Citywide Nonprofit Monitoring and Capacity Building Program

Fiscal Year 2022-2023 Annual Report
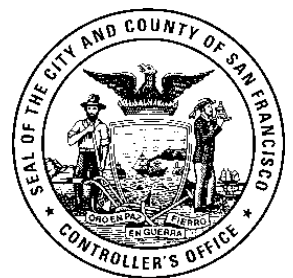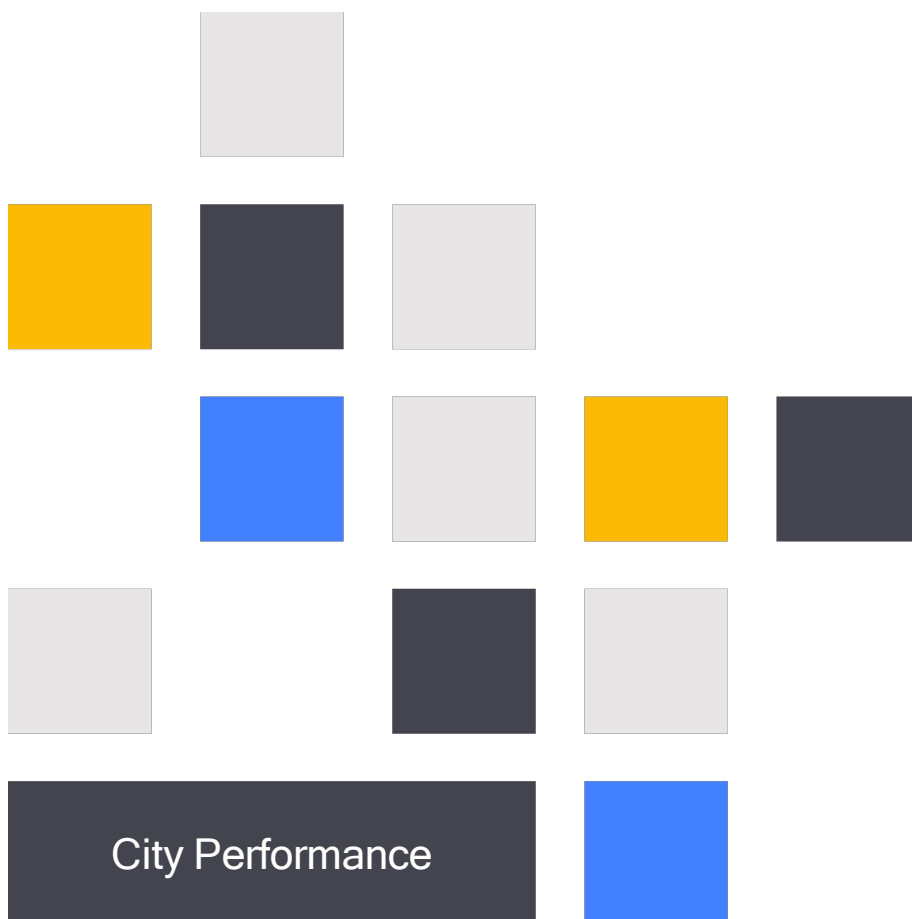
City Performance

December 19, 2023

About the Controller's Office

The Controller is the chief financial officer and auditor for the City and County of San Francisco. We produce regular reports on the City's financial condition, economic condition, and the performance of City government. We are also responsible for key aspects of the City's financial operations, from processing payroll for City employees to processing and monitoring the City's budget. Our teams of accounting, analytical, financial, tech, and other professionals are committed to serving the public with integrity and want to see positive impacts from our work. We strive to be a model for good government and to make the City a better place to live and work.

About City Performance

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the San Francisco City Charter that was approved by voters in November 2003. Within CSA, City Performance ensures the City's financial integrity and promotes efficient, effective, and accountable government.

City Performance Goals:

- City departments make transparent, data-driven decisions in policy development and operational management.
- City departments align programming with resources for greater efficiency and impact.
- City departments have the tools they need to innovate, test, and learn.

FY23 City Performance Team:
Natasha Mihal, *Director*
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Angela Pride, *Senior Performance Analyst*

Contact Information
To learn about the Citywide Nonprofit Monitoring and Capacity Building Program, visit the Controller's Office website at https://sf.gov/resource/2022/citywide-nonprofit-monitoring-and-capacity-building-program

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City and County of San Francisco

Visit: https://sf.gov/resource/2022/citywide-nonprofit-monitoring-and-capacity-building-program

www.sfcontroller.org

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Program Background

In 2005, the Controller's Office launched the Citywide Nonprofit Monitoring and Capacity Building Program (the Program) in response to the 2003 report of the Nonprofit Contracting Task Force, which included recommendations for improving how the City and County of San Francisco (City) does business in this sector.

In FY23, the City contracted with **over 600 nonprofits** to deliver services to vulnerable San Francisco residents across several sectors, including:

- Arts and cultural services
- Behavioral health services
- Childcare/early childhood services
- Family support services
- Homelessness and housing services
- Legal aid services

- Medical care/physical health services
- Senior services
- Veteran services
- Workforce development
- Youth services

Specifically, City departments establish contracts with individual agencies to provide these services within specified budgets. As funders for these services, City departments work with those agencies to administer and monitor these services through:

Contract monitoring: Departments holding contracts with agencies regularly review the status of each contract to assess contract compliance and ensure that services are fulfilled according to contract agreements.

Fiscal and compliance monitoring: The City also monitors agencies on fiscal and compliance standards to ensure that nonprofits doing business with the City have strong financial and operational practices in place to ensure sustainability of City-funded services.

Prior to the 2005 launch of the Nonprofit Monitoring and Capacity Building Program, City departments individually conducted fiscal and compliance monitoring for nonprofits they funded; this meant contractors receiving funding from multiple City departments would receive multiple fiscal and compliance monitoring reviews. To minimize duplication of effort and improve coordination across City departments**, the Program streamlines and standardizes the City's nonprofit fiscal and compliance monitoring so that nonprofits that receive funding from multiple departments participating in the Program, or have large contracts, receive a single fiscal and compliance monitoring each year**. Nonprofits that do not meet criteria to be included in the Program's citywide nonprofit monitoring pool should continue to receive risk assessment and monitoring from the funding department.

This approach is designed to improve the effectiveness and efficiency of fiscal and compliance monitoring for both nonprofit contractors and City Departments. The overall goal of the Program is to ensure public funds are spent in alignment with the City's financial and administrative standards and to equip and ensure that nonprofit contractors have strong, sustainable fiscal operations.

FY23 Report Highlights

12 Departments jointly funded **197 Nonprofit Contractors** in the Program

The **197** contractors received **92%** of City funding for all nonprofits

$1.7 Billion	Total	City funding for all nonprofits
$1.6 Billion	96%	Funding for all nonprofits funded by the 12 departments in the Program
$1.4 Billion	92%	Funding for the 197 nonprofits in the monitoring pool

195 Nonprofits were Monitored

$340 million
HSH had the highest total funding amount

92 nonprofits
MOHCD had the highest numbers of nonprofits in pool

443 contracts
DPH had the most contracts in pool

MONITORING FINDINGS

149 Nonprofits were in Conformance

76% of contractors ended the cycle in full conformance with standards

Most Common Findings

- Audited Financial Statements
- Cost Allocation Procedures
- Board Oversight/Governance

4 Nonprofits Placed on Elevated Concern

0 Nonprofits Placed on Red Flag Status

CAPACITY BUILDING

Individualized Coaching and Workshops

- 9 nonprofits coached
- 309 hours of coaching provided
- 3 nonprofit workshops, 5 City workshops

Most Common Areas for Coaching

- Cash flow and budgeting
- Complete fiscal policies and procedures
- Financial scenario planning

FY23 Program Overview

The Citywide Nonprofit Monitoring and Capacity Building Program (the Program) consolidates contract monitoring requirements related to fiscal and organizational health for nonprofit contractors that receive funding from multiple City departments. The Controller's Office coordinates the Program's fiscal and compliance monitoring activities to promote efficient monitoring that uses consistent standards and methods among the 12 City departments that are the primary funders of health and social services (Figure 1). In FY23, there were 197 nonprofit contractors that received $1.4 billion in funding from the 12 departments in the Program (Figure 2). With over $340 million in contracts, HSH allocates the largest share of nonprofit funding, followed by DPH and DEC (Figure 3).

Figure 1. Departments in the Monitoring Program

ADP	Adult Probation Department
ART	San Francisco Arts Commission
DCYF	Department of Children, Youth and Their Families
DEC	Department of Early Childhood
DPH	Department of Public Health
DPW	Department of Public Works
DOSW	Department on the Status of Women
HSA	Human Services Agency
HSH	Department of Homelessness and Supportive Housing
MOHCD	Mayor's Office of Housing and Community Development
OEWD	Office of Economic and Workforce Development
SHF	Sheriff's Department

Figure 2. FY23 City Funding of Nonprofits

$1.7 Billion | Total	City funding for all nonprofits
$1.6 Billion | 96%	Funding for all nonprofits funded by the 12 departments in the Program
$1.4 Billion | 92%	Funding for the 197 nonprofits in the monitoring pool
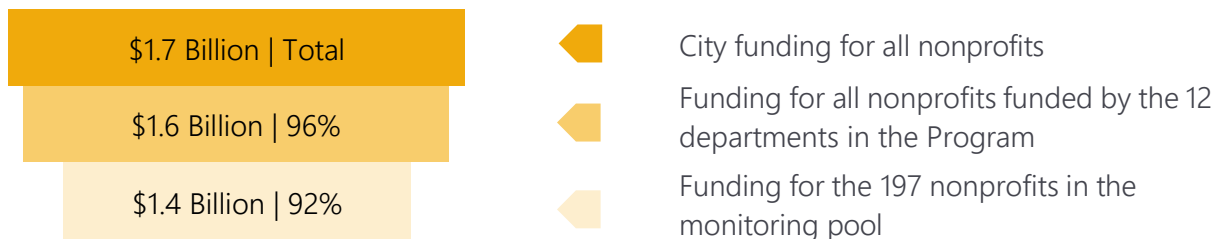
Figure 3. FY23 City Funding for Nonprofits in the Joint Monitoring Pool (Dollars in Millions)

HSH, $340   DPH, $316   DEC, $223   HSA, $194   DCYF, $126   MOHCD, $108   OEWD $71   Other* $45
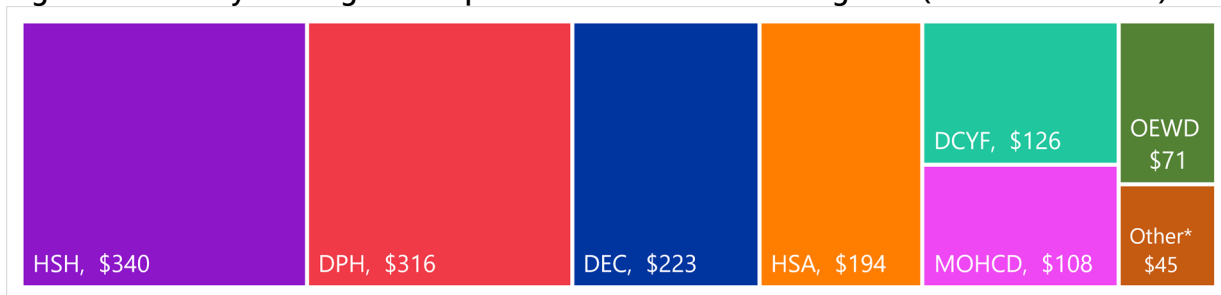
*DPW ($16M), ADP ($12M), DOSW ($9M), SHF ($4M) and ART ($4M). Funding from non-Program departments not listed.

PROGRAM GOALS AND ACTIVITIES

Goals

The Program aims to ensure public funds are spent in alignment with the City's financial and administrative standards and that nonprofit contractors have strong, sustainable fiscal operations.

Program activities contribute to this desired outcome by promoting fiscal and compliance monitoring of nonprofit contractors and providing capacity building support that:

- Is consistent and coordinated across City departments
- Reduces duplication for City departments and contractors
- Is aligned with best practices in financial management; and
- Is responsive to City and contractor needs.

Program Activities

The Controller's Office performs the following activities to support the Program to accomplish its goals:

Aligns needs, interests and decisions across 12 City departments — **FACILITATION**

TOOLS — Provides standard forms, templates, guidelines and an automated, online system for collaboration

Provides training on nonprofit financial management for contractors and City staff — **WORKSHOPS**

COACHING — Provides individualized coaching services for nonprofit contractors

Additionally, the Controller's Office tracks and analyzes data from the monitoring and uses this data to improve program performance, as well as to support management of the Citywide Corrective Action Policy and process for designation of elevated concern and red flag status when necessary.

Annual Monitoring

Each year, the Controller's Office supports the Program Steering Committee, which includes representatives from City departments in the Program, to conduct a risk assessment process to determine which nonprofit contractors are included in the Program monitoring pool and the type of monitoring these contractors receive. Department monitors then conduct fiscal and compliance monitoring to help nonprofits comply with City standards and improve their financial management practices.

An annual assessment of contractors' ability to meet specific fiscal and compliance standards is central to the Program. The monitoring allows the City to evaluate whether funds are being spent in alignment with the City's financial and administrative standards, to assess specific indicators of nonprofit organizational health, and to provide a structure for discussions about nonprofit improvement needs.

The standard monitoring form (which can be found on the Program website, sf.gov/nonprofit-monitoring) includes the standards that must be met by nonprofits contracting with the City. The FY23 monitoring cycle began in January 2023 and officially ended in August 2023.

Jan 2023

Establish pool of contractors to be monitored and how they will be monitored

Risk Assessment

Contractor Outreach

City monitors notify contractors and schedule appointments

Mar-Jun 2023

Monitors conduct expanded or core monitoring and notify contractors of findings

Monitoring

Contractor Response

If findings, contractors address them or submit corrective action plan

Monitors determine if findings are addressed and documents final status

Final Status

Aug 2023

Cycle Close

Contractors notified of final status of findings and cycle closes

FY23 Monitoring Results

FY23 MONITORING POOL

In FY23, the joint monitoring pool had a total of 197 contractors (Figure 4), which is five more contractors as compared to FY22. Except for FY21 during which most monitoring was discretionary (due to the COVID-19 pandemic), there has been a year-over-year increase in program participation, reaching 197 contractors in FY23, which is the highest number to date in program history.

Figure 4. Number of Contractors in Pool FY19-FY23
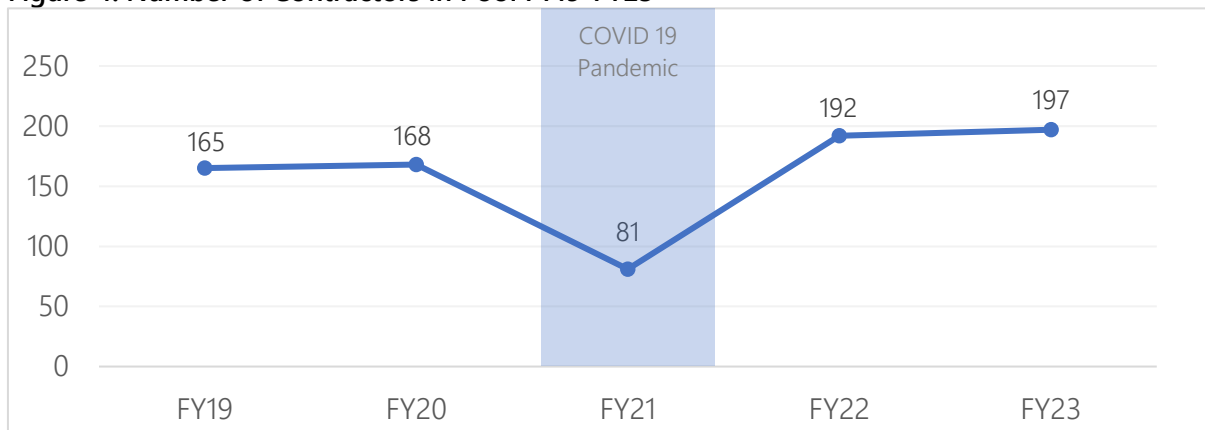
Like prior years, MOHCD has the highest number of contractors in the joint monitoring pool, closely followed by HSA, DCYF, and DPH (Figure 5). Given the joint funding of the pool, contractors are represented in multiple boxes below.

Figure 5. Number of Joint Monitoring Pool Contractors Funded by Departments, FY23
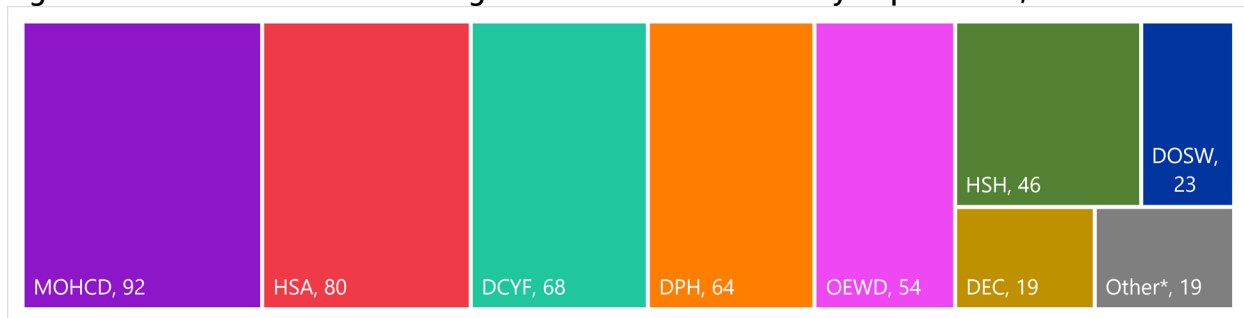
*ADP (6), ART (5), DPW (5) and SHF (3) had the fewest jointly funded contracts.

Overall, 73% of nonprofits were jointly funded. The average number of departments funding the same contractors was two and the maximum was seven (Figure 6). Glide Foundation had the most funding departments, receiving funding from seven departments in the Program. Community Youth Center of San Francisco, Episcopal Community Services of San Francisco Inc., Mission Neighborhood Centers, Young Community Developers, and Young Men's Christian Association (YMCA) were each funded by six city departments. Additionally, 10 nonprofits received funding from five departments.

Figure 6. Number of Departments Funding the Same Contractor, FY23
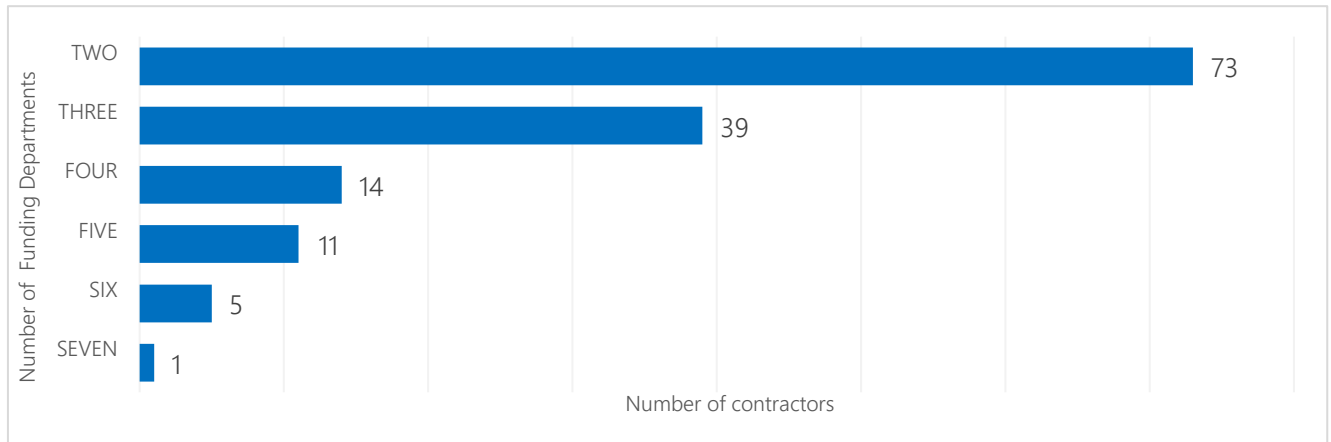
In FY23, DPH had the largest number of contracts included in the joint monitoring pool, followed by HSA, DCYF, MOHCD, and HSH (Figure 7).

Figure 7. Number of Contracts in Joint Monitoring Pool by Department, FY23
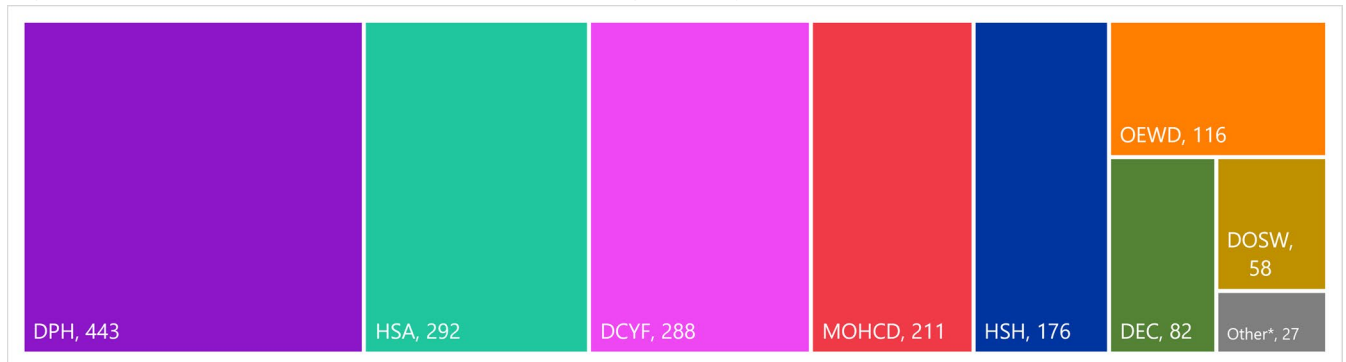
* ADP (11), ART (7), DPW (6) and SHF (3).

Monitoring Standards

Fiscal standards review aspects of nonprofit financial management and can be broken down into functional subcategories that monitors use to evaluate a nonprofit's financial health. Compliance standards review nonprofits' responsibilities for providing public access to records, board oversight practices, subcontracting practices, personnel policies, and emergency operations plans. The Program evaluates four areas of fiscal and compliance standards, comprised of 14 categories (Figure 8):

Figure 8. Monitoring Categories, FY23

ACCOUNTING & BUDGETING	FINANCIAL STATEMENTS	POLICY & OPERATIONS	GOVERNANCE
12 standards • Agency-wide Budget • Cost Allocation Procedures	**21 standards** • Audited Financial Statements • Financial Reports • Tax Form	**28 standards** • Fiscal Policies and Procedures • Invoices • Payroll • Public Access • Personnel Policies • Emergency Operations Plan • Preparedness	**19 standards** • Board Oversight • Subcontracts

- For **accounting and budgeting** standards, monitors review the agency-wide budget and cost allocation plan to confirm a nonprofit is following best practices, by, for example, having a budget that shows income and expenses by program, that allocates shared and indirect costs across programs, and by having a consistent and reasonable cost allocation plan.

- For standards related to the nonprofit's **financial statements**, monitors review audited financial statements and financial reports to confirm they are complete and current, show income and expense by program and funding source, and show the nonprofit has the operating capital needed to carry out its day-to-day work. A nonprofit's balance sheet and profit and loss statement are key resources monitors use to make this assessment.

- For **policy and operations**-related standards, monitors evaluate fiscal policies and procedures for completeness and to confirm nonprofits are following specified procedures for reporting, accounts payable and receivable, and payroll. Monitors review invoice documentation and cross-check invoices and timesheets against the agency-wide budget.

- **Governance** standards confirm nonprofit boards of directors are fulfilling their fiduciary responsibilities by checking to make sure the board has reviewed and approved the agency-wide budget, financial reports, and the nonprofit's most recent audit.

FY23 MONITORING FINDINGS

The FY23 dataset (available [online](#)[1]) includes a list of all contractors in the FY23 monitoring pool and their monitoring results, including type of monitoring and any findings. Core monitoring focuses on standards that are essential to determine financial health for a nonprofit agency. Expanded monitoring includes more standards to ascertain additional aspects of financial health and overall governance.

In FY23, departments granted 18 contractors a waiver from monitoring due to strong performance in recent years (Appendix A). Twenty-one fewer contractors received a waiver in FY23 than in FY22.

The remainder of this analysis describes monitoring outcomes for the remaining 195 monitored contractors with completed monitoring (Figure 9).

City monitors conducted their assessment in two phases. They first reviewed standards in either the core or expanded monitoring ("initial monitoring") and then provided the contractor the opportunity to respond and correct any findings, resulting in a "final status" determination. At final status, initial findings that have been resolved are marked as "Findings In Conformance". Initial findings that are unresolved at the close of monitoring are marked as "Findings Not In Conformance".

Figure 9. Number of Contractors by Monitoring Type, FY22

Type of Monitoring	Number of Contractors
Good Performance Waivers	18
Core	77
Expanded	102
Total Contractors in Pool	**197**
Excluded from Analysis	2
Total Monitored Contractors	**195**

At the close of initial monitoring in FY23, 136 contractors (70%) were in conformance with all standards or had no initial findings, including 18 contractors who had received good performance waivers (9%). Fifty-nine nonprofits (30%) had initial findings on required standards in FY23, which is higher than last year but

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[1] https://www.sf.gov/file/citywide-nonprofit-monitoring-and-capacity-building-program-fy23-dataset

similar to monitoring results before the COVID-19 pandemic. In FY19, 80 nonprofits (41%) had initial findings.

For nonprofits with initial findings, program policy allows nonprofits an opportunity to correct findings within a specific timeline, prior to final status. At final status, 149 contractors (76%) were in conformance in FY23, including those with no initial findings and those with corrected findings. Of the 59 nonprofits with initial findings, 13 nonprofits brought those findings into conformance, or corrected their initial findings. Forty-six nonprofits (24%) had unresolved findings at final status. As compared to FY22, more contractors had findings at both initial monitoring and final status. However, the proportion of contractors with no findings at final status (including waiver, no findings or corrected initial findings) in FY23 was the same as pre-COVID monitoring years. In FY19, 76% of monitored contractors ended the cycle in full conformance with all fiscal and compliance standards

Several factors likely contributed to the monitoring results for FY23, which are more consistent with monitoring cycles pre-COVID (Appendix B). Based on discussions with the Steering Committee, City monitors reported they had become more familiar with the fiscal monitoring standards. Compared to FY22, City monitors cited increased collaboration among the monitoring team, which included consulting with monitors from other funding departments to discuss monitoring findings and understand the fiscal health of jointly funded nonprofits. The Program also offered additional training to support monitors to better understand how to review and assess the monitoring standards, which increased monitors' consistency in applying monitoring standards and identifying findings for the FY23 monitoring cycle.

Findings Across Contractors

In the annual fiscal and compliance monitoring review, department monitors evaluated nonprofits on 80 fiscal and compliance standards, comprised of 65 required standards, and 15 recommended practices (formerly best practices). In FY23, 65 contractors had 416 initial findings at the close of initial monitoring with 88% of those findings on required standards and 12% on recommended practices. Fifty-nine contractors had 367 initial findings on required standards (Figure 10). After initial monitoring, contractors were given the opportunity to resolve initial findings on required standards. Recommended practices are not technically considered formal findings, so contractors were not asked to bring those into conformance.

Figure 10. Contractors' Status at Close of Monitoring, FY23
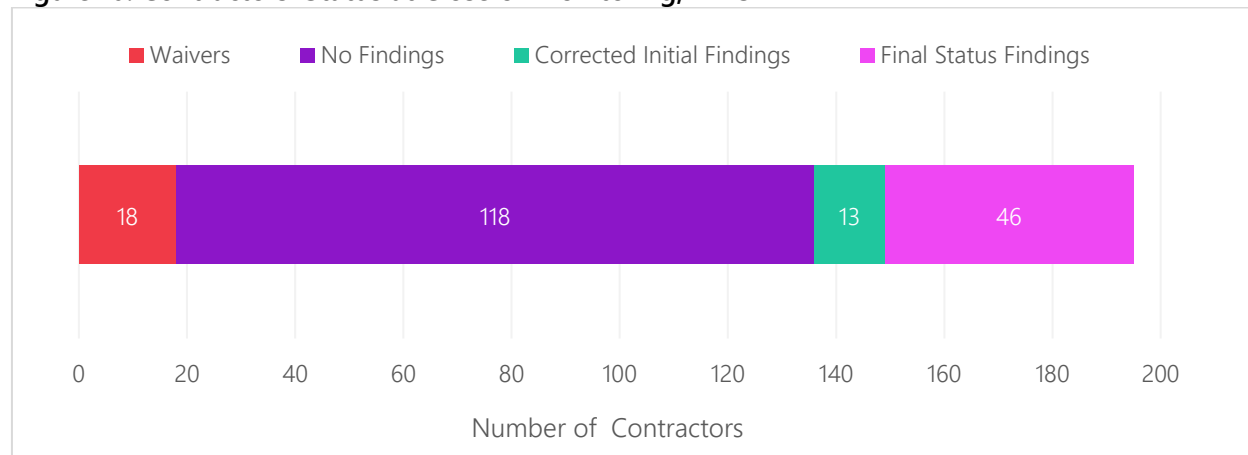
At final status, 46 contractors had 257 total findings not in conformance on required standards. These unresolved findings spanned 63 standards. Most unresolved findings at final status were in Audited Financial Statements Procedures (21%), followed by Cost Allocation Procedures and Board Oversight (Figure 11).

Figure 11. Monitoring Findings at Final Status by Category, FY23

* Tax Form (5), Subcontracts (3), and Emergency Operations Plan (2)
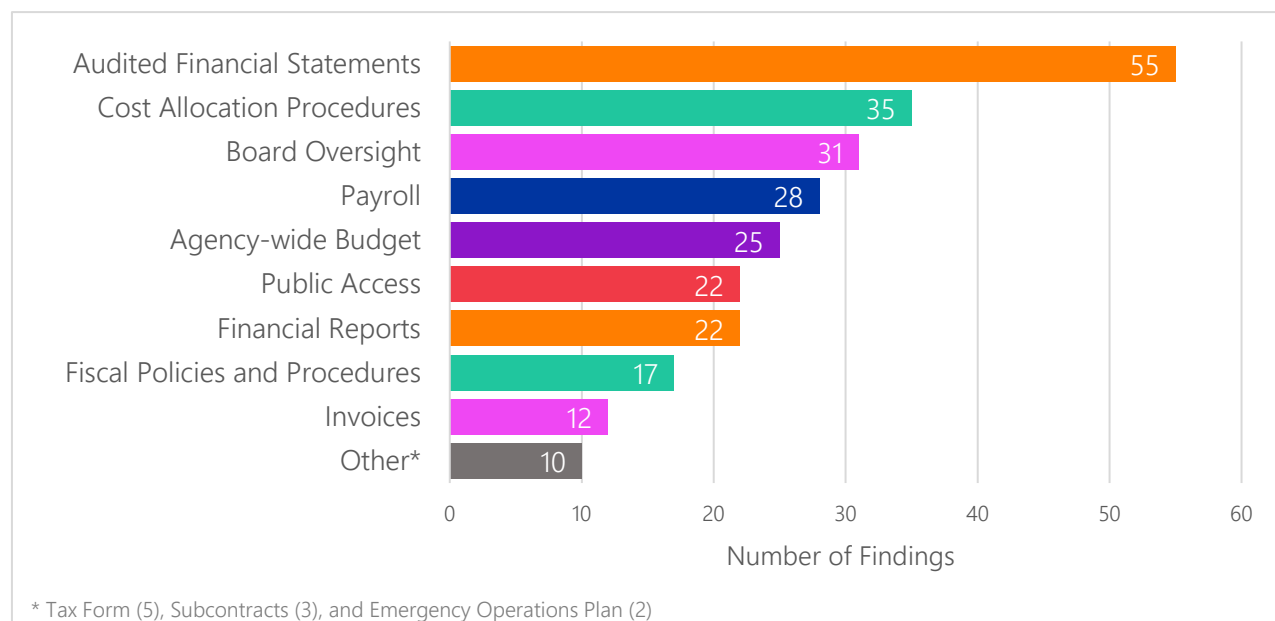
Of the findings not in conformance at final status, audited financial statements and cost allocation standards presented contractors with the most challenges. Of the 46 nonprofits with unresolved findings at final status, 15 contractors had challenges completing their audits within nine months of their fiscal year end (Figure 12). In prior years, nonprofits had six months from the end of their fiscal year to complete their audited financial statement. For the FY23 monitoring cycle, the Program updated this audit timeliness standard to nine months to align with state requirements. Thirteen nonprofits had unresolved findings on their cost allocation procedures for shared costs. Ten nonprofits had unresolved findings on reviewing and updating their fiscal policies and procedures within one year of their executive director or fiscal manager changing.

Figure 12. Most Common Findings At Final Status Among Nonprofits

Standard Category	Standard	Number of Contractors with Unresolved Finding
Audited Financial Statements	Audit completed within nine months of the close of the contractor's fiscal year	15
	Completed and complete: all sections and statements included; opinion and other audit letters are signed	9
	Total unrestricted net income (change in net assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it will be positive by the end of the fiscal year	6
Cost Allocation Procedures	Cost allocation procedures and plan for shared costs is documented in a written narrative or in the footnotes of the current approved agency-wide budget	13
	Process for allocating indirect costs is consistent and reasonable	6
	Process for allocating shared program costs is consistent and reasonable	6

Standard Category	Standard	Number of Contractors with Unresolved Finding
	Procedures for cost allocation match actual cost allocation practices found in the agency-wide budget and financial documents	6
Fiscal Policies and Procedures	Upon turnover of executive director and/or fiscal manager, policies and procedures are reviewed within one year of the change, and updated if necessary	10
Board Oversight	Minutes show that the Board approved the current agency-wide budget within at least three months of the start of the fiscal year	8
	Minutes show that the Board reviewed the most recent audit within the fiscal year	7

Conversely, 136 nonprofits had no initial findings in FY23, including 18 nonprofits who received good performance waivers. Seventy-three nonprofits monitored in FY23 also had no findings in FY22 (Appendix C). Appendix D provides an overview of contractors in the monitoring pool, the level of monitoring assigned through the risk assessment process and final status at the end of the monitoring cycle.

Assessment of Financial Indicators

The annual fiscal and compliance monitoring review includes several financial indicators that help departments and the City assess the financial health and sustainability of contractors. From a nonprofit's audited financial statement, City monitors can review a contractor's change in net assets, change in cash flow, and days of operating cash. From a nonprofit's balance sheet (or Statement of Financial Positions), City monitors can assess a contractor's current assets and liabilities to calculate a working capital ratio.

In FY23, more nonprofits had findings on these standards and recommended practices that may suggest more challenges in financial health than in prior years. For example, City monitors assess whether nonprofits have at least 60 days of operating cash, based on information in the prior year audited financial statement. While having 60 days of runway is a recommended practice and may not be feasible or relevant for all contractors, FY23 fiscal monitoring found several nonprofits to have more limited days of operating cash on hand. For those agencies, the Program will proactively convene funding departments to meet with these nonprofits to understand the factors contributing to lower operating runway and gather additional information to assess the agency's current financial status and whether there may be cash flow challenges.

In FY23, the Program created new fields to pilot collecting structured data on these financial indicators for all nonprofits. Testing out these new fields allows City monitors to learn how to collect these data more systematically before making it an official part of the fiscal monitoring process. In the pilot year of collecting this data, 14 nonprofits (7%) had data recorded. In FY24, the Program will work with City monitors to strengthen collection of these financial indicators for all nonprofits in the joint monitoring pool, which will provide insights on the financial health of City-funded nonprofits year over year.

Figure 13. Number of Contractors that Did Not Meet Fiscal Standards and Recommended Practices

Category	Standard Name	Number of Contractors with Initial Findings by Fiscal Year (FY)			
		FY18	FY19	FY22	FY23
Audited Financial Statements	k. Total unrestricted net income (change in net assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it	17	19	2	9

Category	Standard Name	Number of Contractors with Initial Findings by Fiscal Year (FY)			
		FY18	FY19	FY22	FY23
	will be positive by the end of the fiscal year *(Recommended Practice)*				
	l. Total unrestricted net income (change in net assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it will be positive by the end of the fiscal year[2] *(Standard)*	0	0	2	8
	m. Total change in cash is positive over the sum of 2 consecutive years or agency has a reasonable explanation and/or plan to reverse cash outflow *(Recommended Practice)*	10	18	4	17
	n. In current audit, agency has at least 60 days of operating cash *(Recommended Practice)*	31	36	1	17
Financial Reports	b. Working capital ratio is greater than 1 *(Standard)*	4	5	2	5
	f. Profit and Loss Statement: Year-to-date net income is either a positive number or the Contractor provides a sound explanation of how it will be positive by the end of the fiscal year *(Standard)*	4	6	3	10

Contractors New to the Joint Monitoring Pool

Annual monitoring can also be an opportunity for nonprofits to engage with monitors and get feedback about where they can improve their financial management practices from one year to the next, or nonprofits can be referred for coaching services. Contractors who are new to the pool may have more room for improvement than a nonprofit who has been through the monitoring process before. Additionally, nonprofits that are new to the joint monitoring pool may be less familiar with City requirements and potentially more likely to have findings during their first year of monitoring.

In FY23, there were 13 new nonprofits in the monitoring pool. One new nonprofit was not monitored during the monitoring cycle. Of the 12 new nonprofits that were monitored, four (33%) had unresolved findings at the end of the monitoring cycle. Three (75%) of the four nonprofits had unresolved findings in fiscal policy and procedures. Two (50%) of new nonprofits had findings in audited financial statements, cost allocation procedures and public access monitoring categories.

Nonprofits that are new to the pool as well as nonprofits in the pool for several years tended to have findings in the audited financial statements and cost allocation procedures categories. In FY24, the Program will develop tools and the annual nonprofit training series to provide resources to nonprofits on meeting standards on audited financial statement and cost allocation procedures.

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[2] This indicator is marked as a finding if a nonprofit does not meet this standard two years in a row.

FY23 Program Highlights and Planned FY24 Improvements:

In FY23, the Program implemented several process changes to continually improve the Program. Some highlights and upcoming planned improvements are described below:

- **Measuring the Program's performance:** To assess the impact and effectiveness of the Program's activities and citywide coordination, the Program collected data in FY23 to resume reporting on some performance measures post-COVID (Appendix E). The Program surveyed all nonprofits that attended the annual spring Nonprofit Training Series and those nonprofits that received one-on-one technical assistance services. In FY24, the Program will expand surveying of City monitors to get feedback to help improve Program tools, resources, and monitoring processes. The Program will also expand surveying of joint monitoring pool nonprofits in the next fiscal year to inform continuous process improvement.

- **Building City monitor capacity and skills:** To support City monitors in conducting the annual fiscal monitoring and improve consistency in the review of monitoring standards and recording monitoring results, the Program developed and held additional trainings in FY23 for City monitors on reviewing cost allocation procedures, budgets, and audited financial statements. In FY24, the Program will continue to integrate feedback on topics that would be most useful to City monitors.

- **Supporting contractors that are new to the pool:** For FY24, the Program will proactively reach out to contractors who are new to the monitoring pool to provide an overview of the program and information on what to expect in the annual fiscal and compliance monitoring review, and how to access additional resources through the Program's website. City monitors will deliver this information to each nonprofit that is new to the joint monitoring pool.

- **Indicators of financial health:** For FY24, the Program will work with City monitors to strengthen the collection of information on these financial indicators, which will enable the City to use more structured data to understand and monitor nonprofits' financial health over time. The Program will also develop and pilot an aggregate indicator of a nonprofit's financial health using information from the annual fiscal monitoring results and recommend needed changes to the Program's processes to integrate the financial health aggregate in future fiscal monitoring cycles.

Corrective Action Policy

ELEVATED CONCERN STATUS

The [Nonprofit Contractor Corrective Action Policy](#) specifies monitoring findings that meet the technical criteria for a recommendation of elevated concern status by the Controller's Office.[3] In addition to monitoring findings, other monitoring activities (such as City departments' own contract or program monitoring) or formal audits inform the recommendation for elevated concern in cases where an agency's administrative and financial management practices may cause risk to sustainable service delivery for San Franciscans.

FY22 Elevated Concern Results

Based on FY22 monitoring activities and events that identified fiscal management and organizational concerns, the Controller's Office and City departments placed two contractors on elevated concern status. Each contractor developed an action plan and received technical assistance to support the agency to resolve the issues that led to elevated concern designation. Both contractors placed on elevated concern during FY22 remain on elevated concern to resolve remaining corrective actions.

FY23 Elevated Concern Results

Based on FY23 monitoring results and activities, the Controller's Office retained the following contractors on elevated concern status:

- Bayview Hunters Point Foundation for Community Improvement
- HomeRise (formerly Community Housing Partnership)

The Controller's Office also added the following contractors on Elevated Concern due to monitoring results, issues identified by funding departments, and the need for enhanced coordination by City departments to support these contractors:

- African American Art and Culture Complex
- PRC and Baker Places, Inc. (previously on red flag status)

Among these four contractors, the most common unresolved fiscal monitoring findings were in the category of audited financial statements, primarily on timely completion of the annual financial statement within nine months of the contractor's fiscal year end (Figure 14).

The Controller's Office placed the above contractors on Elevated Concern not only due to monitoring results, but also concerns identified by funding departments, which highlight the need for enhanced coordination by City departments to work with these contractors to understand and address these issues. The City has engaged all four contractors through technical assistance in recent years to address concerns that previously prompted Corrective Action Policy designations and to strengthen the contractors' financial management practices.

The contractors will develop an action plan with the City to address fiscal and organizational concerns and can receive individualized technical assistance from the City during FY24 to support the action plan implementation. Designation of elevated concern will ensure that technical assistance and enhanced

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[3] https://sf.gov/sites/default/files/2022-05/CCSF%20Corrective%20Action%20Policy%202014.pdf

coordination by City departments supports the contractors to develop and sustain financial management practices that meet City standards.

Figure 14. Compliance with Required Standards Among Nonprofits on Elevated Concern

	African American Art and Culture Complex	Baker Places, Inc./ PRC[A]	Bayview Hunters Point Foundation for Community Improvement	HomeRise
Audited Financial Statements	2[B]	3	2	
Board Oversight	1			
Financial Reports		1		
Invoices				1
Public Access	2			
Subcontracts	2			

(A) Because Baker Places, Inc., and PRC are in the process of completing their merger, the Program monitored these concurrently.
(B) Upon post-monitoring review of the data, we consolidated the findings since several were secondary to the absence of a timely audit.

RED FLAG STATUS

Red flag status is for agencies at imminent risk of being unable to perform services per their contract. The designation is determined by City departments or division heads, with recommendations made by the Controller's Office; in these cases, department heads may also prescribe specific corrective actions.

Similarly, the Nonprofit Contractor Corrective Action Policy specifies the monitoring findings that meet technical criteria for a recommendation of red flag status by the Controller's Office. Activities outside the annual monitoring process (such as departments' own contract or program monitoring, or formal audits) may also identify significant financial or organizational concerns that indicate exceptional risk to the sustainable delivery of City-funded services. Designation of red flag status may also result in compliance with mandatory technical assistance or fiscal sponsorship to correct the financial and management issues identified. Nonprofit organizations designated with red flag status are less competitive (or may be ineligible) in Requests for Proposal (RFP) processes for new grants and contracts. De-funding may also be an option, determined by funding departments.

FY22 Red Flag Results

Based on FY22 monitoring activities and external audits that identified fiscal management and organizational concerns, the Controller's Office and City departments placed two contractors on red flag status. One contractor is no longer doing business with the City due to noncompliance and delinquent nonprofit status with the California Office of Attorney General. The other contractor developed a sustainability plan and received intensive technical assistance with financial analyses to inform development of that plan. At the close of the FY23 monitoring cycle, the nonprofit notably improved its financial indicators. Based on FY23 monitoring results, that contractor had red flag status removed; the nonprofit has been placed on elevated concern to track progress towards sustained improvement on achieving financial stability.

FY23 Red Flag Results

Based on FY23 monitoring results and activities, the Controller's Office and City departments did not place any contractors on red flag status.

Capacity Building Program

INDIVIDUAL COACHING

City contractors are eligible for financial management coaching services and workshops through the Program at no cost to them. Contractors funded by departments participating in the Program are prioritized for the service. Nonprofit coaching supports Program goals by addressing issues that could impact the stability of a nonprofit and the services they offer to the community on behalf of the City. Coaching services are provided by the Program through BDO and Community Vision Capital and Consulting.

The Program's technical assistance providers tailor coaching to a nonprofit's needs around operational and transactional finance and governance functions, providing each nonprofit with the tools it needs to succeed. Participation in coaching is viewed as a positive and proactive response by nonprofits interested in continuous improvement. Coaching can be initiated throughout the year.

In FY23, the Program delivered:

309 hours of coaching | **9** Nonprofits | Worth **$79,516**

In FY23, the Program provided coaching to nine contractors, with seven coaching engagements completed by the end of the fiscal year (Figure 13). One nonprofit below accounted for almost two-thirds of all coaching hours in FY23. Coaching primarily focused on fiscal topics: improving financial reporting and organizational operations, developing program-based budgets to better understand the true cost of programs, clarifying fiscal policies and procedures, and strengthening fiscal management and oversight, including board oversight, and understanding of finances. In addition, a few nonprofits received executive coaching and technical assistance with succession planning.

Figure 14. Contractors That Received Coaching, FY23

Nonprofit Referred to Coaching in FY23	Final Status FY23
Bayview Hunters Point Foundation	Ongoing
Frameline	Complete
Friends of the Urban Forest	Complete
HomeRise	Ongoing
Lavender Youth Recreation and Information Center	Complete
Livable City	Complete
PRC/Baker Places	Complete
SF Rebels	Complete
Westside Community Services, Inc.	Complete

TRAINING SERIES

Training fills an important role in building capacity to understand and adhere to City standards. The Program offers a Spring Nonprofit Training Series for staff from City-funded nonprofits. Nonprofits are provided the opportunity to participate virtually in interactive sessions to learn both basic and advanced concepts in financial management.

Similarly, the Program delivers a Monitor Training Series designed to ensure all staff conducting monitoring, particularly those new to the role, have a foundational knowledge in nonprofit financial management practices and apply the City's standards consistently.

In FY23 the Monitoring Program coordinated a Spring Training Series for nonprofit organizations with three training courses provided by BDO. The Controller's office also coordinated five training courses for department monitors, including three that were taught by experienced city monitors and one provided by BDO. The Overview of Monitoring was provided by the Controller's Office and is typically delivered each year for city monitors new to The Program. Please see below for FY23 training workshop, including brief training descriptions and the number of attendees (Figure 14).

Figure 15. Training Series Topics and Attendance, FY23

Training Series	Training Facilitator	Workshop Title and Description	Number of Attendees
Spring Nonprofit Training	BDO	**Managing Financial Performance:** This workshop focused on key concepts and best practices in financial performance management, including the types of financial reports that should be regularly generated. Nonprofits were guided on how to identify and analyze information contained in financial reports such as common key performance indicators and learned strategies for improved communication across functions.	49
	BDO	**Scenario Planning:** This workshop focused on how nonprofits can adjust their financial planning and management to a variety of major and minor shifts in original strategic plans and budgets. The training focused on equipping nonprofits with guiding principles for successful scenario planning processes and how to use tools available to undertake scenario planning themselves.	44
	BDO	**Applying Equity to Financial Management:** This workshop focused on choice-points for building more equitable financial management practices, including inclusive, team-based budgeting and monitoring; planning practices for more equitable compensation strategies; and equitable financial management operations and infrastructure.	31
City Monitor Training	Controller's Office	**Financial Reports:** City monitors participated in training to better understand how to assess nonprofits' fiscal health using key financial reports, such as balance sheets and profit and loss statements.	32
	Controller's Office	**Cost Allocation Procedures:** City monitors learned more on the different methodologies that nonprofits use to identify and assign costs to activities, people, projects, or other cost	27

		objects. Monitors also learned how to assess nonprofits' financial practices through the process of reviewing cost allocation procedures.	
	Controller's Office	**Audited Financial Statements:** City monitors were trained on how to review nonprofits' audited financial statements and evaluate key indicators to assess the financial position of a nonprofit.	21
	Controller's Office	**Overview of Monitoring:** An overview of the annual fiscal monitoring process was provided to new city monitors to orient to policies, procedures, and overall timeline of the monitoring process.	17
	BDO	**Assessing Your Grantees' Financial Health**: Monitors were offered training to learn how to assess and interpret financial documents and understand an organization's financial health as part of the annual monitoring process.	30

Appendix A: Good Performance Waivers

Departments may grant a one-year waiver from Citywide fiscal and compliance monitoring for exceptional fiscal and compliance performance by a nonprofit contractor. Contractors may be eligible for a Good Performance Waiver ("waiver") if all the following are true:

- The contractor had no findings in the prior two years of Citywide fiscal and compliance monitoring.
- The contractor had no findings in the prior two years of external audit, and, if applicable, the Single Audit.
- The contractor had no turnover in the Executive Director or Chief Financial Officer positions within the past two fiscal years.
- The contractor did not receive a waiver within the last three years.

In some circumstances, a contractor meets the criteria, but must still receive a monitoring visit due to federal funding requirements. All nonprofit contractors receiving a waiver must receive expanded monitoring in the subsequent year.

The following nonprofit contractors met criteria and received a waiver in FY23:

- Arriba Juntos - IAI
- Bay Area Legal Aid
- Bayanihan Equity Center
- Civic
- Community Living Campaign
- Curry Senior Center
- Family Support Services of The Bay Area
- Help A Mother Out
- Independent Living Resource Center of San Francisco
- Justice And Diversity Center-Sf Bar Association
- La Casa De Las Madres
- Lower Polk Community Benefit District
- Mission Housing Development Corporation
- Mt St Joseph-St Elizabeth
- Mujeres Unidas y Activas
- My Path
- Next Village San Francisco
- The Bar Association of San Francisco

Appendix B: Number of Contractors with Initial Findings by Standard, FY18-FY19 and FY22-FY23

Category	Standard Type	Core or Expanded Monitoring	Standard Name	FY18	FY19	FY22	FY23
Agency-wide Budget	Standard	Core	a. Current (fiscal or calendar year)	0	0	1	5
	Standard	Core	b. Shows income and expense by program	0	2	5	9
	Standard	Core	c. Shows allocation of shared and indirect costs by program	2	7	8	11
	Standard	Core	d. Shows fundraising separate from program expense	1	0	6	8
	Standard	Core	e. Clearly identifies all revenue sources (City, state, federal)	0	0	6	3
	Standard	Core	f. 15% of funding from non-City sources or contractor can demonstrate non-City fundraising efforts	2	3	6	5
	Recommended Practice	Expanded	g. Includes annual cash flow projections	13	15	5	4
Audited Financial Statements	Standard	Core	a. Completed and complete: all sections and statements included opinion and other audit letters are signed	5	6	2	9
	Standard	Core	b. Unmodified opinion	0	0	0	2
	Standard	Core	c. No material weaknesses mentioned or going concern stated in the notes to the financial statements	0	1	1	2
			d. No current audit findings and/or questioned costs	0	0	0	3
	Standard	Core	e. Audit completed within nine months of the close of the contractor's fiscal year[4]	13	14	8	16
	Standard	Core	f. Management letter has been signed by the audit firm	0	0	1	2
	Standard	Core	g. For any prior year findings, the Contractor has provided a reasonable explanation of how the Contractor has corrected all the findings	0	0	0	3

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[4] In FY23, this standard was modified from six months to nine months to align with state requirements.

Category	Standard Type	Core or Expanded Monitoring	Standard Name	FY18	FY19	FY22	FY23
	Standard	Core	h. [A-133 Audit] No material weaknesses mentioned or going concern stated in the notes to the financial statements	0	0	1	3
	Standard	Core	i. [A-133 Audit] No current findings and/or questioned costs	1	0	2	5
	Standard	Core	j. [A-133 Audit] For any prior year findings, the Contractor has provided you with a reasonable explanation of how the Contractor has corrected all the findings	0	0	0	3
	Recommended Practice	Core	k. Total unrestricted net income (change in net assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it will be positive by the end of the fiscal year [pilot in first year of finding]	17	19	2	9
	Standard	Core	l. Total unrestricted net income (change in net assets) is positive over the sum of 2 consecutive years, or the contractor provides a reasonable explanation for how it will be positive by the end of the fiscal year [second year of finding]	0	0	2	8
	Recommended Practice	Core	m. Total change in cash is positive over the sum of 2 consecutive years or agency has a reasonable explanation and/or plan to reverse cash outflow	10	18	4	17
	Recommended Practice	Core	n. In current audit, agency has at least 60 days of operating cash	31	36	1	17
Board Oversight	Standard	Core	a. Minutes show that the Board approved the current agency-wide budget within at least three months of the start of the fiscal year	3	2	3	12
	Standard	Core	b. Minutes show that financial reports are shared with the Board at least quarterly, or more regularly when financial concerns warrant it	0	3	4	6
	Standard	Core	c. Minutes show that the Board reviewed the most recent audit within the fiscal year	6	3	6	12
	Standard	Expanded	d. Minutes show that if a paid City employee or City commission member is on the Board, s/he did not vote on items related to City contracts with their affiliated City department (excluding vote on Agency-Wide Budget)	0	1	2	3
	Standard	Expanded	e. If a paid City employee or City commission member is on the Board, Contractor provides documentation showing that board member signed a Conflict-of-Interest Policy	0	1	2	3

Category	Standard Type	Core or Expanded Monitoring	Standard Name	FY18	FY19	FY22	FY23
	Standard	Expanded	f. Minutes show that if the Executive Director is a member of the Board, s/he did not vote on his or her compensation	0	0	1	2
	Standard	Expanded	g. Board conducts an Executive Director performance review annually	5	7	3	11
	Recommended Practice	Optional	k. Board reviews IRS Form 990 (or is distributed to members)	0	0	0	1
	Recommended Practice	Optional	p. Agency has a Board Manual documenting the recommended practices described here	0	0	0	1
Cost Allocation Procedures	Standard	Core	a. Cost allocation procedures and plan for shared costs is documented in a written narrative or in the footnotes of the current approved agency-wide budget	2	5	2	19
	Standard	Core	b. Process for allocating shared program costs is consistent and reasonable	1	5	4	7
	Standard	Core	c. Cost allocation procedures and plan for indirect costs is documented in a written narrative or in the footnotes of the current approved agency-wide budget	3	3	3	6
	Standard	Core	d. Process for allocating indirect costs is consistent and reasonable	2	7	3	7
	Standard	Core	e. Procedures for cost allocation match actual cost allocation practices found in the agency-wide budget and financial documents	3	7	7	9
Financial Reports	Standard	Core	a. Balance Sheet: Current (as of the last three months, at least)	0	0	0	4
	Standard	Core	b. Balance Sheet: Working capital ratio is greater than 1	4	5	2	5
	Standard	Core	c. Current bank reconciliation (as of the last three months, at least)	0	0	0	5
	Standard	Core	d. Profit and Loss Statement: Current (as of the last three months, at least)	0	0	0	2
	Standard	Core	e. Profit and Loss Statement: Shows year-to-date (YTD) income and expense by program/ contract/ funding source, including indirect costs	2	4	3	7
	Standard	Core	f. Profit and Loss Statement: Year-to-date net income is either a positive number or the Contractor provides a sound explanation of how it will be positive by the end of the fiscal year	4	6	3	10
Fiscal Policies and Procedures	Standard	Core	a. Upon turnover of executive director and/or fiscal manager, policies and procedures are reviewed within one year of the change, and updated if necessary	3	3	4	12

Category	Standard Type	Core or Expanded Monitoring	Standard Name	FY18	FY19	FY22	FY23
	Recommended Practice	Expanded	b. Policies are current (updated within the past two calendar years or to reflect monitoring/audit recommendations)	10	3	4	8
	Standard	Expanded	c. Policies are complete (contain internal controls, financial reporting, accounts payable and receivable, payroll, procurement, conflict of interest, subcontract monitoring, and record retention)	2	11	4	8
	Standard	Expanded	d. Implementation of policies and procedures demonstrates appropriate internal controls, including segregation of duties	2	1	2	4
Invoices	Standard	Expanded	a. Expenses tested on invoices have supporting documentation: credit card charges and/or petty cash expenditures are all documented with an original receipt and reasonably tie to the cost allocation plan.	3	5	2	7
	Standard	Expanded	b. Contractor follows its policies for writing checks, credit card use, petty cash use, and/or reimbursement for expenses tested on invoices	1	2	2	3
	Standard	Expanded	c. Tested expenses on invoices appear to be reasonably associated with the program budget	0	3	3	4
	Standard	Expanded	d. Units of service provided are documented and agree with invoices	0	0	0	1
	Standard	Expanded	e. Subcontracts: Subcontractor authorized by contract	0	0	1	2
	Standard	Expanded	f. Subcontracts: Contractor paid its subcontractors' invoices per the schedule established in the subcontracting agreement and/or prior to receiving City reimbursement for the services delivered	0	0	1	1
	Standard	Expanded	g. Subcontracts: Subcontractor invoices show basis for work billed as performed (units of service, hours, reimbursable costs)	0	0	1	1
Payroll	Standard	Core	a. State (DE 9 and DE 9C) and federal (941) payroll tax returns were filed by the end of the month following the end of the quarter for monitoring months under review	0	1	1	8
	Standard	Expanded	b. Employees paid with City funds listed on invoices checked in Section 7 above are listed on the DE 9 and DE 9C for the quarter(s) that includes the monitoring months under review	0	1	1	3
	Standard	Core	c. Documentation that payroll taxes due were actually paid	0	0	0	8

Category	Standard Type	Core or Expanded Monitoring	Standard Name	FY18	FY19	FY22	FY23
	Standard	Expanded	d. Timesheets: If employee time is paid by more than one source, it is recorded by funding source or program on timesheets, or tracked separately via time study	3	8	3	8
	Standard	Expanded	e. Timesheets: Employee and supervisor signatures on timesheets in ink (e-timesheets are acceptable)	0	0	1	4
	Standard	Expanded	f. Timesheets: All changes to timesheet are initialed by supervisor and employee in ink (e-timesheets are acceptable)	0	0	1	2
	Standard	Expanded	g. Timesheets: Timesheets of employees paid with City funds listed on invoices checked through this monitoring list hours worked that are consistent with (close to amount charged in) invoices	1	2	1	4
Personnel Policies	Standard	Optional	a. Current written personnel/employee manual, including: Equal Employment Opportunity.; Harassment and Discrimination; Reasonable Accom. (ADA); Grievance Procedures; Protecting Personally Identifiable Information; Whistleblower; Drug and Alcohol; Tr	2	2	1	2
Preparedness	Standard	Optional	a. Contractor was prepared with documents requested in Site Visit Checklist upon monitoring team's arrival	0	0	1	1
Public Access	Standard	Optional	a. Contractor has/follows written policy made available to the public w/in 10 days of request most recent budget, most recent state and federal tax returns, and any financial audits and performance evaluations performed by or for the City	4	2	1	11
	Standard	Optional	b. At least two meetings with quorum status are open to the public each year	1	3	3	8
	Standard	Optional	c. These two meetings are announced to the general public at least 30 days in advance through the SF Public Library and the Clerk of the Board of Supervisors	2	5	3	8
	Standard	Optional	d. Bylaws include requirements for client representation on Board, or Contractor makes other good-faith efforts to ensure client representation	0	0	0	8
Subcontracts	Standard	Expanded	a. Documentation that procurement procedures (and/or the process for entering into legal agreements) in the Contractor's fiscal policies and procedures were followed by Contractor to select subcontractors (if applicable)	0	0	0	1

Category	Standard Type	Core or Expanded Monitoring	Standard Name	FY18	FY19	FY22	FY23
	Standard	Expanded	b. Legally binding agreements between Contractor and subcontractors are valid and current, and include scope of work/deliverables	1	2	2	1
	Standard	Expanded	c. Documentation that contractor follows its policy related to regularly monitoring fiscal and programmatic performance of subcontractors providing direct services to clients, including monitoring of invoices	0	4	1	1
Tax Form	Standard	Core	a. Federal 990 return filed for most recent tax year or request for extension submitted on time	1	0	3	8

Appendix C: Contractors with No Initial Standard Findings in FY22 and FY23

FY23 Contractors with No Initial Standard Findings	Also, No Findings in FY22 (*)
3rd Street Youth Center and Clinic	*
A. Philip Randolph Institute San Francisco	*
Aids Legal Referral Panel of the SF Bay Area	Good Performance Waiver
Alternative Family Services	*
APA Family Support Services	*
Asian Pacific American Community Center	*
Asian Women's Shelter	*
Bay Area Community Resources	*
Bayview Hunters Point Center for Arts and Technology	*
Bayview Hunters Point Multipurpose Senior Services	Good Performance Waiver
Bernal Heights Neighborhood Center	Good Performance Waiver
Boys and Girls Clubs of San Francisco	*
Bridge Housing Corporation	*
Catholic Charities	Not Monitored
Causa Justa - Just Cause	Not Monitored
Center For New Music San Francisco, Inc.	Not Monitored
Center on Juvenile and Criminal Justice	*
Central American Resource Center	*
Central City Hospitality House	*
Charity Cultural Services Center	*
Children's Council of San Francisco	*
Chinatown Community Development Center	*
Chinese Progressive Association	*
Civic Center Community Benefit District	Not Monitored
Collective Impact	*
Community Forward SF	Good Performance Waiver
Community Works West, Inc.	*
Community Youth Center of San Francisco	*
Donaldina Cameron House	*
Edgewood Center for Children and Families	*
Episcopal Community Services of San Francisco, Inc.	*
Faces-SF	*
Family Builders by Adoption	Good Performance Waiver
Family Caregiver Alliance	Good Performance Waiver
Felton Institute	*
Filipino American Development Foundation	Not Monitored
First Place for Youth	*
Five Keys Charter School and Programs	*
Glide Foundation	*
Good Samaritan Family Resource Center, Inc.	Not Monitored

Goodwill Industries of SF, San Mateo And Marin	*
Gum Moon Residence Hall	Good Performance Waiver
Hamilton Families	*
Harm Reduction Therapy Center	Not Monitored
Heluna Health	Good Performance Waiver
Homeless Prenatal Program	*
Horizons Unlimited of San Francisco	*
Institute on Aging	*
Instituto Familiar de la Raza	*
Jamestown Community Center	Good Performance Waiver
Japanese Community Youth Council	*
Jewish Vocational Service	*
Kimochi Inc.	*
La Raza Centro Legal	Good Performance Waiver
La Raza Community Resource Center	Not Monitored
Larkin Street Youth Services	*
Legal Assistance to the Elderly	Good Performance Waiver
Legal Services for Children	*
Life Learning Academy	*
LightHouse for the Blind and Visually Impaired	*
Livable City	*
Low Income Investment Fund	*
Lutheran Social Services of Northern California	Good Performance Waiver
Maitri	*
Mary Elizabeth Inn	Not Monitored
Meals on Wheels	Good Performance Waiver
Mission Economic Development Agency	*
Mission Graduates	*
Mission Hiring Hall	*
Mission Neighborhood Centers	*
Mission Neighborhood Health Center	*
On Lok Day Services	*
OpenHouse	*
Pomeroy Recreation and Rehabilitation Center	*
Portola Family Connections	*
Potrero Hill Neighborhood House	*
Progress Foundation	Good Performance Waiver
Project Open Hand	Good Performance Waiver
Rafiki Coalition for Health and Wellness	*
Real Options for City Kids	Not Monitored
Rebuilding Together San Francisco	Not Monitored
Richmond Area Multi-Services, Inc.	*
Richmond District Neighborhood Center	Not Monitored
Russian American Community Services	*
Safe and Sound	*
San Francisco AIDS Foundation	*
San Francisco Conservation Corps	*

San Francisco Food Bank	Good Performance Waiver
San Francisco LGBT Community Center	Good Performance Waiver
San Francisco Public Health Foundation	Good Performance Waiver
San Francisco Women Against Rape	Not Monitored
Self-Help for the Elderly	Good Performance Waiver
Seneca Center	Good Performance Waiver
Shanti Project	*
SOMArts	*
Southeast Asian Community Center	*
Special Service for Groups	*
St. Vincent de Paul Society	Good Performance Waiver
Stepping Stone	*
Sunset District Community Development - Sunset Youth Services	*
Swords To Plowshares Veterans Rights Organization	*
Telegraph Hill Neighborhood Center	Not Monitored
Tenderloin Housing Clinic, Inc.	Not Monitored
Tides Center	*
Urban Ed Academy, Inc.	Not Monitored
Westside Community Services	*
Wu Yee Children's Services	Not Monitored
YMCA of San Francisco	*
Young Community Developers	*
Young Women's Freedom Center	*
Youth Leadership Institute	*

Appendix D: Contractors by Type of Monitoring and Final Monitoring Status, FY23

Contractor Name	Type of Monitoring	Final Monitoring Status
3rd Street Youth Center and Clinic	Core	Complete (No Findings)
A Better Way	Core	Findings Not in Conformance
A. Philip Randolph Institute San Francisco	Expanded	Complete (No Findings)
Abode Services	Expanded	Findings In Conformance
African American Art and Culture Complex	Expanded	Findings Not in Conformance
AIDS Legal Referral Panel of the SF Bay Area	Expanded	Complete (No Findings)
Alternative Family Services	Expanded	Complete (No Findings)
APA Family Support Services	Core	Complete (No Findings)
Arriba Juntos - IAI	Waiver	Complete (No Findings)
Asian and Pacific Island Wellness Center	Expanded	Findings Not in Conformance
Asian Pacific American Community Center	Core	Complete (No Findings)
Asian Women's Shelter	Expanded	Complete (No Findings)
Asian, Inc.	Expanded	Findings Not in Conformance
Baker Places, Inc.	Expanded	Findings Not in Conformance
Bay Area Community Resources	Expanded	Complete (No Findings)
Bay Area Legal Aid	Waiver	Complete (No Findings)
Bayanihan Equity Center	Waiver	Complete (No Findings)
Bayview Hunters Point Center for Arts and Technology	Core	Complete (No Findings)
Bayview Hunters Point Community Advocates	Expanded	Findings Not in Conformance
Bayview Hunters Point Foundation	Expanded	Findings Not in Conformance
Bayview Hunters Point Multipurpose Senior Services	Expanded	Complete (No Findings)
Bayview Opera House	Expanded	Findings Not in Conformance
Bernal Heights Neighborhood Center	Expanded	Complete (No Findings)
Booker T. Washington Community Service Center	Expanded	Complete (No Findings)
Boys and Girls Clubs of San Francisco	Expanded	Complete (No Findings)
Bridge Housing Corp	Core	Complete (No Findings)
Brilliant Corners	Expanded	Findings Not in Conformance
Catholic Charities	Core	Complete (No Findings)
Causa Justa - Just Cause	Expanded	Complete (No Findings)
Center For New Music San Francisco, Inc.	Expanded	Complete (No Findings)
Center on Juvenile and Criminal Justice	Core	Complete (No Findings)
Central American Resource Center	Core	Complete (No Findings)
Central City Hospitality House	Core	Complete (No Findings)
Centro Latino de San Francisco, Inc.	Expanded	Complete (No Findings)
Charity Cultural Services Center	Expanded	Complete (No Findings)
Children's Council of San Francisco	Expanded	Complete (No Findings)
Chinatown Community Development Center	Core	Complete (No Findings)
Chinese for Affirmative Action	Expanded	Findings Not in Conformance

Chinese Progressive Association	Core	Complete (No Findings)
Civic	Waiver	Complete (No Findings)
Civic Center Community Benefit District	Expanded	Complete (No Findings)
Collective Impact	Expanded	Complete (No Findings)
Community Forward SF	Core	Complete (No Findings)
Community Living Campaign	Waiver	Complete (No Findings)
Community Technology Network	Expanded	Findings Not in Conformance
Community Works West, Inc.	Core	Complete (No Findings)
Community Youth Center of San Francisco	Expanded	Complete (No Findings)
Compass Family Services	Expanded	Findings In Conformance
Conard House Inc	Core	Findings Not in Conformance
Cultura y Artes de las Americas	Core	Findings Not in Conformance
Curry Senior Center	Waiver	Complete (No Findings)
Dance Brigade	Core	Findings Not in Conformance
Dolores Street Community Services	Expanded	Complete (No Findings)
Donaldina Cameron House	Core	Complete (No Findings)
Dustys' Fishing Well	Expanded	Findings Not in Conformance
Edgewood Center for Children and Families	Expanded	Complete (No Findings)
En2action	Expanded	Not Complete
Enterprise for Youth	Expanded	Findings Not in Conformance
Episcopal Community Services of San Francisco, Inc.	Expanded	Complete (No Findings)
Eviction Defense Collaborative, Inc.	Expanded	Findings Not in Conformance
Faces-SF	Core	Complete (No Findings)
Family Builders by Adoption	Expanded	Complete (No Findings)
Family Caregiver Alliance	Expanded	Complete (No Findings)
Family Support Services of the Bay Area	Waiver	Complete (No Findings)
Felton Institute	Expanded	Complete (No Findings)
Filipino American Development Foundation	Core	Complete (No Findings)
First Place for Youth	Expanded	Complete (No Findings)
Five Keys Charter School and Programs	Expanded	Complete (No Findings)
Friends of the Urban Forest	Core	Findings Not in Conformance
Friendship House Association of American Indians	Core	Findings In Conformance
Glide Community Housing	Expanded	Findings Not in Conformance
Glide Foundation	Expanded	Complete (No Findings)
Golden Gate Senior Services	Expanded	Findings Not in Conformance
Good Samaritan Family Resource Center, Inc	Core	Complete (No Findings)
Goodwill Industries of SF, San Mateo and Marin	Expanded	Complete (No Findings)
Gum Moon Residence Hall	Core	Complete (No Findings)
Hamilton Families	Core	Complete (No Findings)
Harm Reduction Therapy Center	Expanded	Complete (No Findings)
HealthRight 360	Core	Findings Not in Conformance
Help a Mother Out	Waiver	Complete (No Findings)
Heluna Health	Core	Complete (No Findings)
Homebridge	Expanded	Findings In Conformance
Homeless Children's Network	Expanded	Findings Not in Conformance
Homeless Prenatal Program	Expanded	Complete (No Findings)
HomeRise	Expanded	Findings Not in Conformance

Homies Organizing the Mission to Empower Youth	Expanded	Findings Not in Conformance
Horizons Unlimited of San Francisco	Core	Complete (No Findings)
Huckleberry Youth Programs	Expanded	Findings Not in Conformance
Hunters Point Family	Expanded	Findings Not in Conformance
Hyde Street Community Services	Core	Findings Not in Conformance
Idris Ackamoor and Cultural Odyssey	Expanded	Findings Not in Conformance
Independent Living Resource Center of San Francisco	Waiver	Complete (No Findings)
Institute on Aging	Expanded	Complete (No Findings)
Instituto Familiar de la Raza	Core	Complete (No Findings)
Jamestown Community Center	Expanded	Complete (No Findings)
Japanese Community Youth Council	Core	Complete (No Findings)
Jewish Family and Children's Services	Core	Findings Not in Conformance
Jewish Vocational Service	Expanded	Complete (No Findings)
Justice and Diversity Center-SF Bar Association	Waiver	Complete (No Findings)
Kimochi, Inc.	Expanded	Complete (No Findings)
Kultivate Labs	Expanded	Findings Not in Conformance
La Casa de la Madres	Waiver	Complete (No Findings)
La Raza Centro Legal	Expanded	Complete (No Findings)
La Raza Community Resource Center	Expanded	Complete (No Findings)
Larkin Street Youth Services	Expanded	Complete (No Findings)
Lavender Youth Recreation and Information Center	Core	Findings Not in Conformance
Legal Assistance to the Elderly	Expanded	Complete (No Findings)
Legal Services for Children	Core	Complete (No Findings)
Life Learning Academy	Core	Complete (No Findings)
LightHouse for the Blind and Visually Impaired	Core	Complete (No Findings)
Livable City	Core	Complete (No Findings)
Low Income Investment Fund	Expanded	Complete (No Findings)
Lower Polk Community Benefit District	Waiver	Complete (No Findings)
Lutheran Social Services of Northern California	Core	Complete (No Findings)
Maitri	Core	Complete (No Findings)
Mary Elizabeth Inn	Expanded	Complete (No Findings)
Meals on Wheels	Expanded	Complete (No Findings)
Mental Health Association of San Francisco	Core	Findings In Conformance
Mid-Market Foundation	Expanded	Findings Not in Conformance
Mission Economic Development Agency	Expanded	Complete (No Findings)
Mission Graduates	Core	Complete (No Findings)
Mission Hiring Hall	Expanded	Complete (No Findings)
Mission Housing Development Corporation	Waiver	Complete (No Findings)
Mission Neighborhood Centers	Core	Complete (No Findings)
Mission Neighborhood Health Center	Core	Complete (No Findings)
Mt St Joseph-St Elizabeth	Waiver	Complete (No Findings)
Mujeres Unidas y Activas	Waiver	Complete (No Findings)
My Path	Waiver	Complete (No Findings)
Native American Health Center	Core	Findings Not in Conformance
Next Village San Francisco	Waiver	Complete (No Findings)
Nihonmachi Legal Outreach	Expanded	Not Complete
On Lok Day Services	Expanded	Complete (No Findings)

Open Door Legal	Expanded	Findings Not in Conformance
OpenHouse	Core	Complete (No Findings)
Pomeroy Recreation and Rehabilitation Center	Core	Complete (No Findings)
Portola Family Connections	Core	Complete (No Findings)
Potrero Hill Neighborhood House	Core	Complete (No Findings)
PRC	Expanded	Findings Not in Conformance
Progress Foundation	Core	Complete (No Findings)
Project Open Hand	Expanded	Complete (No Findings)
Providence Foundation of San Francisco	Expanded	Findings Not in Conformance
Rafiki Coalition for Health and Wellness	Core	Complete (No Findings)
Real Options for City Kids	Core	Complete (No Findings)
Reality House West, Inc.	Core	Findings In Conformance
Rebuilding Together San Francisco	Core	Complete (No Findings)
Recovery Survival Network	Expanded	Findings Not in Conformance
Richmond Area Multi-Services, Inc.	Core	Complete (No Findings)
Richmond District Neighborhood Center	Core	Complete (No Findings)
Russian American Community Services	Expanded	Complete (No Findings)
Safe and Sound	Expanded	Complete (No Findings)
Salvation Army	Expanded	Complete (No Findings)
Samoan Community Development Center Inc	Core	Findings Not in Conformance
San Francisco AIDS Foundation	Core	Complete (No Findings)
San Francisco Clean City Coalition	Core	Findings Not in Conformance
San Francisco Conservation Corps	Expanded	Complete (No Findings)
San Francisco Food Bank	Expanded	Complete (No Findings)
San Francisco Housing Development Corporation	Expanded	Findings Not in Conformance
San Francisco LGBT Community Center	Core	Complete (No Findings)
San Francisco Parks Alliance	Core	Findings In Conformance
San Francisco Public Health Foundation	Core	Complete (No Findings)
San Francisco Safe Inc	Core	Findings Not in Conformance
San Francisco Study Center	Core	Findings In Conformance
San Francisco Tourism Improvement District Management Corporation	Expanded	Findings Not in Conformance
San Francisco Women Against Rape	Expanded	Complete (No Findings)
Self-Help for the Elderly	Expanded	Complete (No Findings)
Seneca Center	Expanded	Complete (No Findings)
Senior and Disability Action	Expanded	Complete (No Findings)
Sequoia Living	Core	Findings Not in Conformance
SF Black Wall Street Foundation	Core	Findings Not in Conformance
SF New Deal	Expanded	Complete (No Findings)
Shanti Project	Expanded	Complete (No Findings)
SOMArts	Core	Complete (No Findings)
Southeast Asian Community Center	Core	Complete (No Findings)
Southeast Asian Development Center	Core	Findings In Conformance
Special Service for Groups	Core	Complete (No Findings)
St. James Infirmary*	Expanded	Findings Not in Conformance
St. Vincent de Paul Society	Expanded	Complete (No Findings)
Stepping Stone	Expanded	Complete (No Findings)

Success Center SF	Expanded	Findings In Conformance
Sunset District Community Development - Sunset Youth Services	Core	Complete (No Findings)
Support for Families of Children with Disabilities	Expanded	Findings In Conformance
Swords to Plowshares Veterans Rights Organization	Expanded	Complete (No Findings)
Telegraph Hill Neighborhood Center	Core	Complete (No Findings)
Tenderloin Housing Clinic, Inc.	Core	Complete (No Findings)
The Arc of San Francisco	Core	Findings In Conformance
The Bar Association of San Francisco	Waiver	Complete (No Findings)
The Latino Commission	Expanded	Complete (No Findings)
Tides Center	Core	Complete (No Findings)
United Playaz	Core	Findings Not in Conformance
Urban Alchemy	Expanded	Findings In Conformance
Urban Ed Academy, Inc.	Expanded	Complete (No Findings)
Westside Community Services	Expanded	Complete (No Findings)
Wu Yee Children's Services	Expanded	Complete (No Findings)
YMCA of San Francisco	Expanded	Complete (No Findings)
Young Community Developers	Expanded	Complete (No Findings)
Young Women's Freedom Center	Core	Complete (No Findings)
Youth Leadership Institute	Core	Complete (No Findings)

* St. James Infirmary was included in the monitoring pool for FY23; however, the nonprofit informed the City of its plans to close all agency programs and transfer services by the end of the calendar year. Per discussion with funding departments, St. James Infirmary was not required to bring its findings into conformance at this time in order to prioritize programmatic transitions and minimize impacts on clients.

Appendix E: Performance Measures in FY23

	Measure	Type of Measure	Program Category	Target	FY22-23 Actual
Nonprofits	# of trainings/types offered in the spring nonprofit training series	How Much	Capacity Building	No Target	3
	# of attendees at Spring Nonprofit Training Series (unique attendees across all workshops)	How Much	Capacity Building	No Target	80
	% of nonprofits who rate a training they attended as very helpful or somewhat helpful.	How Well	Capacity Building	95%	100%
	% of nonprofits that received technical assistance and reported that the coaching services met their needs	How Well	Capacity Building	80%	100%
	% of coached nonprofits who had fiscal findings who reduced them in the subsequent year	Better Off	Capacity Building	No Target[5]	100%

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[5] The Program is establishing a baseline for this new measure.