools are incredibly diverse, with most children coming from minority families: 35% Asian, 27% Hispanic/Latino, 15% White and 7% African-American. A third of all students are English Language Learners and 55% are enrolled in the National School Lunch program. Over the past two-year grant period, K2C made tremendous progress, strengthening systems, policies and procedures; researching a hybrid account model; imbedding K2C within the broader spectrum of city services for children, youth and families; strengthening its targeted universalism approach; and enhancing outreach and marketing, research and strategic communications. To consolidate this progress, K2C will pursue three primary goals in the coming two years. First, K2C will further strengthen operations to manage greater scale, complexity and innovation. Second, K2C will strengthen outreach to schools, communities and families of students in elementary school, while extending outreach to students in middle and high school where the opportunity is to engage young adults thinking about their future. Third, K2C will continue to advance a cradle to career model to help ensure all young people can achieve college or other post-secondary certification on the pathway to adult and workforce success. The City and County of San Francisco respectfully requests \$365,000 from the Charles Stewart Mott Foundation over the next two years to support Kindergarten to College's next chapter of growth and development.

### II. Background

Spearheaded by the San Francisco Treasurer's Office of Financial Empowerment (OFE) in partnership with the Mayor's Office and the San Francisco Unified School District (SFUSD), Kindergarten to College (K2C) began as a two-year pilot program in 2011. Today, every child entering kindergarten in the City's public schools automatically receives a college savings account with a starting deposit of \$50. K2C encourages families to save by providing additional financial incentives for contributions during the first year after account opening.

The idea of establishing a universal system of children's accounts was first proposed by Professor Michael Sherraden in his seminal book, *Assets and the Poor*. In this work, Sherraden argued that these accounts could provide a foundation for lifelong asset accumulation, facilitate the delivery of action-oriented basic financial education during the school year and jump-start a savings habit. Other research has indicated that children in low-and moderate-income households with school-designated savings of \$500 or less are three times more likely to graduate college than children without.<sup>1</sup> K2C is based on this research, as well as a demonstration led by Prosperity Now (formerly the Corporation for Enterprise Development or

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<sup>1</sup> Elliott, William & Song, Hyun & Nam, Ilung. (2013). Small-dollar children's savings accounts and children's college outcomes by income level. *Children and Youth Services Review*. 35. 560-571. 10.1016/j.childyouth.2012.12.003.

CFED) between 2003 and 2008 called *Saving for Education, Entrepreneurship and Down payment (SEED)*.<sup>2</sup> Evidence from SEED suggested that low-income families can and will save; children's savings accounts (CSAs) promote positive attitudinal and behavioral changes in children; and universal, automatic access to accounts is critical to a program's breadth and depth of outreach. Based on insights from SEED and other research, San Francisco launched the first CSA in the country incorporating all five programmatic recommendations:

- **Universal:** Provides a savings account to all students starting kindergarten, including those who are undocumented, in unbanked families, living in foster care or homeless. This custodial savings account is held on behalf of each student by the City and County of San Francisco.
- **Automatic:** Enrolls all students automatically, removing two significant barriers for parents—inertia and the cost of opening an account.
- **Publicly Funded:** The City funds an initial seed deposit of \$50 for each child's account, an additional equity deposit for accounts of students from low-income households and K2C's basic operating expenses.
- **Financial Incentives:** Encourage parents and students to save and build financial assets for the future.
- **Range of Deposit Options:** Offers families multiple ways to contribute to their children's accounts, including in-person, direct deposit, bill pay and by mail. Traditional college savings accounts, such as 529 educational savings plans, only allow for online or mail deposits, require a social security number and do not accept cash, creating significant barriers to saving for unbanked and undocumented families. They also create barriers for those who lack access to the Internet or the sophistication to navigate market investments.

The creation of a CSA model that can enroll thousands of five-year-old children into their own savings account without the need for a parent signature or social security number is a first-in-the-nation innovation with many advantages. First, K2C reaches a diverse constituency of low- and middle-income families directly through its partnership with the public school system, which provides the connectivity and trust families have with educators. Second, K2C's automatic and universal model provides a savings platform that can be used for a wide range of programmatic interventions to both increase savings and advance educational outcomes. For example, because every child is enrolled, teachers can equip all students in a class with essential financial knowledge that can be applied immediately to their savings account. Third, every child begins kindergarten part of the financial mainstream with a financial asset. Much work remains to strengthen the infrastructure necessary to support CSAs, but K2C has demonstrated that automatic child savings programs are possible, effective and scalable. In so doing, K2C has paved the way for other municipalities and communities across the United States to launch similar initiatives.

### III. Target Population

K2C serves every family in the public school system but is especially attuned to low-income families and families of color who face the greatest barriers to post-secondary education. K2C is integrated into the public school system because San Francisco public schools serve a primarily low- to moderate-income population. While the percentage of low-income families across San Francisco generally is 9.5%, 55% of public school students are enrolled in the National School Lunch program. The income threshold to qualify for free lunch is \$32,630 for a family of four and the income threshold for reduced-priced lunch is

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<sup>2</sup> See Sherraden, M., & Stevens, J. (2010). *Lessons from SEED: A national demonstration of child development accounts*. Washington, DC: CFED.

\$46,435 for a family of four. San Francisco public schools are also incredibly diverse, with most children coming from minority families: 35% Asian, 27% Hispanic/Latino, 15% White and 7% African-American. In addition, 29% of students are English Language Learners.

#### IV. Accomplishments During Previous Grant Period

Over the past two-year grant period, K2C's goals were to strengthen systems, policies and procedures; research a hybrid account model; imbed K2C within the broader spectrum of city services for children, youth and families; strengthen its targeted universalism approach; and enhance outreach and marketing, research and strategic communications. K2C's achievements under each of these goals are outlined below.

##### *A. Strengthen Systems, Policies and Procedures*

This goal was intended to help K2C scale to 100,000 accounts.

- *Revised K2C Incentives*  
For the first time since its inception, K2C revised the financial incentives available to families, based on technical assistance from IDEAS42 and evidence from K2C's initial seven years. K2C revised incentives to encourage families to start and continue saving in the initial year of account opening. K2C now offers families up to \$90 in financial incentives, in addition to the initial \$50 seed provided by the City:
  - *\$20 Online-Account Registration Bonus:* Encourages families to register their account online to view their balance and activity.
  - *\$10 Save Now Bonus:* Creates a sense of urgency by encouraging families to save any amount within the first 60 days after the account is opened.
  - *\$10 Save monthly Bonus:* Encourages families to save regularly by offering a \$10 bonus in any six months they save at least \$10 in the first year the account is opened.
- *Enhanced Online Access with Supporting Incentive*  
K2C worked intensively with its banking partner to launch a new internet portal that provides families added security and easier online access to their account. In parallel, K2C introduced a \$20 Online-Account Registration Bonus that rewards families for registering online to access their account. Since this incentive was introduced in November 2017, the number of families who have registered for online access has more than doubled to 3,610.
- *Introduced Online Account Lookup*  
In May 2018, K2C provided a means for families and support groups to look up K2C account numbers online via K2C's website, reducing cases referred to K2C from the city's 3-1-1 service by 33% and improving families' online experience.
- *Revised K2C Welcome Kits*  
K2C redesigned welcome kits that introduce families to the Program and changed from mailing these to distributing them through schools. This ensured school involvement and improved K2C's ability to reach families. Welcome kits were produced in four languages: English, Spanish, Chinese and Filipino.
- *Launched School Ambassador Program*  
In November 2017, with the support of an AmeriCorps Vista and SFUSD's Superintendent, K2C recruited and trained over 70 school staff members as K2C School Ambassadors to promote K2C events, such as a 5<sup>th</sup> grade K2C Art Contest, bank field trips and school deposit events. On-site deposit events hosted by four Ambassador Schools led to 353 new deposits in the 2018-19 school year, and by January 2019, schools with Ambassadors made up the five schools with the highest Saver Rates.

K2C highlighted this in its monthly e-newsletter and reflected it in quarterly school scorecards sent to all school principals.

- *Standardized Multi-Lingual Marketing Collateral*

K2C standardized basic program information, including fliers, brochures and mailers on how to save, and direct deposit forms, in six languages: Spanish, Chinese, Arabic, Filipino, Vietnamese and English.

*B. Research Hybrid Account Model*

This goal was intended to identify a way to combine the benefits of K2C's direct custodial account with those of 529 educational plans, creating an investment continuum appropriate to an array of families.

- *Researched Hybrid Account Options*

Since Fall 2017, K2C has been in talks with California's 529 plan, ScholarShare, to explore the possibility of a hybrid model that provides a pathway between the two accounts. Specifically, K2C researched options that could: (a) preserve K2C's core values of automatic, universal access; while (b) increasing the rate of return on the City's and families' funds (from a 2017-18 baseline); and minimizing (c) K2C's administrative burden and (d) impact on families' and students' financial aid, benefits and taxes.

*C. Imbed K2C Within Broader Spectrum of City Services for Children, Youth and Families*

This goal was intended to put K2C on a continuum of supports across the city that help young people succeed along a pathway to college and career.

- *Connected with Important City Partners*

K2C engaged important City partner organizations, including My Brothers and Sisters Keeper, Mission Promise Neighborhoods, commercial corridor associations and YMCAs.

- *Enlisted Community Organizations to Promote K2C*

K2C contracted six community organizations, each with specific outreach deliverables, to extend K2C's presence at 29 schools. These organizations brought critical cultural and language competencies to the K2C families and schools they engaged. They also relayed invaluable feedback to K2C on parents', teachers' and administrators' perceptions of the Program. One partner organization reached over 2,000 parents of pre-kindergarten students, increasing their awareness and anticipation of K2C before their children enter the school district.

*D. Strengthen Targeted Universalism*

This goal was intended to ensure K2C provides equal access for all students, while prioritizing outreach to low-income families and families of color who face the greatest barriers to post-secondary education and the economic opportunity and mobility it provides.

- *Prioritized Support to Low-Income Families*

K2C sharpened its attention on select low-income neighborhoods where families face the greatest barriers to post-secondary education: Bayview-Hunters Point, Visitacion Valley, Excelsior, South of Market, Tenderloin, Chinatown, Treasure Island and the Mission. Aligned with this effort, K2C set an explicit objective to increase the African American and Latino saver rate to 20%—from 11% and 14%,

respectively, to achieve an overall SFUSD saver rate of at least 20% and total family savings of \$4.5 million by June 2019. K2C's focus is yielding results:

- *Low-Income Families are Saving*  
Low-income families that have saved have contributed \$494 on average, accounting for 40 percent of all contributions in K2C. Including incentives, these families have on average \$667 for their children's future.
- *African American and Latino Families are Saving*  
African American and Latino families have saved on average \$417 and \$515, respectively. Including incentives, these families have on average \$585 and \$678 for their children's future.
- *Introduced School-Based Deposits*  
K2C targeted select low-income, low-engagement schools to pilot on-site account deposits. At these events, students were able to simulate the process of engaging a bank teller and making deposits into their accounts. Students who did not have contributions on the day of the event practiced the process, such that no students were left out of the simulation. In addition to encouraging those students who face the greatest barriers to post-secondary education, on-site deposits increased student and teacher awareness of K2C, as well as participating schools' saver rates. For example, one school event resulted in 221 new student deposits, increasing the school's saver rate from 12% to 70%. K2C highlighted this school's achievement in its monthly e-newsletter and reflected it in a quarterly school scorecard sent to all school principals.

#### *E. Strengthen Outreach and Marketing, Research and Strategic Communications*

This cross-cutting goal was intended to strengthen awareness of and engagement with K2C.

- *Produced Research Brief*  
K2C issued a brief, "Kindergarten to College: Getting All San Francisco Families to the Starting Line," March 2018 to highlight progress the program is making and advocate for greater CSA emphasis on equity. K2C shared this brief widely at convenings and in technical assistance conversations with numerous cities managing or planning to launch a CSA. Among the highlights:
  - *Families are Saving at a Higher Rate than any Comparable Program in the Country*  
Twenty percent of families have contributed to their children's K2C accounts. By contrast, less than three percent of families save in a 529 or Coverdell Education Savings account nationally.<sup>3</sup>
  - *Families are Saving Meaningful Amounts*  
Families that have made at least one contribution to their children's account have saved on average \$559 for a cumulative total of \$4 million. Altogether, families are now saving approximately \$80,000 per month.
- *Introduced Bi-Annual Student Account Statement*  
Just as financial institutions send regular statements indicating the status of an account-holder's account, K2C now distributes statements with students' account balance and activity to families twice a year in four languages. SFUSD sends these statements home with students, which has proven the most reliable means to communicate program information to families.

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<sup>3</sup> For perspective, families that save in a 529 or Coverdell Savings Plans have 25 times the median assets and three times the median income of those without. See "A Small Percentage of Families Save in 529 Plans." United States Government Accountability Office. GAO-13-64, December 12, 2012. <http://www.gao.gov/assets/660/650759.pdf>.

## V. Goals, Objectives and Activities

To consolidate progress made in the last grant period, K2C will pursue three primary goals in the coming two years. First, K2C will further **strengthen operations** to manage greater scale, complexity and innovation; manage an array of contribution types, including gifts, incentives, and scholarships; and prepare for distribution of K2C funds as students graduate and pursue post-secondary education.

Second, K2C will **strengthen outreach** to schools, communities and families of students in elementary school, while extending outreach to students in middle and high school where the opportunity is to engage students directly as young adults thinking about their future. K2C will support this effort by expanding and strengthening its network of School Ambassadors and parent and community volunteers. Other activities to support outreach include working with its banking partner to introduce a mobile application that enables families and students another means of accessing their K2C account; employing a texting service to reinforce savings behaviors among families; and promoting Citibank-affiliated credit union branches where families can make deposits to their K2C accounts.

Third, K2C will continue to **advance a cradle to career model** to help ensure all young people can achieve college or other post-secondary certification on the pathway to adult and workforce success. Putting K2C at the center of a comprehensive model will rely significantly on willing partners across the City, including the Mayor who is up for reelection November 2019. Nationally, K2C will work with Say Yes to Education, the College Promise Campaign, The Charles & Stuart Mott Foundation, Prosperity Now and other key stakeholders to identify critical learning from communities across the country, estimate the cost to San Francisco, marshal evidence from Promise and related initiatives and identify case studies that San Francisco can draw from. Locally, the Treasurer and OFE will work closely with the K2C staff to engage the Mayor, SFUSD Superintendent, The Department of Children, Youth and Their Families and other key stakeholders to identify pathways that dovetail on existing priorities and funding streams.

## VI. Budget

The City and County of San Francisco respectfully requests \$365,000 from the Charles Stewart Mott Foundation over the next two years to support Kindergarten to College's next chapter of growth and development. In addition to helping San Francisco support more families prepare their children for a future of economic opportunity and upward mobility, K2C's success in the areas outlined above promises to help advance the broader CSA field by providing a strong, proven pathway for many cities and communities across the country seeking to launch and grow a CSA.

**A. K2C Total Budget: 2019-2021**

K2C's overall budget this past two-year grant period included 3.5 full-time staff members. The overall K2C budget for the coming two-years reflects three notable additional expenses: a senior operations staff person and an AmeriCorps Vista volunteer—both reflected in the grant-specific budget proposed to the Charles & Stuart Mott Foundation. The addition of the senior operations position this coming year will bring K2C's total staff count to 4.5.

Additionally, K2C's budget in 2019-2020 includes \$50 seed deposits for the 4,500 students who did not receive accounts during K2C's initial pilot years. At the time of this proposal, the City is reviewing this seed funding request to make these 8<sup>th</sup> and 9<sup>th</sup> grade pilot years 'whole.' If approved, K2C will be universal K-9 in 2019-20. Additionally, K2C is submitting a proposal to the California Student Aid Commission to support outreach to, and new equity-focused incentives for, K2C families.

K2C Total Budget	2019-2020	2020-2021	TOTAL
<b>Revenue</b>			
City & County of San Francisco	\$1,375,052	\$980,131	\$2,355,183
CA Student Aid Commission	\$457,890	\$459,702	\$917,592
Charles & Stuart Mott Foundation	\$179,983	\$185,017	\$365,000
Individual and small family foundations	\$20,000	\$20,000	\$40,000
<i>Subtotal</i>	<i>\$2,032,925</i>	<i>\$1,644,850</i>	<i>\$3,677,775</i>
<b>Expenses</b>			
Salary & Benefits (4.5 FTEs + 1 Vista)	\$653,570	\$673,176	\$1,326,746
Supplies & Equipment	\$1,250	\$1,250	\$2,500
Advertising & Outreach	\$96,000	\$96,000	\$192,000
Consultants & Professional Services	\$62,550	\$62,550	\$125,100
Events	\$4,450	\$4,850	\$9,300
Travel & Accommodation	\$6,000	\$6,000	\$12,000
Mileage & Parking	\$200	\$200	\$400
Grantees & Stipends	\$84,000	\$84,000	\$168,000
Incentives	\$1,053,075	\$645,575	\$1,698,650
Misc.	\$0	\$0	\$0
Administrative Overhead	\$16,591	\$16,591	\$33,182
<i>Subtotal</i>	<i>\$1,977,686</i>	<i>\$1,590,192</i>	<i>\$3,567,878</i>
Surplus(Deficit)	\$55,239	\$54,658	\$109,897

*B. Proposed Grant Budget: 2019-2021*

The proposed two-year grant budget will primarily enable K2C to hire a new staff person (\$305,136) to lead K2C operations and outreach. The Office of Financial Empowerment recognizes that using grant funds for a staff position does pose a risk to that role if funds are not secured to sustain it after the grant period ends. However, this hire is proposed for several reasons at an important time of growth and transition for K2C. First, this new role will give K2C much-needed capacity as the program continues to grow, allowing K2C's Manager to devote more attention to important strategic issues, such as developing a city-wide cradle to career model. Second, adding a senior operations role this coming year will provide OFE a runway to seek city funding to sustain this new position beyond the two-year grant period. Finally, this role will provide senior staffing continuity as K2C's Manager transitions to retirement September 2020.

The proposed budget will also enable K2C to buy promotional material (\$10,682 for savings banks, stickers, pencils, etc.) to support outreach, and pay for half of an Americorps Vista Volunteer (\$16,000) to expand K2C's successful Ambassador Program. K2C will seek the balance of the Vista cost under a proposal recently submitted to the California Student Aid Commission.

Proposed Grant Budget	2019-2020	2020-2021	TOTAL
Salary & Benefits (1 FTE)	152,568	157,145	309,713
Supplies & Equipment			
Advertising & Outreach	3,053	3,053	6,105
Consultants & Professional Services (.5 Vista)	8,000	8,000	16,000
Events			
Travel & Accommodation			
Mileage & Parking			
Grantees & Stipends			
Incentives			
Misc.			
Administrative Overhead @ 10%	16,362	16,820	33,182
Total	179,983	185,017	365,000



CHARLES STEWART  
MOTT FOUNDATION®

March 19, 2019

The Honorable London N. Breed  
City and County of San Francisco  
Office of the Mayor  
City Hall, Room 200  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4603

Project: Kindergarten to College Program  
(Grant No. 2018-03077)

Dear Mayor Breed:

We are pleased to inform you that the Charles Stewart Mott Foundation has approved a grant in the amount of \$365,000 to the City and County of San Francisco for the above-referenced project for the period September 1, 2019 through August 31, 2021.

Grant Payments

This grant will be paid upon receipt of your acceptance as follows:

\$180,000 on September 1, 2019  
\$185,000 on November 1, 2020

Payments are conditioned upon the Mott Foundation's receipt and approval of all reports due prior to the payment date. (See the "Reports" section of this letter.)

The Mott Foundation reserves the right to discontinue, modify, or withhold any payments that might otherwise be due under this grant or any other outstanding grant, to require a refund of any unexpended grant funds, or both, if, in the Mott Foundation's judgment, any of the following occur with respect to this grant or any other grant from the Mott Foundation to your organization:

1. Grant funds have been used for purposes other than those contemplated by this commitment letter.

MOTT FOUNDATION BUILDING 503 S. SAGINAW ST., STE 1200, FLINT, MI 48502-1851 (810) 238-5651  
E-MAIL: [info@mott.org](mailto:info@mott.org) WEBSITE: [www.Mott.org](http://www.Mott.org)

The Honorable London N. Breed  
March 19, 2019  
Page 2 (Grant No. 2018-03077)

2. Such action is necessary to comply with the requirements of any law or regulation affecting either your organization's or the Mott Foundation's responsibilities under the grant.
3. Your organization's performance under the grant has not been satisfactory. The Mott Foundation in its sole and absolute discretion will determine whether performance has been satisfactory.
4. The Mott Foundation has not received and approved all reports due from your organization prior to the payment date.

The Mott Foundation's judgment on these matters will be final and binding.

#### Mott Foundation Contact Person and Resources

Please direct all correspondence and questions relating to this grant to Benita Melton, Program Director - Education.

For general information regarding Mott Foundation grant procedures and other grant related questions, we encourage you to visit the Grantee Resources section of our website at <http://www.mott.org/grantee-resources>.

Another resource available to grantees is the Grantee Portal. The Grantee Portal provides real-time information on your grant's reporting requirements and due dates. By using the Grantee Portal, you may view a copy of this commitment letter, download copies of forms, and upload required reports directly to the Mott Foundation. For more information about the Grantee Portal, contact your program officer or login at <https://mott.fluxx.io>. The grant's primary project contact, Carol Lei, can login at <https://mott.fluxx.io> with their registered email address.

#### Use of Grant

Under United States law, Mott Foundation grant funds may be expended only for charitable, scientific, literary, religious, or educational purposes, as specified in section 170(c)(2)(B) of the Internal Revenue Code of 1986, as amended. This grant is to be expended solely in support of the objectives detailed in your proposal submitted February 25, 2019.

Your organization shall not, directly or indirectly, engage in, support or promote violence or terrorist activities.



Your organization confirms that this project is under its complete control. Your organization further confirms that it has and will exercise control over the process of selecting any consultant, that the decision made or that will be made on any such selection is completely independent of the Mott Foundation, and further, that there does not exist an agreement, written or oral, under which the Mott Foundation has caused or may cause the selection of a consultant.

Mott Foundation grant funds may not be used for lobbying expenditures.

Mott Foundation grant funds may not be used for re-granting to secondary organizations.

Your organization may charge this grant only for expenditures incurred or services performed during the grant period specified in this letter.

#### Grant Accounting

Your organization is required to maintain financial records for expenditures and receipts relating to this grant, retaining these records and other supporting documentation for five years after the grant's termination date.

Your organization is also required to permit the Mott Foundation to have reasonable access to your files, records, and personnel during the term of this grant and for five years thereafter for the purpose of making financial audits, verifications, or program evaluations.

#### Reports

The Mott Foundation requires the following report(s) to be submitted for this grant:

Report Type:	For Period Ending:	Due on or Before:
Interim Report	August 31, 2020	October 1, 2020
Final Report	August 31, 2021	October 1, 2021

The report must include the following parts, which must be submitted together:

1. A narrative report summarizing what was accomplished by the expenditure of funds, including a description of progress made toward achieving the following objectives:
  - a. strengthen operations to manage greater scale, complexity, and innovation;
  - b. strengthen outreach to schools, communities, and families of students in elementary, middle, and high schools; and
  - c. continue to advance the cradle to career model to help ensure young people have a pathway to successful adulthood.



2. A **financial report** showing the approved budget, expenditures against each line item since the start of the grant, and balances remaining (or overruns) for each line item. For the final report, you must explain all overrun variances that exceed both one thousand dollars (\$1,000) and ten percent (10%) of the budgeted line item amount.

**Your organization must report against the approved budget of \$3,567,878 submitted on February 25, 2019** (which may be greater than the amount of the Mott Foundation grant). If the approved budget covers multiple years, each report should include cumulative expenditures since the beginning of the grant period. The report must also include a summary of all funding received for this project (listed by source and grant period).

Reports and other grant requirements should be submitted online via the Mott Foundation's Grantee Portal. A default portal account has been setup for the primary project contact. The project contact can login at <https://mott.fluxx.io> with their registered email address. Please contact your program officer if you need assistance or to change the project contact. Standard reporting templates (Word and Excel) are available for download via the Grantee Portal.

#### Undisbursed Funds

Your organization is required to return any undisbursed project funds on a prorata basis to the Mott Foundation within two months after the end of this grant. The prorata refund is computed by multiplying the total undisbursed project funds by the ratio of Mott Foundation funding to total funding received for this project for the grant period. Any refund of less than \$100 will be waived.

#### Compliance with Laws

Your organization may not use any portion of the grant funds to undertake any activity for any purpose other than one specified in section 170(c)(2)(B) of the Internal Revenue Code. Further, the Mott Foundation reserves the right to discontinue, modify, or withhold any payments that might otherwise be due under this grant or to require a refund of any unexpended grant funds if, in the Mott Foundation's judgment, such action is necessary to comply with the requirements of any law or regulation.

#### Public Information

The Mott Foundation will include information on this grant in its periodic public reports. The Mott Foundation also welcomes grantees to make announcements of grants upon return of this signed commitment letter. A copy of any release should be sent to the Mott Foundation's Communications Department prior to its dissemination. The department is available to provide assistance in your communications efforts.



The Honorable London N. Breed  
March 19, 2019  
Page 5 (Grant No. 2018-03077)

Acceptance

This letter contains the entire agreement between your organization and the Charles Stewart Mott Foundation, and there are no conditions or stipulations, oral or written, governing the use of the grant funds other than those contained in this letter.

If your organization agrees to the grant conditions as stated, please return, in the enclosed envelope, one complete copy of this letter with the **original signature** of an appropriate representative of your organization in the space provided. In countersigning this letter, this individual represents to the Mott Foundation that he/she has the authority to sign this letter on the organization's behalf.

This grant may be withdrawn if the Mott Foundation has not received your acceptance within one month from the date of this letter.

On behalf of the Mott Foundation, I would like to extend our best wishes for the success of this endeavor.

Sincerely,



Mary A. Gailbreath  
Vice President-Administration and Secretary/Treasurer

MAG:cmm

Our organization acknowledges that appropriate personnel have read and understand this letter, that its terms and conditions are acceptable to us, and that we will comply with those terms and conditions.

Name of Grantee: City and County of San Francisco

Printed Name of Authorized Signer: Tajel Smith

Authorized Signature: 

(This must be an original signature of an authorized representative of the organization.)

Title: Chief Assistant Treasurer

Date Signed: April 3, 2019



**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Amanda Fried  
**DATE:** August 21, 2019  
**SUBJECT:** Accept and Expend Ordinance for Kindergarten to College Program

**GRANT TITLE:** Charles Stewart Mott Foundation

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Attached please find the original\* and one copy of each of the following:

Proposed grant ordinance; original\* signed by Department, Mayor, Controller

Grant information form, including disability checklist

Grant budget

Grant application

Letter of Intent or grant award letter from funding agency

Ethics Form 126 (if applicable)

Contracts, Leases/Agreements (if applicable)

Other (Explain):

**Special Timeline Requirements:**

**Departmental representative to receive a copy of the adopted ordinance:**

Name: Amanda Fried

Phone: 415-554-0889

Interoffice Mail Address:

Certified copy required Yes

No



August 21, 2019

Angela Calvillo, Clerk of the Board  
Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 OCT -8 PM 2:59  
BY \_\_\_\_\_  
ALC

Dear Ms. Calvillo:

Attached please find an original and one copy of proposed ordinance for Board of Supervisors approval, which retroactively authorizes the Treasurer to accept and expend grant funding from The Charles Stewart Mott Foundation.

The following accompanying documents are included:

- Grant Information Form (including Disability Checklist).
- Grant Budget
- Copy of Grant Application
- Copy of Award Letter
- Completed Ethics Commission Form SFEC-126

Thank you,

Amanda Fried  
Chief of Policy and Communications  
(415) 554-0889  
[Amanda.Fried@sfgov.org](mailto:Amanda.Fried@sfgov.org)

Print Form

# Introduction Form

By a Member of the Board of Supervisors or Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2019 OCT 6 AM 2:59  
Time stamp  
or meeting date

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

- 1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).
- 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 [ ] inquiries"
- 5. City Attorney Request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attached written motion).
- 8. Substitute Legislation File No. [ ]
- 9. Reactivate File No. [ ]
- 10. Topic 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 the Imperative Form.**

Sponsor(s):

Fewer

Subject:

Accept and Expend Grant - Retroactive - Office of Financial Empowerment Kindergarten to College Program - Mott Foundation - Amendment to the Annual Salary Ordinance - \$365,000

The text is listed:

Ordinance retroactively authorizing the Office of Treasurer & the Tax Collector to accept and expend a grant in the amount of \$365,000 from the Charles & Stuart Mott Foundation for implementing the Office of Financial Empowerment Kindergarten to College Program; and amending Ordinance No. 170-19 (Annual Salary Ordinance File No. 190620 for FYs 2019-2020 and 2020-2021) to provide for the creation of one grant-funded Class 1844 Senior Management Assistant position.

Signature of Sponsoring Supervisor:

*Jordan Lee Fewer*

For Clerk's Use Only



**San Francisco Ethics Commission**

25 Van Ness Avenue, Suite 220, San Francisco, CA 94102  
 Phone: 415.252.3100 . Fax: 415.252.3112  
[ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org) . [www.sfethics.org](http://www.sfethics.org)

Received On:

File #:  
191015

Bid/RFP #:

**Notification of Contract Approval**

SFEC Form 126(f)4

(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)

A Public Document

Each City elective officer who approves a contract that has a total anticipated or actual value of \$100,000 or more must file this form with the Ethics Commission within five business days of approval by: (a) the City elective officer, (b) any board on which the City elective officer serves, or (c) the board of any state agency on which an appointee of the City elective officer serves. For more information, see: <https://sfethics.org/compliance/city-officers/contract-approval-city-officers>

1. FILING INFORMATION	
TYPE OF FILING	DATE OF ORIGINAL FILING (for amendment only)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD	
OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT	
NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela calvillo	415-554-5184
FULL DEPARTMENT NAME	EMAIL
office of the Clerk of the Board	board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT	
NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Eric Manke	415-554-4509
FULL DEPARTMENT NAME	DEPARTMENT CONTACT EMAIL
TTX office of the Treasurer & Tax Collector	eric.manke@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Charles Stewart Mott Foundation	TELEPHONE NUMBER 1-810-238-5651
STREET ADDRESS (including City, State and Zip Code) 503 S. Saginaw St., Suite 1200, Flint, Mich. 48502	EMAIL

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	ORIGINAL BID/RFP NUMBER	FILE NUMBER (If applicable) 191015
DESCRIPTION OF AMOUNT OF CONTRACT \$365,000		
NATURE OF THE CONTRACT (Please describe) Grant to expand outreach and family engagement for the Kindergarten to College program.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
<input type="checkbox"/>	THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM
<input checked="" type="checkbox"/>	A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES Board of supervisors
<input type="checkbox"/>	THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS

**9. AFFILIATES AND SUBCONTRACTORS**

List the names of: (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	White	William S	Board of Directors
2	Kirkpatrick	Federick S.	Board of Directors
3	Acuff Jr.	A. Marshall	Board of Directors
4	Ardisana	Lizabeth	Board of Directors
5	Lovett	Tiffany W.	Board of Directors
6	Martin	Webb F.	Board of Directors
7	Maynard	Olivia P	Board of Directors
8	Morning	John	Board of Directors
9	Mott	Maryanne	Board of Directors
10	Nelms	Charlie	Board of Directors
11	Patino	Douglas X.	Board of Directors
12	Piper	William H.	Board of Directors
13	Stewart	Marise M.M.	Board of Directors
14	Piper	Jeremy R.M.	Board of Directors
15	Ross	George E.	Board of Directors
16	Taylor	Helen	Board of Directors
17	White	Ridgway H.	Board of Directors
18	White	William S.	CEO
19	White	Ridgway H.	Other Principal Officer

**9. AFFILIATES AND SUBCONTRACTORS**

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Gailbreath	Mary A.	Other Principal Officer
21			
22			
23			
24			
25			
26			
27			
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38			

**9. AFFILIATES AND SUBCONTRACTORS**

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
39			
40			
41			
42			
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44			
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47			
48			
49			
50			

Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.

**10. VERIFICATION**

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK	DATE SIGNED
BOS Clerk of the Board	