



OFFICE OF THE CONTROLLER

CITY AND COUNTY OF SAN FRANCISCO

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: City Departments
Nonprofit Suppliers

FROM: Ben Rosenfield, Controller

CC: Peg Stevenson, City Performance Director
Laura Marshall, Project Manager, City Performance
Dan Kaplan, Sr. Performance Analyst, City Performance
Francisco Alvarado, Performance Analyst, City Performance

DATE: November 5, 2019

SUBJECT: **Minimum Compensation Ordinance: Summary of FY19-20 Allocations to Nonprofit Suppliers**

BACKGROUND

On July 1, 2019, the City's Minimum Compensation Ordinance (MCO) changed to increase the minimum compensation paid by nonprofit organizations to workers on City contracts to \$16.50 per hour. This new wage rate is \$0.91 per hour higher than San Francisco's minimum wage.

The Mayor and Board of Supervisors recognized the burden this increase may place on nonprofit suppliers and provided \$5.8 million in FY19-20 and in FY20-21 to help offset the cost of the MCO wage increase. The Controller's Office was tasked with developing a process to fairly allocate this funding to address the following MCO-related costs:

1. Direct Costs – the cost of increasing an employee's wage to \$16.50 per hour.
2. Wage Compaction – the inequity that occurs when the difference between wage levels is reduced because one worker funded by a City contract receives an increased wage while other workers do not.
3. Wage Equity – the inequity that occurs when workers funded by a City contract receive a higher wage than other workers performing the same work but are not funded by City contracts.

APPLICATION PROCESS

The Controller's Office, in consultation with department finance and contracting staff, developed an application process designed to identify the number of FTEs and wage rates up to \$30.00 per hour within each City contract.¹ To assess wage equity, the application also asked suppliers to list the FTEs on their organization's payroll regardless of funding source within four wage bands. Prior to launching the application, the Controller's Office piloted the form with several nonprofits to test usability.

The Controller's Office distributed the application to over 2,000 email addresses representing over 850 nonprofit organizations, and also requested City departments to distribute the application to their nonprofit suppliers. The MCO application period began on June 25, 2019 and ended August 7, 2019.

The Controller's Office received 181 applications representing 210 unique suppliers, including subcontractors which must also comply with the MCO.

Data Validation

Following the application deadline, the Controller's Office worked with City departments to validate the data reported by suppliers, including ensuring contractors submitted information for valid contracts in FY19-20 and that the FTE amounts matched the information in the FY19-20 contracts. The Controller's Office followed up with departments and contractors to correct major variances.

Through the validation process, the Controller's Office identified the need to apply separate treatment to allocations for two departments:

- **Department of Children, Youth and Their Families (DCYF):** this department has significant youth costs, which were treated separately in the MCO application administered by the Controller's Office. The high number of errors in this section created validity concerns. Additionally, DCYF appropriated additional funding to support its MCO costs in FY19-20 and has a robust contractor database that can provide more accurate accounting of wages for contractor employees than received through the application. DCYF has applied the criteria described in the Allocation Plan section below to its own contractors and the resulting data has been included in the contract allocations presented here.
- **Department of Homelessness and Supportive Housing (HSH):** this department administered a separate MCO application process for direct costs in its contracts during spring of FY18-19. This duplicate process caused some confusion among its contractors and created some data validity concerns. HSH has provided data from its original process and from its FY19-20 contracts, and that data has been included in the contract allocations presented here.

ALLOCATION PLAN

The Controller's Office, in consultation with City, nonprofit and labor stakeholders, has developed the following plan to allocate the \$5.8 million appropriated for MCO related costs in FY19-20. This plan also

¹ See the original application template for more about which City contractors must comply with the MCO and the application process: <http://openbook.sfgov.org/webreports/details3.aspx?id=2722>

incorporates an additional \$800,000 appropriated by DCYF to fund its own contractors' MCO costs, for a total of \$6.6 million in MCO-related funding.

The plan first funds all direct MCO costs applied for by suppliers, then prioritizes those suppliers with direct costs when allocating funds for wage compaction. This plan also applies a 20% overhead rate to each contract to account for variable fringe benefits and other indirect costs. See Appendix A for a complete list of contracts and allocation amounts.

Allocation Summary

Contracts and Subcontracts Funded	515
Total Suppliers Receiving MCO Funds²	169
FTEs Receiving MCO Funds	2,757 ³
Average Allocation Amount⁴	\$12,751
Departments Represented	19

Allocation Plan

Direct Costs

First, the Controller's Office allocated \$2.76 million to bring all reported FTEs earning less than \$16.50 per hour before the MCO wage increase into compliance. This represents a total of 1,031 FTEs.

Wage Compaction

Suppliers who submitted application that included direct MCO costs have been prioritized in wage compaction allocations with higher funding amounts per FTE. All suppliers reporting employees earning between \$16.50 and \$18.50 ("primary" compaction) are allotted \$1.00 per hour per FTE.⁵ This includes suppliers with direct MCO costs as well as those with no employees directly impacted by the MCO. Those suppliers with direct MCO costs also receive \$0.75 per hour per FTE earning between \$18.50 and \$22.50 ("secondary" compaction). Suppliers without direct costs will not receive funding for "secondary" compaction. This represents the remaining 1,726 FTEs.

Wage Equity

Wage equity costs (i.e., wage costs not currently paid for by City contracts) will not be funded through this allocation plan. With limited funding available, the City prioritized funding for workers on City contracts. Additionally, the qualitative and quantitative data gathered through the application was

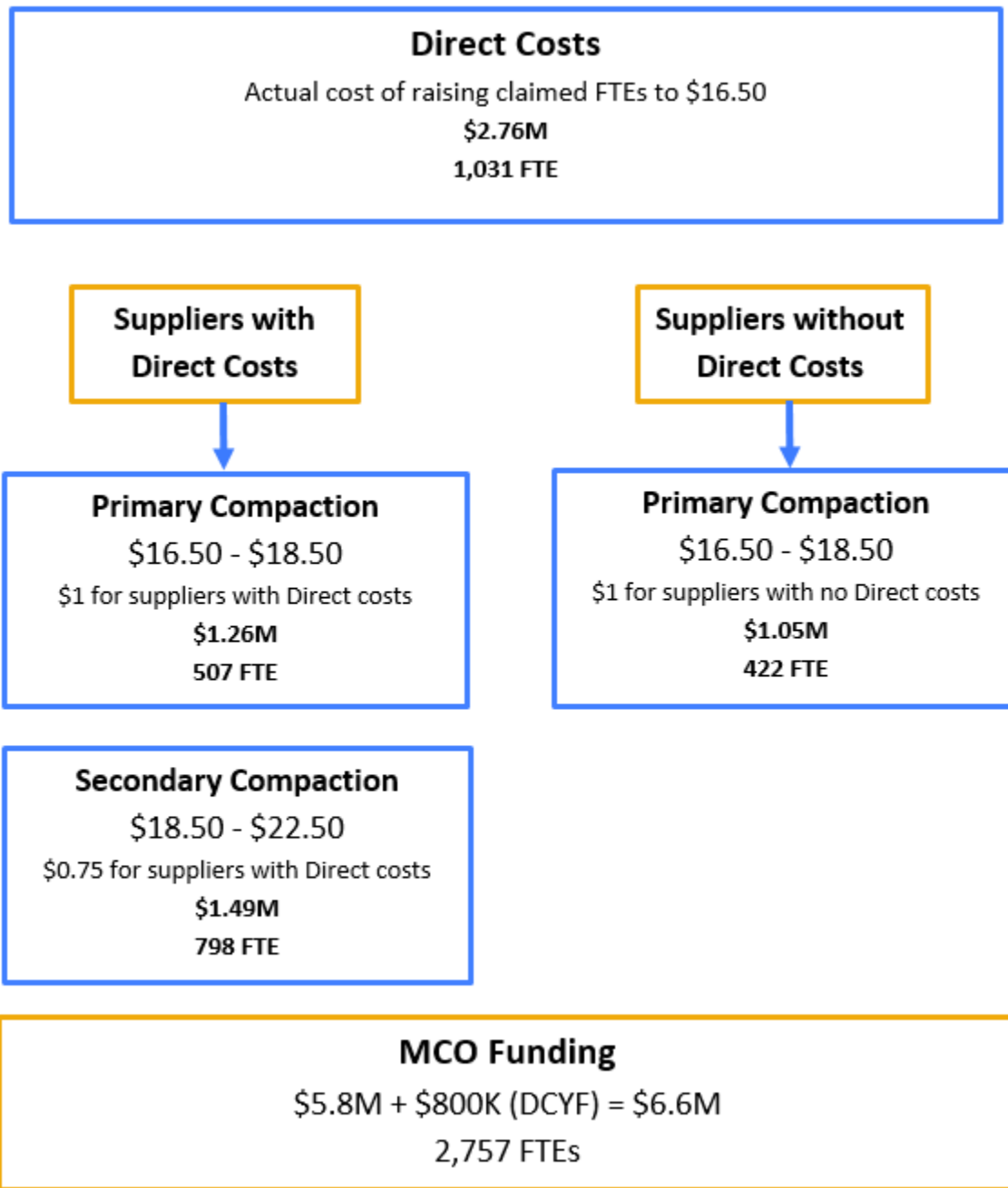
² This represents prime contractors and subcontractors.

³ While most FTE totals are known, total FTEs associated with DCYF contracts have been estimated based on costs supplied by DCYF.

⁴ Per contract or subcontract.

⁵ For youth employees, only direct costs are funded.

difficult to validate and may not have fairly represented the actual wage equity costs attributable to the MCO.



MCO-related adjustments will be made by 19 departments, per the table below:

Department	Number of Contracts ⁶	Total FTEs Funded	Total MCO Funding
Adult Probation Department (APD)	5	23.3	\$51,220
Arts Commission (ART)	1	2.4	\$6,210
City Administrator (ADM)	15	28.1	\$69,610
Department of Building Inspection (DBI)	8	14.6	\$28,660
Department of Children, Youth and Their Families (CHF)	166	372.3	\$1,112,070
Department of Homelessness and Supportive Housing (HOM)	69	762.6	\$1,789,840
Department of Public Health (DPH)	52	513.1	\$1,218,270
Department of the Environment (ENV)	1	1.7	\$3,900
Department on the Status of Women (WOM)	17	20.3	\$46,420
District Attorney's Office (DAT)	1	0.5	\$1,150
First 5 Commission (CFC)	19	34.3	\$75,550
Human Rights Commission (HRC)	1	0.5	\$940
Human Services Agency (HSA)	82	584.9	\$1,384,350
Juvenile Probation Department (JUV)	1	2.5	\$5,290
Mayor's Office of Housing and Community Development (MYR)	41	64.0	\$135,900
Office of Economic and Workforce Development (ECN)	16	55.5	\$136,670
Public Utilities Commission (PUC)	4	4.3	\$10,550
San Francisco Public Works (DPW)	12	263.7	\$472,670
Sherriff's Department (SHF)	4	8.5	\$17,370
Grand Total	515	2,757	\$6,566,640

MCO IMPLEMENTATION GUIDANCE

Appendix A documents the MCO allocation for each contract. MCO allocations should be used to increase wages of existing FTEs in FY19-20 contracts as of July 1, 2019, and for associated increases to fringe benefits and overhead.

Modifying or Amending Contract Budgets

Upon receipt of this memo, departments should initiate either a contract modification or contract amendment process with applicable suppliers to incorporate the funding amount indicated in Appendix A into the contract budget. If the funding amount can be accommodated using contract contingency funds, a budget modification may be appropriate. Otherwise, an amendment should be processed as soon as possible. However, if a FY19-20 contract has not yet been certified, departments should not

⁶ Duplicates contract count when both a prime and a subcontractor are funded.

unduly delay initial certification to accommodate this new MCO funding; timely contract certification for FY19-20 should be prioritized. Further, the Controller's Office recommends making MCO adjustments simultaneously with cost of doing business (CODB) adjustments, if this supports timely certification.

While funding has been allocated using formulas associated with certain wage bands, each nonprofit supplier may make its own operational decisions about how to apply the allocation to its contract budget, in negotiation with the funding department. Departments should ensure that all wages in the contract budget meet the \$16.50 per hour MCO requirement. Departments may also review FTE and wage data used by the Controller's Office in making allocations if it supports negotiations.

There may be one or more departments that have already adjusted FY19-20 contracts to accommodate the MCO requirement of \$16.50 per hour, but may not have accommodated wage compaction costs, per the Controller's Office's methodology.⁷ The allocation amount documented in Appendix A includes both direct and compaction costs. Departments that have previously funded direct costs in FY19-20 contracts should identify the amount of funding included in the contract for this purpose, subtract that amount from the allocation listed in Appendix A, and only adjust contracts by the remaining wage compaction amount.

Transferring Funds to Departments

In order to transfer the \$5.8 million to the appropriate department, departments must supply the Controller's Office with the Chartfields identifying the location where MCO funds should be moved. Please provide Chartfields to CON.MCOsurvey@sfgov.org by December 20, 2019 to support appropriate adjustments to the FY19-20 base budget.

Chartfields:

- | | | |
|-----------------------|---------------------|-------------------------|
| ▪ GFS Type | ▪ Project ID | ▪ Account Level 5 Title |
| ▪ Department | ▪ Project Type Code | ▪ Account ID |
| ▪ Department Division | ▪ Activity ID | ▪ TRIO ID |
| ▪ Department Section | ▪ Activity Type | ▪ FY 19/20 Dollar |
| ▪ Department ID | Number | Amount |
| ▪ Fund ID | ▪ Authority ID | |

Preparing for FY20-21

The Controller's Office administered the FY19-20 MCO application to support a fair and transparent process. For FY20-21, each funding department will be responsible for adjusting contracts to reflect costs associated with the MCO. The Mayor's Office will adjust FY20-21 base budgets with appropriate General Fund allocations for these expenditures, and it will be each department's responsibility to ensure FY20-21 contracts accommodate the direct and compaction impacts of the MCO. Please direct any questions to CON.MCOsurvey@sfgov.org.

⁷ Currently, the Controller's Office is aware of two departments who have adjusted FY19-20 contract budgets to account for direct MCO costs: Department of Public Works and Department of Homelessness and Supportive Housing.

APPENDIX A: MCO ALLOCATIONS BY CONTRACTOR

Agency Name	Subcontractor (If Applicable)	Contracting Department	Total
African American Art and Culture Complex		ART	\$6,210
Aim High for High School		CHF	\$9,430
Alternative Family Services		DPH	\$540
Alternative Family Services		HSA	\$2,630
APA Family Support Services		CFC	\$12,350
APA Family Support Services		WOM	\$580
Arriba Juntos		APD	\$4,190
Arriba Juntos		ECN	\$1,880
Arriba Juntos		HSA	\$50,640
Arriba Juntos		CHF	\$560
Asian & Pacific Islander Wellness Center		DPH	\$15,860
Asian & Pacific Islander Wellness Center		HRC	\$940
Asian Women's Shelter		WOM	\$3,110
Baker Places Inc		DPH	\$155,360
Bay Area Community Resources		CHF	\$49,380
Bayview Hunters Point Center for Arts and Technology		CHF	\$3,030
Bayview Hunters Point Foundation for Community Improvement		DPH	\$23,720
Bayview Hunters Point Multipurpose Senior Services		HSA	\$46,650
Bayview Hunters Point Multipurpose Senior Services		MYR	\$1,220
Board of Trustees of the Glide Foundation		CFC	\$3,120
Board of Trustees of the Glide Foundation		HOM	\$4,660
Board of Trustees of the Glide Foundation		HSA	\$9,780
Board of Trustees of the Glide Foundation		CHF	\$7,800
Booker T Washington Community Services Center		MYR	\$570
Booker T Washington Community Services Center		CHF	\$11,530
Boys & Girls Clubs of San Francisco		CHF	\$36,980
Brava! for Women in the Arts		CHF	\$870
Breakthrough San Francisco		CHF	\$6,870
Buena Vista Child Care		CHF	\$9,620
California Academy of Sciences		CHF	\$11,120
Catholic Charities		DPH	\$18,380
Catholic Charities		HOM	\$55,940
Catholic Charities		HSA	\$18,180

8 | MCO: Summary of FY19-20 Allocations to Nonprofit Suppliers

Catholic Charities		MYR	\$51,300
Catholic Charities		CHF	\$5,030
Central American Resource Center - Carecen Of Northern Ca	Immigration Center for Women and Children (ICWC)	MYR	\$630
Central City Hospitality House		DPH	\$2,900
Central City Hospitality House		HOM	\$1,980
Central City Hospitality House	Board of Trustees of the Glide Foundation	HOM	\$800
Charity Cultural Services Center		ECN	\$9,680
Charity Cultural Services Center		CHF	\$3,000
Chinatown Community Development Center		ADM	\$940
Chinatown Community Development Center		DBI	\$7,530
Chinatown Community Development Center		HSA	\$2,160
Chinatown Community Development Center		MYR	\$2,030
Chinatown Community Development Center	Chinese Progressive Association	DBI	\$1,990
Chinatown Community Development Center	Dolores Street Community Services	DBI	\$2,650
Chinatown Community Development Center		CHF	\$1,940
Chinese For Affirmative Action		ADM	\$21,050
Chinese Newcomers Service Center		MYR	\$2,130
Chinese Progressive Association		ADM	\$3,510
Chinese Progressive Association		ECN	\$2,120
Chinese Progressive Association		MYR	\$1,450
City Surf Project		CHF	\$870
City Youth Now		JUV	\$5,290
Civic		DPW	\$34,190
Coleman Advocates for Children and Youth		CHF	\$1,600
Collective Impact		CHF	\$9,190
Community Awareness & Treatment Services, Inc		DPH	\$157,600
Community Awareness & Treatment Services, Inc		HOM	\$59,030
Community Awareness & Treatment Services, Inc		MYR	\$2,590
Community Board Program		DAT	\$1,150
Community Housing Partnership		HOM	\$20,700
Community Living Campaign	Reserve Inc	HSA	\$46,800

Community Works West, Inc.	SHF	\$9,380	
Community Works West, Inc.	CHF	\$2,400	
Community Youth Center of San Francisco	DBI	\$4,680	
Community Youth Center of San Francisco	DPH	\$1,690	
Community Youth Center of San Francisco	DPW	\$23,170	
Community Youth Center of San Francisco	MYR	\$5,630	
Community Youth Center of San Francisco	WOM	\$3,750	
Community Youth Center of San Francisco	CHF	\$18,040	
Community Youth Center of San Francisco	DPW	\$23,030	
Conard House Inc.	HOM	\$79,950	
Conard House Inc.	HSA	\$1,230	
Dolores Street Community Services	ADM	\$10,330	
Dolores Street Community Services	DPH	\$5,560	
Dolores Street Community Services	HOM	\$84,200	
Dolores Street Community Services	MYR	\$4,300	
Donaldina Cameron House	WOM	\$2,440	
Donaldina Cameron House	CHF	\$15,200	
Each One Reach One	CHF	\$670	
Edgewood Center for Children and Families	CFC	\$940	
Edgewood Center for Children and Families	DPH	\$36,740	
Edgewood Center for Children and Families	HOM	\$2,740	
Edgewood Center for Children and Families	HSA	\$6,480	
Edventure More	CHF	\$12,240	
Epiphany Center	DPH	\$31,030	
Episcopal Community Services Of San Francisco	HOM	\$220,700	
Episcopal Community Services Of San Francisco	HSA	\$3,760	
Episcopal Community Services Of San Francisco	Providence Foundation of SF	HOM	\$7,490
Exploratorium	CHF	\$12,280	
FACES SF	ECN	\$31,950	
FACES SF	CHF	\$10,860	
Family Support Services	HSA	\$5,000	
Felton Institute	CFC	\$1,250	
Filipino-American Development Foundation	MYR	\$9,440	
Filipino-American Development Foundation	WOM	\$630	
Fisherman's Wharf Association of SF	ECN	\$9,990	

Friendship House Association of American Indians		DPH	\$5,150
Friendship House Association of American Indians		MYR	\$1,030
Friendship House Association of American Indians		CHF	\$4,260
GirlVentures		CHF	\$1,570
Golden Gate Senior Services		HSA	\$3,210
Golden Gate Senior Services	Richmond District Neighborhood Center Inc	HSA	\$1,050
Good Samaritan Family Resource Center		ADM	\$790
Good Samaritan Family Resource Center		CFC	\$14,760
Greater Farallones Association		CHF	\$1,330
Gum Moon Residence Hall		CFC	\$17,740
Gum Moon Residence Hall		HSA	\$2,810
Gum Moon Residence Hall		MYR	\$4,980
Gum Moon Residence Hall		WOM	\$940
Hamilton Families		HOM	\$61,640
Hamilton Families		HSA	\$8,990
Hamilton Families		CHF	\$5,020
Handful Players		CHF	\$1,850
Heluna Health		DPH	\$13,420
Heluna Health		HOM	\$77,260
Homebridge Inc		HSA	\$651,460
Homeless Prenatal Program		CFC	\$2,010
Homeless Prenatal Program		HOM	\$10,550
Homeless Prenatal Program		HSA	\$9,120
Homies Organizing the Mission to Empower Youth (HOMEY)		CHF	\$2,500
Horizons at the San Francisco Friends School		CHF	\$1,120
Horizons Unlimited of San Francisco		CHF	\$13,940
Horizons Unlimited of San Francisco		DPH	\$10,300
Horizons Unlimited of San Francisco		HOM	\$2,840
Horizons Unlimited of San Francisco		WOM	\$1,530
Huckleberry Youth Programs		DPH	\$630
Huckleberry Youth Programs		CHF	\$8,370
Hunters Point Family		DPH	\$63,030
Hunters Point Family		DPW	\$134,170
Hunters Point Family		HSA	\$18,100
Hunters Point Family		MYR	\$7,490
Hunters Point Family		CHF	\$12,360
Hunters Point Family		DPW	\$83,780

Indochinese Housing Development Corporation		CHF	\$12,930
Info Line of San Diego County Db. 2-1-1 San Diego		HSA	\$8,740
Ingleside Community Center		CHF	\$1,360
Institute on Aging		HSA	\$24,960
Institute on Aging	Conard House Inc	HSA	\$4,850
Instituto Familiar de la Raza		DPH	\$7,150
Instituto Familiar de la Raza		HSA	\$4,830
Instituto Familiar de la Raza	Mission Neighborhood Health Center	DPH	\$1,250
Instituto Familiar de la Raza		CHF	\$5,350
Jamestown Community Center		CHF	\$31,860
Japanese Community Youth Council		DPH	\$750
Japanese Community Youth Council		CHF	\$378,310
Jewish Vocational Service		CHF	\$16,720
Joe Goode Performance Group		ADM	\$830
Juma Ventures		CHF	\$4,140
Kai Ming Inc		HSA	\$55,420
Kimochi, Inc.		HSA	\$14,360
La Raza Community Resource Center		MYR	\$650
Larkin Street Youth Services		DPH	\$38,010
Larkin Street Youth Services		HOM	\$9,310
Larkin Street Youth Services		HSA	\$28,910
Larkin Street Youth Services		MYR	\$2,840
Larkin Street Youth Services		CHF	\$16,080
Latino Commission on Alcohol and Drug Abuse Services of San Mateo		DPH	\$41,340
Lavender Youth Recreation & Info Center		CHF	\$7,290
Life Learning Academy		CHF	\$3,000
Lighthouse for The Blind & Visually Impaired		HSA	\$1,410
Lower Polk Community Benefit District		DPW	\$4,750
Lutheran Social Services		HOM	\$1,380
Maitri Compassionate Care		DPH	\$20,310
Maitri Compassionate Care		MYR	\$7,820
Mary Elizabeth Inn		HOM	\$34,570
Mary Elizabeth Inn		WOM	\$2,610
Mary Elizabeth Inn	Solutions SF	HOM	\$3,530
Mary Elizabeth Inn		WOM	\$900
Mary Elizabeth Inn	Top Flight	HOM	\$5,650
Mary Elizabeth Inn		WOM	\$730
Meals on Wheels		HSA	\$27,600

Mission Education Projects Inc.		CHF	\$2,550
Mission Graduates		CHF	\$33,740
Mission Hiring Hall		ECN	\$580
Mission Hiring Hall	Charity Cultural Services Center	ECN	\$4,770
Mission Neighborhood Centers Inc		CFC	\$1,410
Mission Neighborhood Centers Inc		DPW	\$169,580
Mission Neighborhood Centers Inc		HSA	\$40,660
Mission Neighborhood Centers Inc		MYR	\$1,090
Mission Neighborhood Centers Inc		PUC	\$3,750
Mission Neighborhood Centers Inc		WOM	\$2,430
Mission Neighborhood Centers Inc		CHF	\$13,290
Mission Neighborhood Health Center		HOM	\$28,160
Mujeres Unidas Y Activas		WOM	\$500
MyPath		CHF	\$2,270
NAMI SF		DPH	\$8,740
National Japanese American Historical Society		ADM	\$3,650
Native American Health Center		DPH	\$2,250
New Door Ventures		CHF	\$5,680
Northeast Community Federal Credit Union		ECN	\$4,200
Northeast Community Federal Credit Union		MYR	\$3,370
Old Skool Cafe		CHF	\$15,000
On Lok Day Services		HSA	\$20,030
Our Kids First		CHF	\$7,270
Parents for Public Schools of SF, Inc.		HSA	\$17,480
Peer Resources		CHF	\$6,250
Phatt Chance Community Services, Inc.		APD	\$4,150
Pomeroy Recreation & Rehabilitation Center		CHF	\$3,740
Portola Family Connection Center		CHF	\$580
Portola Family Connections		CFC	\$2,500
Potrero Hill Neighborhood House		CHF	\$4,290
Progress Foundation		DPH	\$233,330
Project Level		CHF	\$5,140
Providence Foundation of San Francisco		HOM	\$52,570
Rafiki Coalition for Health and Wellness		DPH	\$19,480
Reading Partners		CHF	\$700
Real Options for City Kids		CHF	\$11,590
Recovery Survival Network		ADP	\$14,670
Regents Univ Of Calif / SF	San Francisco Study Center	DPH	\$19,350

Richmond Area Multi-Services Inc		DPH	\$208,050
Richmond Area Multi-Services Inc		HSA	\$2,500
Richmond District Neighborhood Center		CHF	\$32,920
S F Network Ministries Housing Corp/SF Safehouse		WOM	\$15,900
Safe & Sound	Gum Moon Residence Hall	CFC	\$3,010
Safe & Sound	Instituto Familiar de la Raza	CFC	\$580
Samoan Community Development Center		CHF	\$8,320
San Francisco Conservation Corps		ECN	\$2,850
San Francisco Conservation Corps		ENV	\$3,900
San Francisco Conservation Corps		MYR	\$1,680
San Francisco Conservation Corps		PUC	\$2,760
San Francisco Conservation Corps		SHF	\$7,990
San Francisco Parks Alliance		ADM	\$940
San Francisco Parks Alliance		PUC	\$4,040
San Francisco Shakespeare Festival		ADM	\$11,740
San Francisco State University - Education Pathways for ECE Workforce 17-20		HSA	\$680
San Francisco Study Center Inc		DBI	\$570
San Francisco Study Center Inc		DPH	\$10,160
San Francisco Study Center Inc		MYR	\$570
Self-Help for The Elderly		ADM	\$1,500
Self-Help for The Elderly		ECN	\$19,100
Self-Help for The Elderly		HSA	\$71,460
Self-Help for The Elderly		MYR	\$940
Seneca Family of Agencies		DPH	\$10,490
Sequoia Living		HSA	\$2,700
Sf IHSS Public Authority		HSA	\$14,980
Shanti Project		DPH	\$18,950
Shanti Project		MYR	\$2,350
Shanti Project	Central City Hospitality House	HSA	\$1,600
Spark		CHF	\$1,870
St. Vincent De Paul Society Of San Francisco		HOM	\$150,200
St. Vincent De Paul Society Of San Francisco		WOM	\$4,130
Stepping Stone		HSA	\$24,530
Success Center San Francisco		CHF	\$2,850
Sunset Youth Services		CHF	\$10,130
Talent All Stars		CHF	\$810
Telegraph Hill Neighborhood Center		CHF	\$14,970
Tenderloin Housing Clinic, Inc.		APD	\$28,210
Tenderloin Housing Clinic, Inc.		DBI	\$11,240

Tenderloin Housing Clinic, Inc.	HOM	\$620,700
Tenderloin Housing Clinic, Inc.	MYR	\$3,750
Tenderloin Neighborhood Development Corp	HSA	\$57,920
The Arc San Francisco	ECN	\$2,750
The Arc San Francisco	MYR	\$3,750
The Arc San Francisco	CHF	\$2,130
The Cross Cultural Family Center	CHF	\$2,660
The Marsh, A Breeding Ground for New Performance	ADM	\$3,090
The Marsh, A Breeding Ground for New Performance	CHF	\$1,550
The Salvation Army	HOM	\$51,150
The Salvation Army	CHF	\$6,650
Tides/Dish (Delivering Innovation in Supportive Housing)	HOM	\$142,150
Toolworks, Inc.	ADM	\$11,240
Toolworks, Inc.	HSA	\$2,500
Treasure Island Sailing Center	CHF	\$3,870
United Playaz	CHF	\$1,070
Unity Care Group	DPH	\$9,360
Up on Top	CHF	\$2,960
Urban Ed Academy	CHF	\$2,030
Urban Sprouts	CHF	\$4,620
Vietnamese Youth Development Center	CHF	\$720
West Bay Pilipino Multi Service Center	CHF	\$8,530
Westcoast Children's Clinic	DPH	\$3,560
Women Organized to Make Abuse Nonexistent [W.O.M.A.N.] Inc.	WOM	\$6,240
Wu Yee Children's Services	CFC	\$4,000
Wu Yee Children's Services	HSA	\$64,660
Wu Yee Children's Services	MYR	\$1,160
YMCA Of San Francisco	CFC	\$11,880
YMCA Of San Francisco	DPH	\$23,830
YMCA Of San Francisco	ECN	\$46,800
YMCA Of San Francisco	HSA	\$3,520
YMCA Of San Francisco	MYR	\$11,140
YMCA Of San Francisco	CHF	\$97,270
Young Community Developers	CHF	\$14,290
Young Women's Freedom Center	CHF	\$7,490
Youth First	CHF	\$1,900
Youth Speaks	CHF	\$500

Department Key:

Adult Probation Department	APD
Arts Commission	ART
City Administrator	ADM
Department of Building Inspection	DBI
Department of Children, Youth and Their Families	CHF
Department of Homelessness and Supportive Housing	HOM
Department of Public Health	DPH
Department of the Environment	ENV
Department on the Status of Women	WOM
District Attorney's Office	DAT
First 5 Commission	CFC
Human Rights Commission	HRC
Human Services Agency	HSA
Juvenile Probation Department	JUV
Mayor's Office of Housing and Community Development	MYR
Office of Economic and Workforce Development	ECN
Public Utilities Commission	PUC
San Francisco Public Works	DPW
Sherriff's Department	SHF