Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

Question 1:

What is the primary focus of your organization's activities?		
Answer Options	**Response Percent**	**Response Count**
Homelessness	12.5%	11
Youth Services	20.5%	18
Legal Services	6.8%	6
Health Services	9.1%	8
Financial Literacy	8.0%	7
Immigrant Services	14.8%	13
Workforce Development	30.7%	27
Housing (or related services)	21.6%	19
Economic Development (small business assistance, etc...)	19.3%	17
Disability	12.5%	11
Senior Citizen	12.5%	11
Childcare	9.1%	8
Violence prevention/response	5.7%	5
Domestic Violence	6.8%	6
Multi-services and/or community center	29.5%	26
answered question		**88**
skipped question		**0**

Question 2:

Are your agency's services:		
Answer Options	**Response Percent**	**Response Count**
Neighborhood Focused	38.6%	34
City Wide	65.9%	58
Population Focused	42.0%	37
answered question		**88**
skipped question		**0**

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Question 3:

If Neighborhood Based, please indicate which neighborhood(s):		
Answer Options	**Response Percent**	**Response Count**
Bayview Hunters Point	26.8%	11
Bernal Heights	7.3%	3
Chinatown	24.4%	10
Excelsior	29.3%	12
Mission	36.6%	15
OMI	9.8%	4
Portola	7.3%	3
Richmond District	9.8%	4
SOMA	17.1%	7
Sunset District	12.2%	5
Tenderloin	36.6%	15
Visatacion Valley	26.8%	11
Western Addition	24.4%	10
Other (please specify)		15
answered question		**41**
skipped question		**47**

Other (please specify)
we are less entrenched in communitywide activities in VV and TL.
JAPANTOWN
Castro.
Our program serves LGBT people throughout the city, but we also provide specific business attraction services to the Castro/Upper Market Community Benefit District.
Although we are city-wide, the majorirty of our services are provided to youth age 18-25 who reside in Bayview, TL, Western Addition, Mission, Visatacion Valley, and Portola.
Telegraph Hill, North Point, North Beach, Potrero Hill Neighborhood House, Dogpatch, Hayes Valley, Alemany
JAPANTOWN
all SF city & county
Noe Valley; Glen Park; Inner Sunset; West Portal
Potrero Hill
Bayview, Mission, Ingleside/Excelsior are our agency's top three negiborhood served. Our facility is located in the Castro.
Our agency is located in the Western Addition but for some of our services we are city-wide.
Japantown
Japantown
Low-income residents of all neighborhoods.

Responses from Survey of Community-Based Organizations
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Question 4:

In the context of your organization's activities, how do you define and measure success?	
Answer Options	**Response Count**
	87
answered question	**87**
skipped question	**1**

Response Text
We define success on several levels, but we begin with measuring the outcomes of services delivered in terms of economic self-sufficiency for the businesses and the owners themselves.
We conduct two forms of evaluation to measure success: Quantitative and Qualitative. For example, in our legal services for low wage workers we measure how many cases we took on, how much wages we recovered on behalf of low wage workers, etc. In our workforce development, we measure how many jobs we were able to place. Qualitatively, for example, we measure if someone was able to apply information learned in our training session; if they are able to maintain a job once placed; etc.
Direct linkage and feedback from community and client base; large demand and participation in our services and activities
Participant attaining savings goal and acquiring an asset (home purchase, small business capitalization and post-secondary education)
If we get and keep people housed
A positive change in the nonprofit organization (NPO) client's operations. An increase in the NPO client's capacity to maintain the new strategic processes. An increase in the skills and confidence of the individuals that participate in our trainings.
We measure, businesses launched, business growth and improvement in economic status
That our services can help to improve the health and stability of API immigrant children and families. We rely on pre/post tests, progress report notes, vignettes and observations and Matrix evaluation scores.
Some indicators: parent is able to work or attend school as a result of child care services *progress of child/family while the family is in our child development services -- ex. has a medical home, up to date on immunizations, parent achieves their goals, etc. * public benefits that a constituent receives (1 or more) * # of family child care business licensed; # of family child care business retained; # of family child care business that are able to expand * # of Family child care providers (or amt of $ FCC receives) as a result of the federal child care food program * etc. we have a number of indicators and measures for each of our programs
We define success by meeting the needs of the community, meeting our target goals, and the number of participants we serve. We measure success through the Parent Advisory Board, tracking our numbers, and satisfaction survey.
our ability to meet annual service goals - including numbers of people served and also depth of service provided
Our success is based on our clients' successes and the impact we have on their lives
Housing retention rate of 98% or greater based on data from our rent roll and exit interviews. There are other indicators, but this is the main one.
long term planning and development
We have developed a series of outcome measures that we use for each function within TNDC to help us determine how we're doing.
The organization uses the theory and practice of youth development as the basis for program design, implementation, and evaluation. According to research in this field, young people need to have access to specific supports and opportunities that have been identified as necessary for healthy development. As such, success is measured by the quality of the youth development experience each participant has with the organization.
# of immigrant and refugee jobseekers trained in job search/readiness skills # of jobseekers that secure professional placements and average salaries secured

% retention after 12 months
Number of businesses served, number of businesses financed, number of jobs created/retained.
In addition to number of participants served, we quantify our results using pre and post program tests.
Our organization has a number of methods by which it measures success. We track client progress and evaluate programs and services for relevance and efficacy. Our many government funders each require our programs to report on service numbers and outcomes measures, as well as client feedback.
This is not a simple question. Clearly success would be defined by helping someone address their legal issue and remaining in their home. Helping someone resolve a conflict with their landlord over an illegal rent increase, a needed repair, or a reasonable accommodation that allows them to remain in their unit would also be a success. But for some, success might be keeping an eviction off their record, buying enough time in a move out deal to find another place. It might even just be having someone at your side when you are facing a very scary and confusing process all by yourself.
Our primary success measure is the number of months of stable housing due to our intervention. We also measure the income generated for people with HIV/AIDS in our supportive employment.
1. Number of clients served, broken down by population. 2. Alleviation of mental health and substance abuse symptoms. 3. Improvement in "functioning", including improved access to financial resources, housing, and medical services.
We have clear organizational goals that inform programmatic activities, which in turn help us formulate concrete outcomes, e.g., x number of businesses will receive technical assistance, x number of businesses will receive visual merchandising assistance and information is collected and reported based on these measurable outcomes. The qualitative success is measured utilizing several tools, e.g., surveys and conversations with business owners. If their needs are met we define this as successful, e.g. the business was retained due to our efforts; a project was completed with large number of volunteers/community support and buy-in.
by placements and number of clients served
1) Are we meeting our goals and objectives vis-a-vis our contracts with funders. 2) Are we reaching the full diversity of the community. 3) Are our community members satisfied with our services.
Program participation, academic improvement, GPA, social skills
We have many activities and thus many different measures of success, as we provide direct services (mental health, legal, employment, supportive housing (transitional as well as permanent), jail outreach)), as well as policy work and public education. Each has its own measure of success.
Transitional aged youth having comprehensive support from that is well-coordinated and relevant to their complicated needs. Surveys from youth, community functioning surveys, whether young people are remaining housed once they become connected to our program, whether our agency has provided viable resources to youth 18-25 and their families- measured by the follow-up capacity and site specific competence that we assist young adults in obtaining; also we define success by evaluating the strength of our uniform standard of care. Because working with homeless young adults demands a commitment to continuity, we ensure consistency by functioning as the hub of various homeless and housing providers. Thus, our measurement of success surveys providers as well. In summary, we have a five part measurement process: (1) Impact of direct services on behavioral wellbeing, including most essentially, the homeless prevention services both to transitional aged youth and their providers. (2) Impact of support & agency's system of care on client's ability to gain and maintain employment (3) Impact of support & agency's system of care on client's ability to gain and maintain housing (4) Ability to advocate for comprehensive needs (5) Ability to function responsibly in a public housing, dv shelter, permanent supportive housing, transitional housing environment
Members' satisfaction, sense of support, skill and knowledge acquisition, increased individual and agency capacity, funder relations
Job placement Skills gains Satisfaction Educational Attainment
We define success through achieving educational workshops and by the amount of people who attend to these workshops. We also measure success through the amount of people who were assisted and applied for affordable

housings.

Client participating in health and greater health outcomes. Housing retention.

Success is measured by the number of participants who successfully complete our Skill training program.

We define success as the number of unbanked low-income residents in the areas we serve whom we helped to open savings and checking accounts as well as provide financial literacy. Thus, we help a certain number of poverty-stricken residents to get out of poverty through financial education and access to financial services.

maintaining or transitioning to independent, accessible, affordable community living

A civically engaged and politically empowered API and immigrant community.

positive cohesive planning and implementation

The success measures are based on the programs. Thus far, we track success for our clients receiving pre-purchase education, foreclosure intervention, and business technical assistance.

The primary success indicators for our pre-purchase program is the number of homeowner's who buy a home and receive a 30yr fixed rate loan with a prime interest rate.

In our foreclosure intervention program, we primarily define success by the number of homeowners who prevented the foreclosure of their home by modifying their loan or other favorable solutions.

In our small business development program, we primarily define success by the economic impact indicators defined by MOCI.

Starting in January 2010, we will implement systems to collect more robust data on the outcomes of our clients. We are also planning to track asset building indicators across programs, such as savings, credit score, and dti ratio.

We measure our program goals through the number of clients served, assisted, trained and supported. Client satisfaction and completion of personal goals are indicators of success.

Movement along a Self Sufficiency continuum

removal of barriers to community living and inclusion for/of people with disabilities

By the quality measures, financial sustainability, ability to meet our mission: To provide quality programs to school-age children and families.

Grant outcomes, placements into employment, triple bottom line metrics

Housing development is a yes/no outcome test.

resident quality of life is not fully measurable. HUD and other funders periodically inspect and score comprehensive property management factors.

project bottom line annual financial outcomes are of course very important.

overall the Board annually assesses progress on achieving the Mission Statement.

To ensure that the Samoan community are able to utilize the program(s) and activities that will enable them to be productive residents and citizens of SF.

Promoting an environment that allows our various projects to achieve their mission and contribute to a thriving San Francisco Bay Area Community.

Students served, Partnerships created, Teachers Trained, Interns Employed, Quality of programming.

Setting a specific goal or outcome and evaluating whether it has been reached.

We measure success by our ability to assess a family's needs and connect them to appropriate services within our agency or in the community at large. Our goal is to empower and aid families who are facing homelessness or a housing crisis so that they will gain stability in a shelter or in their own home. We measure this by client surveys, numbers who are assessed and referred, and percentage of people who maintained housing after rental assistance is provided. We are happy to report that year after year over 90% of clients rate our services at very good or outstanding. Last year our new Housing Assistance Project application and renewal for Connecting Point were rated number one and number two for our HUD grants.

The Arc of San Francisco defines success as its ability to provide the services and supports people with

developmental disabilities need to have dignity, self-determination and quality of life living independently, but not alone, in our community.

Corpsmember outcomes with respect to career planning and education:
SFCC measures the number of Corpsmembers (Cms) alumni who are earning a living wage as well as their hourly pay and whether or not they have benefits. SFCC also measures the number of Cms who earn their High School Diploma while in our program, the number of Cms who pass the California High School Exit Exam (CAHSEE) and the percentage of Cms who know how to access employment services resources as well as the percentage of Cms who can articulate their career goals, and the steps and activities necessary to accomplish their goals.

Recycling outcomes with respect to waste diversion:
SFCC also measures the amount of recycling tonnage diverted at recycling special events throughout the city, both on an annual basis and per event.

Specific outcomes are defined for the fiscal year and we measure results on a quarterly basis.

We define success by a set of financial metrics
- revenue generated, jobs created, profit gained, etc.
-training and development milestones for participants
-access to new and broader market opportunities for businesses.

The program team determines measurable outcomes and indicators yearly and collect ongoing data to assess progress towards the same.

Enrollment, Certification and Employment

# of clients placed in homes
# of clients completing our program

We have established three long-term outcomes that link our strategies to our mission. Each major strategy is mapped out with activities, short-term outcomes (primarily attendance driven with the aim of knowledge and skill development); intermediate outcomes (aim is behavior and attitude shift). All our outcomes are mapped to best practices in the field including performance measurement standards that reflect the field as well as our own historical analysis of what success looks like for the unique population we serve. Various formats and tools are used for evaluation and link to established performance measures.

Community members access and secure services, become active in improving services and city resources, advocate on short- and long-term issues, and strategic impact of our center's programs and activities.

Through evaluation, survey (phone and written), and comments on Provider Cafe.

From 07/01/2009 to 10/31/2009 we served unduplicated seniors and reached to the goals as: Social service 48%, Recreation:76%, In Home Services: 50% and Case Management:44%. Beside that we reviewed our" Customer Satisfaction Surveys demonstration a high degree of satisfaction type and quality of programs we offered our clients.

We use pre/post tools, testimonials, and reports representing number of clients we have seen this year vs. last year.

Success metrics are specific to program and/or service delivery model and entail the achievement of both qualitative and quantitative outcomes. For example, with shelter clients our primary success metric is placing a family in permanent housing and for that family to still be housed one year later. For homelessness prevention client success is when a family is still in their home one year following intake.

Helping merchants succeed.

The Vietnamese Community Center of San Francisco has served the target community since 1998.Over 80% of our clients are low-income families who speak little or no English. Our records show more than 550 unduplicated people residing in SF used our services in the past and this year. The Center has become the trusted information hub for Vietnamese immigrants.

Placement outcomes
Soft skill development outcomes
Testimonials

Health enhancement for clients, successful client and volunteer peer support and care coordination, contract objective fulfillment.

MUA offers a broad range of services and activities and has different definitions and measures of success for each program. In the broadest sense, MUA believes we are successful when the Latina immigrant women who attend our program improve their self-esteem, believe in their own self-worth and right to live a life free from violence,

discover their own strengths, determine and define their professional and interpersonal goals, and find the support and resources needed to begin acting on these plans. MUA also marks our success based on our ability to make the economic and interpersonal realities of immigrant women known to the broader community and advocate for policies that protect the workers' rights, advance immigrant rights, and ensure accessible social services for our community.

More specifically for the Caring Hands Workforce Development Project, MUA defines in the following ways:
• 80% or more the graduates of our Caring Hands training indicate that they have learned new skills that prepare them to work professionally as Childcare or In-Home Health Care Providers
• 80% or more of the graduates of our training indicate that they have a clearer sense of their workers' rights and feel confident negotiating their contract and advocating for themselves on the job.
• 80% or more of the members of the Workers' Association indicate that the program has helped to build their families' economic security and achieve their professional goals.
• 80% or more of Workers' Association members indicate that the program has enabled them to find the type of job that is best suited to their individual and family's needs – whether that be a full-time, part-time, or occasional job placement.
• 40 Workers' Association members receive at least one living wage job placement through our program.

MUA uses the following methods to evaluate the effectiveness and impact of the Caring Hands Project:
• Pre- and Post-tests to assess the degree to which Caring Hands job readiness/employment skills training has helped participants gain skills and knowledge to enhance their own employability;
• Detailed job placement database and log to document progress toward job placement and retention goals;
• Attendance sheets and client services log to document ongoing training participation and one-on-one placement and retention support services;
• Annual participant survey to assess the effectiveness of overall Caring Hands program activities in enabling participants to achieve economic independence, secure employment, and achieve other personal goals. Results from this study are used to inform refresher training topics and identify effective presenters for the following year. In addition, survey results help to identify new areas for training and individual support such as computer and language skills development.

In our MOCI sponsored program, success is measured by acquisition of hard skills, jobs obtained & maintained and referrals to generic resources.

1. Preservation and protection of communities, organizations, individuals in low-income/disadvantaged areas through our work in Planning and Architecture.
2. Low-income trainees that we train, graduate and provide long-term job opportunities that provide live-able wages.
3. Our work with other groups and organizations providing social and economic justice.

Our organization focuses on Workforce Development, so we define and measure success through job placement and retention numbers.

successful linkage with services, placement and retention in permanent housing, abstinence from substance use or at least reduction

We define success based on client feedback, outcome measures, and quantitative measures (projected units of service served compared with actual).

Increase in membership using credit union services, increase in returning low-income taxpayers filing taxes, more business loans with low defaults would define success. Compare yearly total of amount of members, loans generated, tax return filed would measure how successful the activities are. Other community service organizations ask us to collaborate with them to present financial literacy workshops which would indicate that we are successful in these endeavors.

We have a wide range of services and programs and therefore a range of definitions/measurements of success. In general, we use a combination of process objectives (measuring units of service etc) as well as outcome objections (impact/change as a result of programs).

Staying in the budget; 100% program enrollment; over 90% of training participants' placement rate; customers' and clients' satisfaction; allowing seniors to age with dignity and independence.

Skills gains, Placements, Educational Attainment, Services Satisfaction.

Success is defined as achieving stability and self-sufficiency in the community, and improving one's quality of life. The Supportive Services Unit uses a Harm Reduction model, in which it is our goal to

meet clients at their stage in their life of where they are as far as what their needs are, and work with them to build on the successes they want.
Family and staff satisfaction through annual surveys; identified areas of children's growth and development through assessments; operating at full capacity.
improved quality of life for existing residents
La Casa is, at its core, an empowerment program. We offer access, tools and support—clinical and peer-based—for domestic violence victims, survivors and those at-risk to realize alternatives to abusive relationships: to be safe, to heal from trauma, and to build stable independent, violence-free lives. In these endeavors, each program has its own specific milestones and benchmarks. Yet philosophically and practically we consider ourselves successful each time a contact is made, an educational presentation is given, the crisis line rings, or someone requests counseling or referrals. Change can be facilitated by information and care, but it must be motivated from within. There are many choices to be made by a person seeking to address or escape the violence in his or her life, and each step in this process is invaluable in what is usually an incremental move toward thriving and safety. We measure our impact by tracking the number of program participants engaging services, establishing milestones, and regularly soliciting feedback from clients about what they have learned or gained, what has worked, and what is not working. Depending on the program or service there may be a tangible outcome (a restraining order, a day and night of safety) or an intangible outcome (increased knowledge about the impact of domestic violence on my children or how to stay safe).
BayLegal defines success as preventing homelessness, improving access to healthcare and income supports, and stopping domestic violence for low-income San Francisco residents by providing high quality, free, culturally competent civil legal services in the client's language of choice. To measure success BayLegal maintains standard management and evaluation practices which include: standardized case acceptance guidelines; regular case review; statistical tracking of the client population including location, age, ethnicity, family size, disability, income, and other relevant demographic factors; in-depth staff evaluations; and tracking extended representation case outcomes. All project data is tracked in BayLegal's computerized client management system, Prime, and is analyzed monthly to determine the effectiveness of services, spot trends, and identify areas for program improvement. BayLegal's Executive Director, Director of Advocacy and Training and the San Francisco Regional Office Managing Attorney are responsible for regularly assessing project quality and efficacy and making necessary changes to best serve clients' interests and meet stated project goals. In addition, BayLegal uses a survey tool to gather client level feedback on the effectiveness of services. BayLegal maintains a consistently high rate of positive outcomes in client cases: in 2008, for example, 96% of BayLegal's extended representation cases resulted in positive outcomes for clients.
In the context of my organization's activities I define success by the number of individuals placed in supportive permanent housing, individuals maintaining employment, recovery, housing and healthy life styles. Success is measured by surveying population served.
We define and measure success with report cards and progress reports, and clients transitioning off probation and into college, vocational programs, and sustainable employment.
Numbers of and feedback from prospective and current coop members participating in financial educational and coop training events, conversions of rental properties to limited-equity housing coops.
served change in attitude, greater awareness
Economic Impact (significant sales or profit increases, jobs created or retained, capital formation - loans or equity, contracts awarded)

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Question 5:

What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)	
Answer Options	**Response Count**
	87
answered question	**87**
skipped question	**1**

Response Text

Hands-on and industry specific technical assistance. Collaboration with partner organizations. Focus on the program, clients and services delivered.

We engage in collaborative efforts in almost all aspects of our work. This helps us provide more in depth support with limited resources. For example, at the Day Labor Program we collaborate with the Department of Public Health regarding on-site health services, case management, and occupational health and safety vocational training. Our immigration legal services are done collaboratively as part of a 14 agency city-wide collaborative of agencies expert in working with immigrant populations and/or legal services.

Grassroot leadership training for community and clients to empower them to advocate for their needs; community education; providing language and cultural appropriate services; working in collaboration with other community-base groups and grassroots groups; community meetings, forums, small group meetings; conducting focus groups, forums, surveys of needs of our constituency base; providing affordable housing for low-income residents; planning for our community with input from the community; working with youth and community volunteers and developing their leadership;

The matched savings account and access to financial planning and coaching offer an appealing incentives for clients to participants in the program

We do have supportive services tied to our housing. We also work with roving case managers from UCSF for assistance

Highly facilitated change processes that focus on the human systems/interactions needed to create changes across the levels of the NPO.

Actively working to identify, recruit, and contract with clients that are a good fit for our work rather than waiting to see how comes in the door.

Small training groups (max of 15) in which participants get a combination of theory and hands-on practice.

Providing comprehensive long term services that support entrepreneurs throughout the lifecycle of their businesses.

on-going staff training, effective outreach/engagement, case management, family support activities and coalition building

our agency goals are broad and we have a general annual workplan. this may involve internal activities, or it may involve partnerships. the agency goals relate to our agency Strat Plan

We have a Parent Advisory Board to collect feedback about our services and to learn about the gaps in services that need to get addressed. We also we collaborate with neighborhood agencies to build community and to be able to learn about their services in order to better refer participants to their agencies.

building real collaborations with others that do similar work and with those who provide services we don't provide. hiring staff that are culturally competent and that allow clients to take full advantages of the services we provide.

Our community supports what we do both as individual donors, volunteer and advocates of the agency.

Creating clear expectations, a culture of accountability and a system for responding to challenges as they arrise

getting people together who listen and do what is best for the majority of the community and NOt get to personal

Our primary strategy is to focus on improving the procedures and processes for carrying out our work, i.e., "how we do business".

Multiple strategies are used to ensure that participants have a high-quality youth development experience including low staff to youth ratios, program rules that are visible and regularly reviewed, solicitation of feedback from participants on an ongoing basis, a broad range of engaging learning opportunities, and a youth leadership council that provides direction to the Executive Director and Board of Directors.

* Working on both sides of the employment equation with both jobseekers and also with employers who can provide placement opportunities. Engaging more than 400 corporate volunteers to mentor jobseekers and also connect them to professionals in their industry or sector.
* Partnering with agencies that offer complementary services
* Leveraging programs like Jobs Now to incentivize non profits and small to medium enterprises to hire our jobseekers
*Using internships as a pathway to full time paid employment
* Using our policy work around licensing in regulated professions to support our direct services

Many of our clients need assistance in an Asian language and by staff who are knowledgeable about Asian culture and behavioral norms. We offer bilingual services in Cantonese, Mandarin, Vietnamese, and Tagalog. Our agency and subcontractors are Asian non-profits who are established leaders in our Asian communities.

1. Relationships with schools, who then refer participants to our program.
2. We get results. Success helps success--it's then easier to fundraise and get support.

The most effective strategies that we utilize for achieving our agency's goals are our collaborations with other organizations and coordinating our continuum of care with other service-providers in the city, as well as incorporating consumer feedback into program evolution whenever possible.

We find that the most efficient way for us to meet our goals is to combine our focus on direct representation with the complement of panel attorneys who volunteer to take cases for our clients. We also believe in coordinating with our sister agencies, and a good example of that is our work with the Eviction Defense Collaborative.

Developing the political and social will to deal with the HIV/AIDS housing crisis by working to bridge the divide between HIV and housing. Teaching housing providers about the HIV housing crisis and teaching HIV/AIDS providers about housing rights.

Collaborating with other CBO's and health care providers; diversified fundraising; integrated approach to provision of substance abuse and mental health services; focus on unique needs of community served.

Working through a stakeholder led steering committee that engages with larger community, sets goals and priorities and assists in execution of programmatic activities. We are integrated in the community because we are volunteer based.

*Establishing partnerships to deliver services.
*Establish partnerships with employers.

1) Coordinating with other service providers; 2) Establishing committees made up of community representatives; 3) Marketing the programs throughout the community.

school teacher/counselor involvement, parent/guardian involvement

Our comprehensive services give us our own in-house continuum of care, and help us address multiple needs of our clients.

Primary strategy: To function as the hub of a well-established collaborative to provide homeless prevention services, comprehensive direct services, and as the focal point for unifying policy and strategy planning for local service providers and parents to convene, coordinate, learn from the diverse strengths of the group, and have a centralized point of accountability and uniform standard of care for 18-25 yrs who are transitioning out of homelessness to economic and housing stability.

Peer learning and mentoring, mentoring, support, technical assistance, and coaching from consultant and staff, the voluntary nature and culture of our long time association, excellent and honest rapport with funders, emphasis on being as supportive as possible of our members and not competing with them for funding

Working with community partners

Employer engagement

Strategic planning

Advisory boards

coordinating and outreaching to other community organizations and schools for our targeted population.

Partnerships and collaborations with service providers in health and housing.

The most effective strategy so far is the program awareness information that we distribute to other agencies for the blind and the Department of rehabilitation

We do outreach to agencies/coalitions serving low-income residents and marginalized residents (families in

transition and the homeless) and local single residential hotels to reach clients

in the poorest areas we serve. It is quite difficult to reach some of the marginalized clients we serve.
collaborating with other providers to ensure that all members of the community have equal access to information
and resources
policy advocacy, coalition-based work, service coordination
broad-based community coalition with no hidden agenda
To further our mission, we also developed a strategic framework, in which we examine the core issue of
economic justice for our constituencies, the central role of asset development, and the external environment and
internal conditions within which we work. This suggested several important strategic implications for us, which
are reflected in a resulting set of core strategies:
1. Direct services
2. Policy advocacy and development
3. Organizing
4. Research and analysis
5. 2301 Mission Street project
6. Organizational development

To implement these core strategies, we developed a corresponding set of organizational strategic goals. Our high-
level strategic goals are:

1. Enhance MEDA's role as the leading channel for providing effective asset development services to San
Francisco's low- and moderate-income Latino families.
2. Building on our existing work, play a major strategic role in policy development and advocacy efforts that
engage and further the asset development standing of San Francisco's low- and moderate-income Latino families.
3. Building on our existing community engagement, and coordinated with our asset development service and
policy work, play a major strategic role in organizing to empower San Francisco's low- and moderate-income
Latino families to improve their asset development standing.
4. Building on our existing work, perform research and analysis to clearly understand the socio-economic
conditions and asset development needs of San Francisco's low- and moderate-income Latino families, and to
evaluate and improve the effectiveness of and client satisfaction with our asset development services.
5. Through the successful development of the 2301 Mission Street project, further the provision of a full spectrum
of family support and asset development services to San Francisco's low- and moderate-income Latino families
and enhance the long-term sustainability of community partners providing these services.
6. Continue MEDA's organizational development to improve and systematize efficient and effective program and
operational work, financial health, and a sound and sustainable workplace.
Extensive outreach and collaboration with our child care community has been effective. E.g. trainings, mailings,
email, phone calls, word of mouth, participation @ city-wide meetings & events, website, drop in's, & by hosting
classes, meetings, resource fairs and networking opportunities.
A full array of wraparound, job development and job placement services done in coordination with an overall city
workforce development plan.
advocacy , individual and systemic ; community collaborations
Strong annualized and regular evaluations of our work.
Core belief of quality in relationships over quantity of those served.
Equitable and transparent practices.
use of on-the-job, contextualized learning, providing stipends and wages during training, effective partnerships,
involvement of employers in program development
Running housing projects on a sound business basis.

consistent proactive involvement with neighborhood institutions (PAC, CBD, resident groups, etc.) and peers
(both nonprofit and for profit).
Continue to collaborate and network with community base organizations to bring to the community activities and
programs.
The provision of the best fiscal sponsorship, fiscal intermediary, graphic design and publishing services.
Creating sustainable partnerships for outreach and programming.

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Review of community composition and defining the needs of residents.

Collaboration between agencies, providing multiple services in one location, hiring qualified individuals, and providing monthly training opportunities.

The Arc of San Francisco works with local employers to develop job opportunities; our Wellness Services works with local doctors & hospitals to help our clients access health care; The Arc is working with local real estate professionals to try to increase housing opportunities for people with developmental disabilities. While all our services are provided based on each individual's need, local organizations' and city government's partnerships are vital to our ability to meet our goals. Unfortunately, these safety-net services -- housing, health care and jobs -- are scarce for our clients.

We work directly with City Departments when it comes to forming partnerships and administering projects.

We collaborate with many agencies to serve the needs of our Corpsmembers.

Leveraging of funds has also helped with achieving our goals.

Collaboration is critical for populations with complex challenges.

1. establishing multiple advisory committees made up of staff and industry professionals

2. creating and using evaluation tools to consistently measure actuals against stated goals--creating an organization logic model to see flow of clients and establish a set of data point markers-- identifying where a program area needs to be adjusted to increase efficiency/effectiveness

3. leveraging social media

4. ensuring a diversified funding base so that we are not dependent on any one funding source

5. leveraging a significant base of professional volunteers from business advisors, graphic designers, food industry professionals, etc.

6. Hiring only highly trained and capable staff.

7. Working within a collaboration of partner agencies to build on each other's strengths, avoid duplication of efforts and reinventing the wheel, and effectively cross refer clients.

Provision of comprehensive services to address the complexity of needs for disadvantaged youth, intra-agency coordination amongst service-providing departments, targeted recruitment and coordination with schools serving our target population.

Collaborations

Proper outreach and communication with potential clients

Demographic and other evaluation data is reviewed quarterly with the whole staff team - twice yearly at a significant level with interim more brief reviews. Findings are reflected against daily experience of staff, and programmatic shifts are explored to respond to participation trends and evaluation findings. Critical level trends are written up and shared with pollcymakers and community partners to ensure larger system level shifts can be made to responsive to emerging community need.

Focused culturally competent services for the Filipino community, strategic alliances and collaboratives to enhance our specific impact, grassroots community empowerment model.

collaboration with agencies in the community, active outreach in fair and community

1/Increase the provision of timely, relevant and effective social services.

2/Provide support to stabilize individuals and families that are in crisis (include legal aid, homeless prevention, domestic violent prevention, and aide to seniors).

3/ Increase vocational ESL program and reduce language barriers to accessing services.

Our agency is very unique and wholistic in it's approach. We also have wonderful relationships with other agencies throughout the city that allow us to make sure our clients needs are being met appropriately.

The most successful strategies begin with having affordable housing units available, then adding experienced case managers and engaged government and community partners whose focus is on collaboration and coordinated service delivery. Weekly client status/resource coordination meetings are a key tool for effective collaboration and dynamic outcome assessment. FEPCO is an excellent example of what works.

Festivals in attracting visitors to the community.

Working collaboratively with different agencies and organizations in the City as the Center, a leading agency, has been doing to draw more than 25,000 attendees/visitors to its annual Lunar New Year Tet Festival.

Creating events where program clients (job seekers) meet other stakeholders (employers).

Successful enactment of peer support, cultural competency, harm reduction, and volunteer management strategies.

MUA provides an array of services designed to meet the complex and interconnected needs of the organization's participants. As low-income Latina immigrants—many of whom are domestic violence survivors—MUA's

members face numerous barriers to long-term employment and economic stability. These barriers can include language issues, lack of formal education, lack of childcare, low self-esteem, abuse, and lack of familiarity with community resources. Simultaneously, these same women bring a wealth of life experience and diverse skills both from their lives in this country and in their countries of origin. For these reasons, MUA does not offer the Caring Hands Workforce development project in isolation, but rather as part of a comprehensive set of programs that draw on participants' unique skills and assets while directly addressing the complex web of barriers they face.

Within the Caring Hands Program, the most effective strategy MUA employees is providing comprehensive job skills trainings that are offered in Spanish and in such a way that are accessible (i.e. using popular education techniques) to a population that is not accustomed to formal skilling. In order to implement the training, Caring Hands staff draws on the skills of a broad range of service providers in the child development, health, social service, and elder care fields as well as develops the internal capacity of MUA staff to provide trainings on these topics. In addition to this comprehensive training, MUA offers two Workers' Association meetings each month that focus on continuing education as well as creating a space where workers can build their self-esteem on the job, discuss and problem solve common workplace related challenges, and learn about their rights as workers and immigrants. Workers are also offered individualized support and attention in resume creation, job search skills, job placement, employee-employer conflict resolution, and other topics. Finally, MUA staff creates marketing campaigns to attract employers to our program and matches employers and employees. One of the most innovative aspects of MUA's work is drawing on the skills and knowledge of Workers' Association members as group facilitators of their meetings, trainers on specific topics such as professionalism, counselors on job-related complaints and outreach coordinators to new program participants and prospective employers.

MUA—and the Caring Hands project—maintain informal relationships with a multitude of other organizations. To increase employment opportunities, Caring Hands works with social workers, nurses, and other service providers who refer potential employers to the Caring Hands Workers' Association. To increase members' employability and employment skill level, Caring Hands invites staff of numerous organizations to present portions of the intensive annual training and follow-up workshops. To increase women's access to community services, MUA invites presenters to twice weekly general meetings to give presentations on a variety of community services including health, education, housing, and legal services. To help women obtain more advanced training and professional employment, MUA offers referrals to Arriba Juntos and City College of San Francisco. To coordinate services and referrals, MUA maintains relationships with staff of other organizations and agencies including WOMAN Inc., San Francisco General Hospital, CARECEN, Caminos, MEDA, La Raza Centro Legal, and a multitude of others. To coordinate advocacy efforts, MUA collaborates with other community groups through such forums as the Bay Area Immigrant Rights Coalition and the San Francisco Immigrant Legal and Education Services Network.

Participation with CBO's in the Homeless Economic Collaborative, partnership with TIHDI's economic sufficiency program to help individuals gain financial literacy.

- Developing and working in collaboration and partnerships with other organizations including government and private sectors (contractors)

Networking and establishing partnerships with employers and other community members. With the right connections, we are able to find more employment options for our clients.

use of peer based model using counselors who were formerly homeless and in recovery, ability to successfully collaborate, range of services and programs

Program design reflects client-centered approach and core values related to our mission. For example, we provide individualized, holistic case support, which takes more staff and financial resources, but is what it takes to effective support clients to achieve their goals. Another example is sharing funding and resources with other community based organizations, to create broader access to a continuum of services through SF, beyond our agency alone.

Asking members, borrowers, taxpayer to spread the word that the credit union offers these FREE service in both English and the Chinese language is the most effective strategy we utilize to achieve the credit union's goals. Partnering with other community organizations also help us toward meeting our goals. Supplying them with our workshop flyers and brochures of our credit union and our business arm, Communities Businesses Services will help spread the word that we are here to serve the community in these capacities.

We do a lot of work in collaboration and maintain active partnerships with over 70 other non-profit organizations. As an example, we established the Transgender Economic Empowerment Initiative, which brings together Jewish

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Vocational Services, the Transgender Law Center, and the SF LGBT Community Center in a collaborative effort to provide sustainable employment for transgender people.

numerous fund raising events; staff working as a team with our mission in mind; socializing with other community organizations; participating organizational committee memberships, such as steering committee of Chinatown Neighborhood Workforce Center, workforce committee,ESL committee, family service committee, senior service committee ; working closely with government agencies; information and resources sharing; attending community outreach fairs; staff career development.

Supportive supervision and caseload management.

The organization's strength lies in its expert in-house staff as well as its ability to leverage community resources. Swords works closely with local government, non-profit service providers, churches, private businesses, and many other groups to ensure that the needs of our veteran clients are met and/or addressed with the quality of care they deserve. One very effective strategy is empowering our clients. We have a Client Advisory Counsel that meets twice a month, continuous surveys so our clients can inform us of what is working and what is not, their opinions and ideas are valuable to us. We also have a suggestion box as well. Another effective strategy is our extra effort with after care and following up with our clients. Whether a client is simply housed, linked in with VA medical care or referred to another agency, we make sure we collaborate, coordinate, case conference, etc, with everyone involved. We actively participate with our partners in the community as well as maintain a very good relationship with the Veterans Administration.

Working together with parents and getting them involved with the agency's work committees to maintain quality services. Working with local government and other social service agencies to leverage funds and services for families.

collaboration building

Investing in outreach to insure that anyone, anywhere citywide, will know where to turn for immediate access to nonjudgmental help 24/7/365;

Collaborating with organizations holding other expertise(s) in order to leverage each other in these areas and coordinate a non-duplicative, holistic response;

Providing reliable, accountable, high quality services to diverse populations;

Leveraging trusted access points to insure support services reach vulnerable women, teens and children;

Coordinating response to victims of domestic violence with law enforcement and medical providers;

Offering free, issue-based training to build partnerships and facilitate identification and referral of victims/survivors who may need issue-specific assistance.

The following strategies are among BayLegal's best practices used to achieve the agency's goals:

• Highly skilled staff: BayLegal recruits highly skilled and qualified attorneys and advocates to provide quality legal assistance to low-income Bay Area residents. Because the Bay Area is one of the most culturally diverse regions of the country, BayLegal focuses on recruiting culturally competent and bilingual staff in order to reach all communities throughout San Francisco and the organizations seven county service area. The in-house language capacity of BayLegal's San Francisco office includes English, Spanish, Cantonese, Mandarin, Tagalog, and Vietnamese. Intake and referral services provided by BayLegal's Legal Advice Line (LAL) are available in six languages: English, Spanish, Cantonese, Mandarin, Vietnamese, and Japanese. Staff use Language Line services to meet additional language needs. BayLegal also seeks input and training from other agencies that assist various cultures or groups. For instance, over the last two years BayLegal has worked with and received training from agencies that assist the Arab community, Islamic populations, those with mental disabilities, the hearing impaired community, and the homeless.

• Holistic services: Due to BayLegal's expertise in four areas of law (housing, domestic violence/family law, healthcare and economic benefits), staff are able to identify and address the interconnected issues that affect low-income clients' ability to lead secure, independent lives.

• Collaboration: BayLegal recognizes it cannot advance its mission without integrating its services with other

legal services providers, pro bono programs, law schools, the court, and community based organizations and works to build a comprehensive regional delivery system with the capacity to meet the needs of San Francisco's low income community. BayLegal partners with many local organizations to leverage resources, create a strong safety net of services, and to avoid service duplication. In addition, BayLegal provides technical assistance and trainings to other local CBOs serving similar client populations.

• Impact work: BayLegal engages in impact litigation and legislative advocacy to effect change for low-income San Franciscans on a systemic level. For example, as a result of a successful appeal filed by BayLegal, Western Center on Law & Poverty, and the National Health Law Program, the U.S. Department of Health & Human Services allowed federal funding to reimburse Medi-Cal recipients who have been forced to pay out-of-pocket (often as a result of an incorrect denial of eligibility) for critical Medi-Cal covered benefits while their eligibility is established. As a result, all involved Californians will be reimbursed these monies which can be used to pay for necessities such as shelter, food and clothing. And in San Francisco, BayLegal's 2008 impact work resulted in two ballot measures passing that provide an estimated $40-80 million in general revenue per year for behavioral health services, substance abuse treatment, primary health care, homeless services, HIV services, home nursing services, and domestic violence programs for low income residents, who were facing significant cuts in services. In my opinion the most effective strategies that I utilize for achieving my agency's goals are: mantaining close connections with organizations similar to ours, coordinating activities that lead to self sustainability, establishing programs that effectively address issues affecting homeless population, having a strong volunteer program, educating socially and politically to both homeless population and staff.
Coordinating a continuum of services for our clients which support their transitions. Providing services based on a drop in basis.
Reaching out to current low-income tenants as prospective housing coop members, coordinating closely with community-based organizations, including those that do community organizing and those that provide financial counseling, as well as working closely with city departments and private financial institutions.
collaboration with like-minded organizations to complement services provided
one-on-one counseling from professional small business consultants and workshops offered at the US Small Business Administration and City College campuses.

Question 6:

Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)	
Answer Options	**Response Count**
	87
answered question	**87**
skipped question	**1**

Response Text
Lack of accessible capital for low-income entrepreneurs.
While funding has remained stagnant and sometimes decreased, the deliverables required by City funders has not decreased at a commensurate level. This creates a scenario where we are trying to accomplish more in terms of numerical outputs with less resources. It undermines our organizational stability and limits are ability to be flexible in responding to societal and community needs on a quick basis.
lack of bilingual staff and material from the City agencies to serve non-English speakers; lack of jobs available to non-English speakers; lack of affordable housing for the very low income, and for families;
Our primary ongoing challenge is maintaining a lean staff while trying to expand our products and services to more people that need them.
very bad landlords who seem to think they do not have to follow City laws
A lack of qualified staff.
A tendency to want to be thinking about good ideas for tomorrow when we need to keep using and refining our successful ideas from yesterday.
Need for additional staff (that is however tied with funding); lack of capital for small business owners, economy is making it harder for business owners to achieve higher revenues.
lack of qualified bi-lingual and bicultural staff, lack of adequate space
Definitely lack of qualified staff, who are bilingual and in some cases meet regulations (ex. child care permit levels specific to meeting licensing reqs). Another big one is having infrastructure -- our infrastructure needs are huge -- facilities (to keep up our child care facility, especially in areas where we tend to get vandalized), IT needs especially with the amount of data we have to track and maintain often for government sources without any resources (including networking or database staff), and in our case having management staff -- like a deputy director of the agency to keep the agency stable when other management staff leave or to allow the ED to attend to advocacy, fundraising, networking. Training is also a big one -- having the time to train or the funding to either bring in trainers or to send people to training. This falls under our HR area, which again is under resourced and involves costs such as legal assistance, benefit negotiation with vendors, compensation studies, etc. (in other words, HR is more than just recruiting). Lastly, the cost of rent is astronomical part of our budgets -- if there is any way to partner with public agencies to utilize public space for cheap, that would help support non-profits.
The lack of program/center space and staffing.
Not allowing non-profits to charge the city the real cost of programs -- real cost of rent, administration, etc. Maintains non-profits in a state of underdevelopment and continuous struggle to make ends meet.
Lack of staff who understands the community and for those who come from the community not enough skills to successfully fulfill the position.
Constant changes in the City's priorities. We do not necessarily need more funding, we need consistent funding and should not have to spend so much time fighting for it.
one too many special interest group, who muddies the issues and others who are afraid for their businesses
complexity of the work; the affordable housing finance environment; the lack of capital {for project costs as distinguished from staff costs}
Lack of organizational capacity is the primary obstacle the organization faces. This manifests itself in several areas including administration, technology, and governance.
*Current economic climate and unemployment levels
Lack of access to more client referrals from banks.

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Our single biggest challenge is agency sustainability. We have engaged a management consulting firm, pro bono, to help us chart our path forward.

A primary obstacle that our agency faces is trying to meet a greatly increased need in our services due to the deteriorating economy and the reduction in shelter beds that has occurred over the last several years. Another major obstacle is the limited amount of affordable, safe housing in San Francisco, to which those leaving shelter or transitional housing can move.

Seriously, lack of funding is the big one. I could easily have double the number of staff attorneys working on housing issues. As long as there is the great incentive to evict folks in San Francisco, and until there is a guaranteed right to housing, our attorneys will be pretty much in demand.

Our primary obstacle is the lack of inclusion in general affordable housing for people with HIV/AIDS. People are stuck in a notion that somehow HOPWA is fully addressing the need. 10% of the homeless population has AIDS yet we are not 10% of housing for homeless, such as Care No Cash housing. There is not a focus and recognition of how people with HIV/AIDS, especially gay men, experience homelessness.

Limited resources of other agencies creating greater demand for our services.

By far the largest obstacle is a lack of coordinated service delivery between and among service providers—however we are leading efforts to improve coordination and in fact are engaging in a strategic planning process to better coordinate service delivery through a year-long listening campaign. Next steps are to attract additional resources to support a more comprehensive community development strategy.

Coordination of services with other CBO's and better coordination with businesses

1) Marketing; 2) Sufficient staff to provide case management services; 3) Lack of knowledge of other service providers about our services (they should be referring more clients to us)

It can be difficult working with the schools, due to their own financial/organizational challenges

The government agencies that assist our clients (Social Security, VA, counties' health, to cite some examples) move far too slowly.

Need to have the City recognize the essential importance of having well-established, cost effective, population and age focused support for organizations that have MOUs with various stakeholders. Be willing to have agencies define gaps that may not be readily or publicly known. Many times, gaps are defined as those areas funders realize are gaps. Often, we find that because we are so connected from the grassroots to the board room, all comprising the same circle of total inclusivity, we can see the development of a gap long before many folks actually recognize the problem. We would like to have the opportunity to describe the various gaps and how we have come to know of them as an indication of our connection to the community of homeless youth 18-25 yrs.

Lack of resources is the key problem. We are poised to move forward with creative, cost-saving strategies and plans, but cannot do this without sustained funding. We do have internal challenges that stem from natural competition between members, and increased competition in a very challenging environment, but have confidence we can mitigate these problems.

Poor coordination between service providers

Economic climate

Lack of affordable housings availability, lack of time availability with other community organizations, AMI's requirement is too high for our targeted population, esp. for seniors.

Limited capacity, infrastructure and systems. Lack of coordination of city, state and federal agencies.

The main obstacle that we face is the general perception that Blind and Visually Impaired individuals cannot perform at the same level of competitiveness that a sighted individual can on any type of job.

Lack of qualified staff due to funding cuts.

Residents drop out of the credit union because of personal/health issues.

lack of affordable, accessible housing available to people of all ages with disabilities

lack of coordination between API advocacy groups, LEP community and immigrant needs still seen as "special interest"

dissident within the community who muddies the issues and takes off on a tangent constantly

Program/Services
• not enough outreach/low visibility
• do not leverage technology for direct services
• lack of clients' engagement/participation/social responsibilities
● Lack of legal resources
● Homeownership services are not comprehensive (insurance, taxes, maintenance etc)

● Limited services to long-term clients
● Tooo much data entry- double data entry

Systems
• No succession plan

Staffing
• staff turnover - time to train new staff

Public Image
• PR marketing-message, identity
• lack of marketing/visibility

Staffing
● Staff "spread thin"

Ensuring quality in child care environments and provider best practices is a challenge for our field.

Need for more coordination of the system

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insufficient appreciation of the disbaility issues by the general voting public; lack of coordination among funders and government agencies re: long term community supports and services

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lack of qualified staff
professional development
board development
facilities enhancement and support
advocacy for afterschool work to funders, community members, and city leaders

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lack of funding for transitional wages, difficulty of addressing housing and childcare to help stabilize participants for work, agency staff development, agency capacity building

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Constantly increasing red tape at all relevant city agencies, combined with constant delays by all city agencies.

SCDC is lacking community involvement that staff and board are working to get the Samoan community more involved and engaged.

N/A

Lack of specialized infrastructure and equipment, difficulty in finding staff with multiple specialized skills such as teaching in combination with film/audio/animation production

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Difficult to keep staff for management of programs and fundraising.

We are facing a doubling and tripling number of families seeking shelter during a time when the economy has deteriorated and more people need help than ever. 2 years ago the waiting list for family shelter was around 75 families with an average of a 2-3 month wait. While that seems like too many families and too long of a wait already, the waiting list for shelter is now at 200 families who are waiting 5, 6, 7, and 8 months for shelter. There has been a reduction in space while the waiting list grows. This is the biggest issue we face right now as we are trying to serve so many more people with the same resources and same staffing.

The Arc of San Francisco's primary obstacle in meeting its goal to serve people with developmental disabilities is that this population is quiet and tends to be unseen. Many cannot even speak for themselves and have no one to speak population. They don't sleep on the street or do drugs. Yet most live in extreme poverty, lack proper access to health care, and live in situations not suitable for them. Who speaks out about the dire lack of safe, supportive housing for the residents we serve? There's also the continuing perception that people with developmental disabilities are not capable of living and working on their own, or are a group to fear. This leads to their lack of employment training and job opportunities, and the fact that their needs are ignored. Lack of access to health care is also a problem to our clients.

SFCC has been an agency for 26 years, but still remains a secret to San Francisco. SFCC is working on cutting through to the forefront of San Francisco and is working on expanding its marketing efforts.

SFCC programming occurs out of Fort Mason and not in the communities where the Cms come from. Fort Mason is a neutral location where Cms feel safe and leave the "turf" issues outside of SFCC. In addition, traveling to Fort Mason on a daily basis also provides them with employability skills, because they would have to travel to their place of work.

This lack of understanding on occasion has caused SFCC not being funded, because we, in some venues are not a part of a "neighborhood".

Working with old paradigms in the delivery of services to populations whose skill set is often underestimated.

The need for more space-- we didn't anticipate the growth/success of this project at the time it was being built and have found that we are outgrowing this space rapidly.

In terms of the participants of La Cocina, they need access to real investors and/or loans/credit in the $75,000 to $125,000 range. They can access much smaller loans-- but are challenged in these economic times to access the size of loan one needs to open a restaurant in SF.

Specific support for increased staff capacity to evaluate impact and adjust service delivery accordingly - better coordination on the part of city departments in aligning goals and desired outcomes for CBO partners, stronger school district commitment to partnership with CBOs, stronger performance management systems.

Lack of coordination between funders and more training for staff

Need for more staff, need for more space

Restrictions placed on (government supported) program enrollment because of funding guidelines. Lack of coordination and collaboration of city departments resulting in multiple data systems, reporting formats, conflicting standards. Ideological gaps between community advocates and city agencies and in particular the private partners that the city brings to the table. Lack of accountability by city agency leadership for those that work in their departments, and related lack of staff development for city agency personnel to be supported to be effective in their roles.

Lack of developed infrastructure internally and within the Filipino community network of organizations.

lack of coordination between other agency partners, and lack of relevant resources in regard to assisting small business (expertise)

Based on our good services, word of mouth of clients, clients increased and asked for more services. Staffs had to work longer hours than suppose, Staffs had to be volunteer as needed, no matter how late or in the week-end.

Transportation and lack of understanding on the importance of working with people with disabilities appropriately.

Keeping meaningful and engaged government and community partners and working in collaborative and coordinated manner.

Re-establishing Japantown as a visitors' destination. It's amazing that our own residents don't know where Japantown is.

Funding from the City is very crucial to our agency. Because of limited funding resources, the Center can't keep high quality employees. The Center depends on volunteer staffs or staffs paid with minimum salaries to carry its mission to help the poor and disadvantage people.

Lack of tools, program growth training, technology, city services and client tracking network

Challenges with collaborating agencies.

One of the key obstacles that MUA faces is generating a sufficient number of appropriate job placements for our Workers' Association members. MUA is constantly experimenting with new marketing techniques so as to reach the broadest range of employers possible. At the same time, the majority of our Workers' Association members have very specific job placement needs due to their familial responsibilities and roles (i.e. they are the primary caregivers for their children and do not have access to childcare) which make it difficult for them to work full-time. Identifying living wage jobs that will work within their parenting schedules are difficult.

Additionally, MUA believes that the caregiving work that we train Latina immigrants to do is critical to the San Francisco economy, makes all other work possible in this city, and contributes to the highest social good by providing high quality care for our city's elders and youth. However, this caregiving work is rooted in the informal economy and is based on individual relationships between workers and families and often involves workers being employed by multiple employers who do not even see themselves as employers. As such, this kind of work is often not recognized as valuable work or even as an important area for workforce development. And it certainly doesn't fit the definition of how workforce development happens or easily fits into the measurement categories used by city programs. MUA hopes that the City continues to value and provide funding for programs such as ours that serve both a critical population – working class immigrant women – and fills such an important need.

Finding jobs for individuals who have criminal records.
1. Maintaining support systems such as computers, necessary software and the training required to maximize usage. 2. Lack of space - Training program needs 3 times more.
At this time, the primary obstacle is finding jobs in a slow market. Our rates of job placement has dropped due to the slow economy.
lack of a development director, untrained staff
General invisibility and lack of other services that meet the language, cultural, and safety needs of our population.
The primary obstacle, aside from shortage in funding, is the hardship in finding qualified employees who are bilingual and has the interest and background to perform credit union's services and business technical assistance. The credit union cannot attract capable and qualified candidates because it cannot afford to compensate them at market rate with all the benefits. Another major obstacle is not knowing what our budget will be next year so we cannot make long term plans.
Funding and limited resources are by far our biggest challenges. Beyond the cuts to funding, we have seen significant increases in the demand for services and program, and a significantly higher cost to raise funds for program support.
lack of consistent coordination between service providers; lack of unified operating standards;
General capacity challenges -- difficult to negotiate large caseload and balance new clients w/ doing client follow-up, including retention.   Admin/paperwork is time-consuming.
The biggest obstacle that hinders us in achieving our goals in a timely fashion is the lack of adequate, safe 'bridge-housing' to place our clients in while their needs are being addressed.
Lack of permanent facilities for all programs; retention and recruitment of qualified staff and bilingual staff;
lack of site control of problem properties
Lack of qualified, experienced staff; territorial service systems; always need more time to plan, contemplate, and develop solutions to avoid being motivated by and through reactions.
As a not-for-profit public interest law firm, BayLegal faces the challenge, common to the legal aid profession, of retaining talented staff at the legal aid salary scale. Attorneys accumulate significant debt as they earn their law degrees and are able to earn salaries in for-profit firms that are several times higher than in legal aid firms. Nevertheless, BayLegal is proud that its staff includes a significant number of senior attorneys—approximately 20% of BayLegal's attorneys have more than 15 years of experience—and that these expert staff help to retain newer attorneys by sharing their expertise and providing mentorship.
Lack of qualified staff, lack of coordination between service providers, lack of education, lack of decent affordable housing, lack of employment, lack of life skills, lack of aftercare support services.
Lack of qualified staff, limited agencies in the neighborhood to make outside referrals to, lack of coordination between service providers
The local and state laws governing housing cooperatives present obstacles and additional, unnecessary costs to creating and operating limited-equity housing cooperatives.
greater private -public leveraging of funds to supplement services, need to encourage matching funds
Service provider coordination is an issue. Effective outreach to existing business owners requires additional (yet unfunded) efforts.

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Question 7:

Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)	
Answer Options	**Response Count**
	87
answered question	**87**
skipped question	**1**

Response Text
No.
We receive funding from MOCI, from Office of Aging and Adult Services, from the Immigrant Rights Commission through the City Administrator, and from the Office of Labor Standards Enforcement.
DCYF - Out of School; Youth Empowerment funds; DPH - SRO Collaboratives; HSA - Housing Advocacy; Rent Board - Housing Counseling and Education; DBI - Code Enforcement Education; Challenge Grant - Art work
Health and Human Services
MOH
Department of Human Services
MOH/CDBG only.
MOCI, San Francisco Redevelopment Agency, Office of Economic and Workforce Development.
HSA: Home visitation , parental stressline DCYF: family support First 5: Family Resource Centers and API Network DOSW: Domestic Violence services
DCYF -- support to our child care site and pass through funds to support the child care workforce through the SF CARES program; First 5 in collaboration with DCYF and HSA to support our Joy Lok Family Resource Center; HSA (through a subcontract with Children's Council for Calworks child care subsidy, and local child care subsidy to families with infants and toddlers).
We receive funding from joint funders (First 5, DCYF, and HSA) for the Family Resource Center Initiative.
dcyf
Yes, DCYF
Human Services Agency, Department of Public Health, Department of the Environment
no
we receive funding from DCYF, MOH, DPH and HSA, as well as the SF Redevelopment Agency.
Yes: DCYF.
NO
Department of Social Services, Food distribution program
DCYF SFUSD
Our agency also receives funding support from the following City departments: DCYF, SF Department of Human Services, First 5 San Francisco, FEMA and HUD.
We receive money from DPH and through a new collaborative, HSA.
We have an American Recovery and Reinvestment Act contract for Homelessness Prevention and Rapid Rehousing administered by Human Services Agency with funds work ordered by MOH.
EPSDT, Medi-cal
Yes, OEWD, MOCI, Arts Commission and Community Challenge Grant as we also have arts and beautification based projects.
OEWD MOCI (MOH)

H.S.A. for transgender workforce and empowerment; DCYF for our youth program; DPH for our Newcomer Program (HIV Prevention)
DCYF, OST
Yes. I don't know the detailed answer to this question.
DPH: EPSDT DPH/DCYF/First Five/HSA: Child Care & Mental Health Consultation MOCI: Mental Health resources for youth in PSH and Public Housing Programs
No, but we should!
EDD DCYF HSA
NO
DPH - Department of HIV/AIDS Prevention, HSA - HUH, General Fund
We do not received any funding support from other City Departments to run our Contract Management Support training Program
Community Development Block Grant (CDBG) funds only
no
MOCI for employment and immigrant services
not5 to my knowledge
DCYF MOCI
HSA, DCYF, 1st 5 & DPH
oewd
MOH
DCYF: Out of school time for afterschool programs
OEWD, Redevelopment Agency, HSA, District Attorneys Office
HSA support services funding and DPH housing subsidies.
DCYF, Out of School Time DCYF, Violence Prevention HSA, Community Services for Seniors
DCYF, MOEWD, CBHS, SFDPH, Rec and Park, SFUSD
MOCI - CDBG (Youth & Young Adult Programs) SFRA - 3rd Street Corridor Facade Improvements and Small Business Assistance programs
No, our funding comes from institutions.
HSA-Housing and Homeless Programs
The Arc of San Francisco has rec'd support through MOCI for capital improvements and to support a housing advocate. We would like to receive financial support for other needs such a workforce training and development, supportive housing, residential services for people with developmental disabilities.
Yes 1. OEWD-pre-preparatory program for 18-24 year olds 2. PUC-fee for service projects 3. SFHA-fee for service projects 4. SFE-special events and green collar programming 5. Port of SF-fee for service projects
OWED-workforce development
No.
Yes - DCYF
DCYF
No
DCYF:OST-Teen, Workforce, TAY DOSW: Violence Prevention

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OEWD: Youth Services, ARRA DPH: CSOC
Yes, OLSE - Labor Laws outreach collaborative, DPH - CBHS Substance Abuse Prevention and Mental Health Services, DOSW - Domestic Violence Prevention Education, DCYF - School Based and Out of School Time funding for after school programs and leadership development.
DCYF
OOA(Office on the Aging): Community Services and Naturalization/ESL.
DCYF, DOR, and San Mateo Mental Health.
We receive funding from HSA, DPH, MOH, MOCI, SFRA, DYCF, Children's Council, SFHA, SF Superior Court and this funding is for the multi-service area's we provide.
No. It's unfortunate that merchant associations are disqualified from receiving assistance.
The Center received fundings from SF Foundation and Southeast Asia Resource Action Canter (SEARAC) in the past, and supports from sponsors/donors to carry out many activities for helping Vietnamese people here.
MOCD, HSA, CDBG
HIV Prevention, HIV Health Services, Breast Cancer funding from DPH and the Mayor's Office.
MUA also receives funding from the Department on the Status of Women's Violence Against Women grant program. MUA is also a subcontractor of the San Francisco Immigrant Legal and Education Network which receives funding from the Mayor's Office of Community Investment.
no.   the program is funded from the MOCI grant, a HUD McKinney Grant administered by the City's HSA, and the State Department of Rehabilitation.
SFE - Environmental Justice - workforce training
DCYF for our youth program. MOCD for our Skills for Life Program OEWD for our CityBuild program
DPH-CBHS, HSA, DPH-HUH/DAH; HUD McKinney-Vento, FEMA
yes. DCYF Early Childhood Education, DOSW Violence Against Women Services, DPH Early Childhood Mental Health Initiative, SF Arts Commission Arts & Communities: Innovative Partnerships (pending)
No
Yes, we receive funding from the following agencies: Department of Public Health (HIV prevention) DCYF (queer youth programming) DCYF (Castro convener project) HSA (transgender economic empowerment initiative) MOEWD (workforce development) MOH (first time home buyers) MOH (business assistance)
Yes. Besides the funding we got from MOH, we also received funding from HSA, OEWD, AAA.
DCYF, HSA, DEWD
We receive funding from a contract we have with Community Behavioral Health Services as well as our ESG contract through the Mayor's Office of Housing.
HSA funding from the Wages Plus Program for staff supplemental wages and through the API Family Resource Network for family resource services; First 5 for Preschool For All funding.
no
DCYF, Family Support DOSW, Domestic Violence Program DPH, CBHS, Early Childhood Mental Health Consultation Initiative
• Department on the Status of Women, Domestic Violence Legal Assistance Project • Human Services Agency, PAES Advocacy Project; CalWORKs Advocacy Project and the Legal Barriers to Employment Project (all one contract).
N/A
Yes, DCYF, Teen Programming for Out of School Time, Evening Services Case Management, and Violence Prevention Case Management

No.
SFGrants for the Arts
SF Arts Commission
No

Question 8:

How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?	
Answer Options	**Response Count**
	87
answered question	**87**
skipped question	**1**

Response Text
Create innovative economic development strategies and work in partnership with organizations like ours to create retail opportunities for small business owners.
We would like the various legal services providers in the City funded through these programs to come together and discuss how to change the numerical deliverables in our contracting process with the City to allow us to be more holistic in our work with our clients.
Provide more funding for developing affordable housing; more funding for housing counseling and eviction prevention; more funding for youth leadership; more funding jobs targeted to non-English speakers; more funding to expand childcare services for infants; more funding for community centers; funding for transportation - renting buses to take low-income community members to field trips; more funding for general non-profit organization support; more free training for staff;
We really appreciate your continued funding to help us achieve our strategies and goals. Given our small staff, it is sometimes burdensome for us to provide financial and statistical reports at the frequency and level of detail required by your funding sources. For example, the nature of our work is such that we don't have a lot to report on every month so a quarterly reporting schedule would be preferable. The more flexibility you can provide, the more time we can devote to achieving the strategies and goals.
Sometimes it's difficult reporting they way CDBG needs us to report as many of our cases take years to resolve because of the issues
We are a capacity building group that provides financial and real estate advisory services to nonprofit organizations. We have had excellent luck in working in partnership with MOH/MOCI/MOCD staff to develop tools and processes for NPOs. However, nonprofit organizations run into business problems and they need help when they need the help -- not at the beginning of the City's next fiscal year. Many of the organizations we work with needs lots of help because they didn't get a little bit of help before making some big decision. So, I think we could be more successful with small, timely infusions of expertise if CDBG grantees had a way to get a little help when they need it. If there were a WELL ADVERTISED pool of money overseen by some appropriate body (a la NCG Emergency Grants) that could disburse small grants ($3-5K) quickly (for financial analysis, HR support, forensic accounting, and other business infrastructure needs), I think we could use our expertise in very targeted ways and help clients to develop the habit of expecting appropriate data BEFORE they make a decision.
Support small businesses by doing all city purchasing using local companies. Create a buy local campaign in the Bayview Hunters Point Neighborhood and throughout the City to educate San Franciscans of the value of keeping the money they spent in the City.
Provide more space thru building lease or purchase More funding for staff and infrastructure Training and evaluation
* Connecting with supports in Visitacion Valley, and in particular with the Housing Authority. Wu Yee is on HA property and it is unclear what our future may be with the Hope SF plans (which we have not received any updates recently). Also due to the concern of violence in the neighborhood we would like to have a closer connection with the SFPD to support families especially during the dark hours when they are waiting for the bus or walking to the bus stop (our staff have been mugged outside our building; and just a couple of weeks ago children in an abandoned car next to our site had firearms confiscated) and we have vandalism of our site all year long, which is costly for us. * continuation of micro-enterprises that might also support our other areas of work -- ex. a central child care

kitchen that can deliver healthy meals to child care sites in each neighborhood;

* social innovations such as a economic barter system in Chinatown (ex. Time Dollar services)

* advocacy about issues surrounding low income families -- especially the connection between work and childcare in economically supporting the family

* MOH considering how child care facilities can be integrated into any new housing developments that are planned or built.

Continue the funding for case management, counseling and information and referral services.

understanding community and population needs is crucial. demanding that we continually do more with less while city agencies do not reduce their overall spending is demoralizing.

Hear what the neighborhood and community are facing with different challenges around housing and jobs and help neighbors to coordinate and unified behind key issues so that we are not all fighting for the same small pot of money.

Provide consistent funding through the CDBG program.

getting one full time staff person who sticks to the main issue and is NOT sidetracked

Continue to find ways to reduce the administrative burden associated with public funds; continue to identify training opportunities.

I am only aware of financial support that is provided through CDBG.

*Funding
*Training (access to CompassPoint courses much appreciated)
* Other resources (e.g. cheap rent for nonprofits; venues for hosting workshops etc.)
* Expand Jobs Now to unemployed without dependent children to help with more SF job placements (many of our jobseekers can't afford to send for their children until they get a job)

Make program funding for established CDBG contractors with proven successful track records multi-year, vs. annual. This would save significant city and agency staff time which could be directed instead to client services.

We're happy with the support we currently get. Our program officer is wonderful. I feel MOCI/CDBG views us (and other agencies) as a partner and I appreciate the positive attitude.

The Mayor's Office of Housing, through the CDBG, HOME, and ESG programs, can support our agency through providing financial assistance to our shelter intake and shelter programs as well as further financing the development of affordable housing in the city.

I actually like the idea of bringing the housing counseling agencies together to talk amongst ourselves.

Housing and Urban Development is going to be conducting a nationwide survey of LGBT access to federal subsidized housing. We can work together to ensure adequate access locally. Implementing the Board of Supervisors Comprehensive HIV/AIDS Housing Plan recommendations that all MOH funded providers allow applicants to disclose HIV status, sexual orientation and gender identity.

I really appreciate the support offered by MOCI staff, as well as the trainings made available through Compass Point.

Fold in collaborative service delivery, require that as part of the RFP process, score service delivery organizations based on their work with other service providers. Capacity building funding in the Excelsior in particular is also important, many smaller organizations that serve discrete populations could benefit from organizational support.

Helping to bring more agencies together in one spot...In other words helping to establish partnerships where they seem fit

Convene meetings of service providers, and communicate more frequently with us.

Funds to hire staff to work more closely w/ schools and parents.

CDBG and ESG have been very helpful to us by providing resources for our direct client services. Cost of living and other increases in funding are sorely needed.

We are asking that MOH support collaborative-based projects under its various funding sources. Many agencies have foregone their proposals in order to support the strength of our hub organization. Should MOH continue its support of this model, our City will benefit in many respects:
(1) cost effectiveness, (2) uniform care, (3) centralized system, (4) diverse strengths among community, (5) ability to reach many different sub-populations among homeless group, (6) housing and economic stability is maintained as essential, (7) preventative strategies are designed by entire collaborative, including 18-25 youth and providers,

thereby addressing gaps before they becomes crisis.

By recognizing the completely unique role NCT plays, and how we are not a generic t.a. and org dev entity, but that we are singularly focused on the neighborhood center movement, and we need MOH's support to continue. We are the only neighborhood-based group of this kind.

Convening agencies with similar programs to share best practices
Provide coaching around new program development

They can our help agency with more resources to achieve our goals.

Coordinating system wide efforts for homeless housing and workforce development. Technical Assistance.

If the Mayor's Office would set aside a certain percentage of Positions that could be fill by capable Blind or Visually impaired individuals that would help us fulfill our goal.

More funding, technical assistance and skills development.

require all grantees/ those applying for funds to demonstrate that programs are physically and programmatically accessible to people with all types of disabilities/ of all ages and are implemented utilizing Independent philosophy

tie service deliverables with civic engagement opportunities

fund a full time Planning person who sticks to the issues of importance and is not side-tracked

-MOH can print first time home buyer material in Spanish
-Seek and train more real estate professionals who can speak Spanish and are knowledgeable in the City's first time homebuyer programs
-Lobby for NSP criteria based on neighborhoods in addition to census tracks
-Make it easier to report clients, double entry is too time consuming.
-More focus on outcomes as oppose to outputs
-Strengthen understanding of community development within staff
-Play more of a leadership role than an administrator role

1) We would like the City to advocate to the State for more support and funding for the CDE, Community Care Licensing Division.
2) We would like the form G, reporting tool, to be more sensitive to our clients and their personal information.

continue to work to coordinate services with clearly defined community needs and successful outcomes.

adequately fund our housing services : cut by about 10% in recent years , now covers approximately 50% of the services

Funding that would be able to meet the cost of the service.
Capacity building, facility, and general operations funding buckets.

help to fund areas cited in #6, lead efforts to unify and inform supportive services such as housing and childcare intervene with other city agencies that are failing to carry out their responsibilities - specifically the Assessors Office inability to process welfare tax exemptions correctly.

To be committed to the community base organizations and to support more through trainings and funding.

Continuing to employ competent staff (retention) and maximizing the use of staff and minimizing paperwork.

Citywide systems for effectively disseminating information between service providers.

With additional funding staffing can be increased to develop and implement new programs.

Thankfully MOH has provided us with funding for case management which is desperately needed in order to help stabilize families over longer periods of waiting times to get in shelter. There is the continued need for more funding for more staff. Client assistance funds are needed to be able to provide food, transportation assistance and more. I wish there were more solutions that didn't involve money, but unfortunately programs are being cut and the number of people needing services is growing.

Additionally we are always interested in learning about new training opportunities so that our staff is better equipped to handle the myriad of difficult case pertaining to substance abuse, mental health, and domestic violence.

In submitting our statement for the 2010-2015 Consolidated Plan, The Arc of San Francisco would like MOH to provide 200 units of affordable, supportive housing for people with developmental disabilities in the next 5 years. We would like people w/dd to be listed as a population that make good tenants under the Inclusionary Housing Program; we would like Operating Subsidies to provide our own housing; we need housing advocacy and educational services support to increase people w/dd's access to affordable housing. Residential Services to

people with developmental disabilities also needs to be a funding priority for the city so this critical safety-net is not lost to our most vulnerable residents. The city could fund workforce development programs and partnerships that provide jobs (and much needs income) to people w/dd. Incentives to local businesses to hire our clients; a target number of 50 people w/dd to be hired by the city in 5 years.
Continued financial support, job creation for greater San Francisco, development of citywde program standards, outcomes and tracking systems.
Additional funding targeting employment services and related support needs.
The City of SF needs to continue to invest in small business development. Every dollar invested in La Cocina and small business development gets placed back into the community and fuels economic growth and vibrancy.
Increase MOH capacity to conduct analysis and share meaningful results from data collected by all CBOs that informs CBO practices, support peer learning between funded agencies, include/recognize educational outcomes for youth as a priority outcome for workforce development programs, serve as a clearinghouse for information-sharing and priority-setting for the local CBO community.
Housing and Employment support for our families
We need a capacity building grant.
Commit to ongoing financial support.
Address issues raised in #6.
Supporting Filipino community specific agencies and collaboratives, including strategic planning projects.
provide more relevant resources for agency whose focus on small business (business loan, insurance, etc)
We are grateful for the support MOCI have given to Vemaa.
MOH will allow our agency to continue to meet the needs of seniors who have hearing loss. The needs varying from counseling, acceptance, how to communicate to someone who is Deaf and Hard-of-Hearing, how to maintain that their devices are working properly, and encouraging them keep up on their annual hearing screenings.
Increase the partnership and collaboration with Catholic Charities CYO thru family support during "Out of School Time" and in our residential housing facilities.
We have noticed a new influx of Japanese immigrants that want to live and work in our community. Unfortunately, housing costs prohibits them. Perhaps, MOH can assist by providing BMR units with more publications printed in Japanese.
MOH supports the Center in many different ways: (1) Funding commitments: need stable fundings. The Center with very limiited resources (staffs) has spent a lot of times to reapply grants annually. The Center wants to use this times to find and apply other grants. (2) Facility: The Center uses one third of the City fundings to pay its monthly rental facility that excludes utilities (PG&E, DSL, telephones, etc.) The Center may use this expense to hire full time staffs for better serving its community.
Offer best practice models to follow, training, tools
Unsure
The Mayor's Office of Housing should continue to financially support community based organizations that provide holistic and integrated social services – of which workforce development is only one factor -- to the city's most vulnerable populations. The Office should understand how programs such as the Caring Hands Workers' Association provide critical job skills trainings to these vulnerable populations and help our programs create an alternative mechanism for measuring our success outside of the traditional workforce development rubric currently being used. The Office should convene organizations that work with similar populations (i.e. immigrant women) so that we can better coordinate our services. The Office should also bring together organizations that build the skills of workers in the informal economy so that we can share ideas about how best to provide quality job training and placement, conduct employer outreach for these sectors, and ensure that workers' rights are protected within the informal sector in San Francisco.
Continued low-cost training; intros to similar agencies in the region; broker partnerships with private foundations.
- Funding for program and general administrative support.
-Trainings and other resource development support
The Mayor's Office of Housing can help our clients with emergency housing, or create housing development construction jobs for our program graduates.
support through program analyst, trainings

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Continue the support from CDBG and ESG. The flexibility and consistency of this funding has enabled our organization to provide stable, reliable services throughout the years. We have not only been able to be a consistent resource for the SF community, but also increase our expertise and improve our programs because of MOCI's consistent support.

By increase our funding so that we can hire more staff members and update our office equipments in all our branches to implement our strategies and designating the credit union as the main resource in Chinatown offering one-stop business assistance in English and Chinese since other community organizations has been referring these interested parties to us when they are unable to assist them in these matters.

The training and technical assistance provided is very helpful and we have staff who are accessing compasspoint and other training programs made available to us through MOH.

Beyond that, the annual grant application cycle is challenging as it takes a significant amount of staff time to complete the renewal, and does not allow for multi-year or long term program planning or investment. If it is possible to move to multi-year funding cycles that would help reduce administrative work and provide for much greater program stability and strategic growth/development.

MOH has been supporting our agency all these years by promptly providing new staff training and new regulation updating. We really appreciate MOH's effort and support to our agency.

More funding!!!

The City and County of San Francisco continues to be one of only a handful of cities across the country that recognizes it's veteran population; by extending it's gratitude beyond the podium and coordinating with local agencies to try and address the needs of this specific population is more than commendable. Continuing to collaborate as we have in the past and work together to somewhat re-tool the systems in place so the needs of these 'new' returning veterans can be met.

Assist in identifying and developing childcare space in the immediate area.

already does

Insuring adequate funding to provide safety to domestic violence victims in the imminent danger—current emergency shelter capacity is overwhelmed.

Support essential service provision that respects long-developed areas of expertise and builds bridges between service providing communities.

 Prioritize what is working rather than the status quo; prioritize what can be leveraged and is sustainable rather than that which is reliant and vulnerable.

The funding BayLegal receives from the SF CDBG program is vital to the agency's ability to achieve its goals for low-income San Francisco residents who are at risk of homelessness or who suffer domestic abuse.

For the Mayor's Office of housing to support our agency: the ESG must be increased.

Provide funding for Professional Development with grassroots organizations.

We currently receive CDBG funding for our education program to current and prospective coop members, a critically important component of our programming. We also hope to receive financial and/or technical assistance (most likely, through access to MOH consultants) to assist us in addressing the challenges of legislative and policy hurdles that arise as we work to establish affordable coop housing.

Match support to populations receiving these funds.

Faster contract negotiations so that staffing/contractor startup can occur earlier. We are City College and we have longer lead time requirements in this area than do private non-profits.

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Question 9:

Is there anything else you'd like to tell us about your agency's work?	
Answer Options	**Response Count**
	55
answered question	**55**
skipped question	**33**

Response Text
We believe that incubators are a key infrastructural component of economic development and that there are clear outcomes associated with investments in this kind of an organization. The department's support to this point has been establishing in proving that point and we look forward to growing the impact itself.
We are very impressed with the staff assigned to our agency from MOCI. They are very helpful, knowledgeable, and supportive.
We have been around for almost 30 years and we work extremely hard in making sure the people of San Francisco are housed in acceptable housing and that many of them receive supportive services if needed.
We do really good work. We like what we do.
As there are fewer and fewer employment opportunities, we would be grateful for your support in making Workforce Investment Funds available to help low-moderate income San Franciscans pursue self employment.
APA has an on=going Building Fund campaign to purchase a facility in chinatown.
we are happy to send you our agency strategic plan if you'd like.
Our agency is community driven.
non-profits continue to do the city government's job for less and continue to be demonized and treated as the enemy - now as a real partner in neighborhood development and family stabilization.
Not at this time.
Not at this time
ability to get the job done
Not at this time.
In the Bay area overall, we are ahead of target for jobseeker training in 2009 and on target to reach placement goals for the year.
None
Our attorneys pull rabbits out of the hat every day. It never ceases to amaze me how dedicated they are in helping our clients. And i think how horrible it would be for our clients to face these issues without an attorney to assist them.
The lifetime medical cost of each new HIV infection is $660,000. There are up to 1000 new infection in SF each year. $660,000,000 in SF each and every year in new medical costs is unsustainable. Studies show the provision of stable housing cuts behavior that can lead to the transmission of the virus in half. Yet our City has not done enough to ensure people with HIV/AIDS are housed. Our study with UNC-CH showed that 50% of homeless people with HIV/AIDS became homeless because of an Owner Move-In or Ellis Act eviction. Surveys show that housing providers funded by the City are not providing equitable access to people with HIV/AIDS in proportion to their representation in the overall homeless census. We are the only agency focusing on creating appropriate supportive employment that fits within the earned income restrictions of federal disability and have a subsidized employment program for HIV+ mothers. Too often, our needs are seen as medical. However, our #1 unmet need is housing. Funding the creation of supportive employment costs less than paying to administer a subsidy, leads to superior housing options, and provides the dignity of work that combats the depression and isolation of disability that can contribute to unwise choices.
Our work is quite exciting in that it began as a commercial corridor improvement program and now our organization is uniquely posed to lead a more integrated community development approach, one that is not only

collaborative but driven from community input, ownership and activities that require very little funding due to volunteer and community support. The major impacts will be felt when we begin to attract real capital investment to the area, we are poised to manage much larger, comprehensive projects and programs and ensure that a larger vision for service delivery is met.
Thank you for the opportunity to answer these questions.
The capacity to leverage the support of other City departments is key to our success. Much of the conversation regarding gaps in services are underway in our collaborative meetings. We feel it is important to the viability of collaborative based organizations to also uphold the strength of those of us who work together throughout the FY and have a long history of aligned purposes. Thus, what makes our agency unique is that we are simply seeking support to continue doing what we've always done. Our youth, parents, providers, and staff alike work closely on the provision of services that flow from well-informed strategies.
Yes, and we can't wait to do that in person early next month.
In these difficult times, more members need emergency loans which are high risk but essential. Perhaps the city can look at setting up such funds for needy residents to be given through credit unions like ours.
need positive action to conclude the planning
In addition to micro-enterprise development, Children's Council works to support SF child care through many aspects including subsidies, nutrition, mental health, inclusion, technical assistance & support, homeless family programs, scholarships, advocacy, summer food pantry, and access to free training, resources and referrals.
We actively engage in collaborations with other disability organizations , City agencies and small businesses , as well as groups like immigrant rights orgs.
Thanks for supporting us. We know that there are limitations for everyone but we are an agency that does real quality honest work and can use as much support as possible in the future.
we would like to find ways to leverage technology to help better implement programs
No comment at this time.
n/a
We do excellent work for the size of our agency and have plans for expansion to reach more seniors in the community.
Thank you for your support! Thank you for asking these questions. Our agency is currently working on integrating our six programs more effectively to reduce the duplication of services and improve efficiency. We pride ourselves on the fact that we provide a wide variety of wrap around services from crisis intervention, shelter placement, transitional housing, rental assistance, subsidies, financial counseling, family support, childcare, therapy, pre-employment and more. We think it is crucial to offer an abundance of services to meet people where they are at as some things are more appropriate for confronting different needs.
The Arc of San Francisco has been serving residents of the city with developmental disabilities for almost 60 years. Yet few know of us. We need your help to get our name and clients out front, so that they receive services like other residents of the city. The Arc of San Francisco stands ready to work with MOCI, MOH and the Mayor to serve people with developmental disabilities by promoting self-determination, dignity and quality of life, so that someday, in our city, disability is a distinction without a difference. Thank you for providing this survey, and your efforts to serve the community.
CVE is one of the few non profit, LBE social enterprises in the county that provides comprehensive wellness through employment services for adults with mental health disabilities.
We love our work and love partnering with the City of SF. We'd love to explore more ways to work together. We are part of a collaborative effort with other small business developers so that we avoid duplication of efforts, cross-refer, and build on each other's strengths.
We do great work with proven success. We should be rewarded for that (i.e. increase in grant funding)
LGBTQQ youth are too often invisible and when considered are seen as one dimensional instead of the racially/ethnically diverse with many of the same barriers faced by all youth in our community - extreme poverty, impacted by violence, engaged in multiple systems (most who have no idea how to serve them), challenged by immigration status. We are not only working to support these young people but are equally working to support organizations and systems to be welcoming and supportive environments for LGBTQQ youth so that LGBTQQ youth can find the services they need in their own backyard and in every system they need to access.

The Filipino Community Center (FCC) will be celebrating 5 successful years of community development and service work, and appreciates the support of MOCD investments in this new community organization that has blossomed in SF.

continue to work hard to support small business (Family child care in the city). Thank for the funding allowing us to serve the high demand services.

Since the staffs had to work longer hours to provide services to seniors, we wished if we could get an increase grant, so we will hire one part-time staff for help.

We are a wholistic agency where we provide, audiology, speech and language, counseling with youth and families, mainstream preschool, auditory/oral school for students who are deaf or hard-of-hearing. Every one of our departments work together and make sure that each of our clients needs are being met by each if needed.

Ultimately, our goal is to break the cycle of homelessness through fully integrated services that support, stabilize and strengthen the family and lead to self sufficiency. Our agency is attempting to use an integrated, multi-service, wrap-around case management approach to achieve this goal.

The Center and I Program Director of the Center need training and/or guidelines from MOH staffs of how to acquire a building/facility in Tenderloin area. The facility will be used for multi-services.

Rock-N-Roll

We appreciate the City's past support and look forward to future collaboration.

We have also been doing significant prevention and community engagement work, as well as our emergency shelter services. We hope that MOCI can provide funding for this work and/or connect us with other funders who can support our exciting and important prevention work, in addition to our direct services.

We have been serving the community since 1981 and is the first credit union to open in Chinatown to help the unbanked and low income populace who are left out of the banking system. Presently we have branches in Chinatown, Tenderloin, Visitacion and will open a 4th branch in the South of Market area. The credit union has expanded its services to include free tax filing for low income taxpayers and technical business assistance for the entrepreneur who wants to start a business. We cannot continue to serve adequately our members and the community if our funding is so drastically reduced so we hope the Mayor's Office will remember our agency's work when the budget for the city is determined.

Not at this time, but thank you for the opportunity.

Our agency has always been supportive of MOH's programs and projects. The interactions between MOH and our organization are always timely and complete.

These answers are terse b/c of time constraints, but I would be happy to speak to you about all of this!

Our nations veterans continue to make up a large percentage of the homeless population. Unfortunately, many of the veterans returning from the current conflicts in Iraq and Afghanistan are already seeking a variety services. For the first time ever, women are being deployed to combat zones and are fighting right along side their male counterparts. These women are returning with complex issues and are trying to seek services in a 'system' that is set up for single adult men. Many of these young men and women are single parents and there just isn't any place to house or shelter these families. On average, about 5 new clients everyday walk through our door seeking a variety of services ranging from Employment services, VA legal assistance, housing, Mental Health counseling, substance abuse treatment, filing for their veteran's benefits(both health and disability compensation), food, clothing and the list goes on.

BayLegal has 42 years of experience and has developed a deep knowledge about the needs and issues of San Francisco's poverty populations. While there are other agencies in San Francisco which provide legal services for low-income residents, many of these organizations focus on one area of law or a particular ethnic population, do not provide full legal representation, or charge (even a small amount) for their services. BayLegal is the only agency that charges no fees, serves all racial and ethnic groups, provides assistance in four relevant areas of law (family, housing, economic benefits, and healthcare), and provides extended legal representation.

In addition, BayLegal operates the Bay Area's only centralized legal hotline, the Legal Advice Line (LAL). Using a team of bilingual advocates and attorneys, the LAL screens callers from throughout the Bay Area to establish eligibility and identify the caller's legal problems and needs. Callers who meet BayLegal's guidelines are given immediate counsel and advice on their legal problem and, if the problem requires further assistance, an appointment at one of BayLegal's local offices. In this manner, every potential client has the same opportunity to access BayLegal's resources regardless of a disability, where they reside in the Bay Area or what language they speak.

Our agency strives to provide services that will enable individuals in crisis to overcome their current situation and to be able to maintain what they achieve.
Our work is based on helping our community by hiring from the community. We welcome opportunities to send our staff to professional and program training.
we work with youth in the community that have been historically underserved and under represented in the arts through youth-led walking tours of the neighborhood. Builds a greater sense of historical understanding, pride and self- determination.
We are both City wide and Neighborhood oriented (Mission, Southeast and Chinatown) plus we have an industry component (restaurants) and a Youth Entrepreneurship Program.

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1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Mission

4. In the context of your organization's activities, how do you define and measure success?

No Response

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

No Response

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

No Response

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No Response

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your 9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We define success on several levels, but we begin with measuring the outcomes of services delivered in terms of economic self-sufficiency for the businesses and the owners themselves.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Hands-on and industry specific technical assistance. Collaboration with partner organizations. Focus on the program, clients and services delivered.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of accessible capital for low-income entrepreneurs.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Create innovative economic development strategies and work in partnership with organizations like ours to create retail opportunities for small business owners.

9. Is there anything else you'd like to tell us about your agency's work?

We believe that incubators are a key infrastructural component of economic development and that there are clear outcomes associated with investments in this kind of an organization. The department's support to this point has been establishing in proving that point and we look forward to growing the impact itself.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Legal Services

Immigrant Services

Workforce Development

Senior Citizen

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We conduct two forms of evaluation to measure success: Quantitative and Qualitative. For example, in our legal services for low wage workers we measure how many cases we took on, how much wages we recovered on behalf of low wage workers, etc. In our workforce development, we measure how many jobs we were able to place. Qualitatively, for example, we measure if someone was able to apply information learned in our training session; if they are able to maintain a job once placed; etc.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We engage in collaborative efforts in almost all aspects of our work. This helps us provide more in depth support with limited resources. For example, at the Day Labor Program we collaborate with the Department of Public Health regarding on-site health services, case management, and occupational health and safety vocational training. Our immigration legal services are done collaboratively as part of a 14 agency city-wide collaborative of agencies expert in working with immigrant populations and/or legal services.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

While funding has remained stagnant and sometimes decreased, the deliverables required by City funders has not decreased at a commensurate level. This creates a scenario where we are trying to accomplish more in terms of numerical outputs with less resources. It undermines our organizational stability and limits are ability to be flexible in responding to societal and community needs on a quick basis.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We receive funding from MOCI, from Office of Aging and Adult Services, from the Immigrant Rights Commission through the City Administrator, and from the Office of Labor Standards Enforcement.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We would like the various legal services providers in the City funded through these programs to come together and discuss how to change the numerical deliverables in our contracting process with the City to allow us to be more holistic in our work with our clients.

9. Is there anything else you'd like to tell us about your agency's work?

We are very impressed with the staff assigned to our agency from MOCI. They are very helpful, knowledgeable, and supportive.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Immigrant Services

Housing (or related services)

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Chinatown

4. In the context of your organization's activities, how do you define and measure success?

Direct linkage and feedback from community and client base; large demand and participation in our services and activities

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Grassroot leadership training for community and clients to empower them to advocate for their needs; community education; providing language and cultural appropriate services; working in collaboration with other community-base groups and grassroots groups; community meetings, forums, small group meetings; conducting focus groups, forums, surveys of needs of our constituency base; providing affordable housing for low-income residents; planning for our community with input from the community; working with youth and community volunteers and developing their leadership;

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of bilingual staff and material from the City agencies to serve non-English speakers; lack of jobs available to non-English speakers; lack of affordable housing for the very low income, and for families;

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF - Out of School; Youth Empowerment funds; DPH - SRO Collaboratives; HSA - Housing Advocacy; Rent Board - Housing Counseling and Education; DBI - Code Enforcement Education; Challenge Grant - Art work

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Provide more funding for developing affordable housing; more funding for housing counseling and eviction prevention; more funding for youth leadership; more funding jobs targeted to non-English speakers; more funding to expand childcare services for infants; more funding for community centers; funding for transportation - renting buses to take low-income community members to field trips; more funding for general non-profit organization support; more free training for staff;

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Financial Literacy

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Participant attaining savings goal and acquiring an asset (home purchase, small business capitalization and post-secondary education)

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The matched savings account and access to financial planning and coaching offer an appealing incentives for clients to participants in the program

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Our primary ongoing challenge is maintaining a lean staff while trying to expand our products and services to more people that need them.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Health and Human Services

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We really appreciate your continued funding to help us achieve our strategies and goals. Given our small staff, it is sometimes burdensome for us to provide financial and statistical reports at the frequency and level of detail required by your funding sources. For example, the nature of our work is such that we don't have a lot to report on every month so a quarterly reporting schedule would be preferable. The more flexibility you can provide, the more time we can devote to achieving the strategies and goals.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

If we get and keep people housed

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We do have supportive services tied to our housing. We also work with roving case managers from UCSF for assistance

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

very bad landlords who seem to think they do not have to follow City laws

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOH Department of Human Services

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Sometimes it's difficult reporting they way CDBG needs us to report as many of our cases take years to resolve because of the issues

9. Is there anything else you'd like to tell us about your agency's work?

We have been around for almost 30 years and we work extremely hard in making sure the people of San Francisco are housed in acceptable housing and that many of them receive supportive services if needed.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Financial Literacy

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

A positive change in the nonprofit organization (NPO) client's operations. An increase in the NPO client's capacity to maintain the new strategic processes. An increase in the skills and confidence of the individuals that participate in our trainings.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Highly facilitated change processes that focus on the human systems/interactions needed to create changes across the levels of the NPO. Actively working to identify, recruit, and contract with clients that are a good fit for our work rather than waiting to see how comes in the door. Small training groups (max of 15) in which participants get a combination of theory and hands-on practice.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

A lack of qualified staff. A tendency to want to be thinking about good ideas for tomorrow when we need to keep using and refining our successful ideas from yesterday.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOH/CDBG only.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We are a capacity building group that provides financial and real estate advisory services to nonprofit organizations. We have had excellent luck in working in partnership with MOH/MOCI/MOCD staff to develop tools and processes for NPOs. However, nonprofit organizations run into business problems and they need help when they need the help -- not at the beginning of the City's next fiscal year. Many of the organizations we work with needs lots of help because they didn't get a little bit of help before making some big decision. So, I think we could be more successful with small, timely infusions of expertise if CDBG grantees had a way to get a little help when they need it. If there were a WELL ADVERTISED pool of money overseen by some appropriate body (a la NCG Emergency Grants) that could disburse small grants ($3-5K) quickly (for financial analysis, HR support, forensic accounting, and other business infrastructure needs), I think we could use our expertise in very targeted ways and help clients to develop the habit of expecting appropriate data BEFORE they make a decision.

9. Is there anything else you'd like to tell us about your agency's work?

We do really good work. We like what we do.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We measure, businesses launched, business growth and improvement in economic status

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Providing comprehensive long term services that support entrepreneurs throughout the lifecycle of their businesses.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Need for additional staff (that is however tied with funding); lack of capital for small business owners, economy is making it harder for business owners to achieve higher revenues.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOCI, San Francisco Redevelopment Agency, Office of Economic and Workforce Development.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Support small businesses by doing all city purchasing using local companies. Create a buy local campaign in the Bayview Hunters Point Neighborhood and throughout the City to educate San Franciscans of the value of keeping the money they spent in the City.

9. Is there anything else you'd like to tell us about your agency's work?

As there are fewer and fewer employment opportunities, we would be grateful for your support in making Workforce Investment Funds available to help low-moderate income San Franciscans pursue self employment.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Health Services

Immigrant Services

Multi-services and/or community center

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

That our services can help to improve the health and stability of API immigrant children and families. We rely on pre/post tests, progress report notes, vignettes and observations and Matrix evaluation scores.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

on-going staff training, effective outreach/engagement, case management, family support activities and coalition building

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of qualified bi-lingual and bicultural staff, lack of adequate space

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

HSA: Home visitation , parental stressline DCYF: family support First 5: Family Resource Centers and API Network DOSW: Domestic Violence services

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Provide more space thru building lease or purchase More funding for staff and infrstructure Training and evaluation

9. Is there anything else you'd like to tell us about your agency's work?

APA has an on=going Building Fund campaign to purchase a facility in chinatown.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Immigrant Services

Childcare

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Chinatown

Tenderloin

Visatacion Valley

we are less entrenched in communitywide activities in VV and TL.

4. In the context of your organization's activities, how do you define and measure success?

Some indicators: parent is able to work or attend school as a result of child care services *progress of child/family while the family is in our child development services -- ex. has a medical home, up to date on immunizations, parent achieves their goals, etc. * public benefits that a constituent recieves (1 or more) * # of family child care business licensed; # of family child care business retained; # of family child care business that are able to expand * # of Family child care providers (or amt of $ FCC receives) as a result of the federal child care food program * etc. we have a number of indicators and measures for each of our programs

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

our agency goals are broad and we have a general annual workplan. this may involve internal activities, or it may involve partnerships. the agency goals relate to our agency Strat Plan

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

definitely lack of qualified staff, who are bilingual and in some cases meet regulations (ex. child care permit levels specific to meeting licensing reqs). Another big one is having infrastructure -- our infrastructure needs are huge -- facilities (to keep up our child care facility, especially in areas where we tend to get vandalized), IT needs especially with the amount of data we have to track and maintain often for government sources without any resources (including networking or database staff), and in our case having management staff -- like a deputy director of the agency to keep the agency stable when other management staff leave or to allow the ED to attend to advocacy, fundraising, networking. Training is also a big one -- having the time to train or the funding to either bring in trainers or to send people to training. This falls under our HR area, which again is under resrouced and involves costs such as legal assistance, benefit negotiation with vendors, compensation studies, etc. (in other words, HR is more than just recruiting). Lastly, the cost of rent is astronomical part of our budgets -- if there is any way to partner with public agencies to utilize public space for cheap, that would help support non-profits.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF -- support to our child care site and pass through funds to support the child care workforce through the SF CARES program; First 5 in collaboration with DCYF and HSA to support our Joy Lok Family Resource Center; HSA (through a subcontract with Children's Council for Calworks child care subsidy, and local child care subsidy to families with infants and toddlers).

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

* Connecting with supports in Visitacion Valley, and in particular with the Housing Authority. Wu Yee is on HA

property and it is unclear what our future may be with the Hope SF plans (which we have not received any updates recently). Also due to the concern of violence in the neighborhood we would like to have a closer connection with the SFPD to support families especially during the dark hours when they are waiting for the bus or walking to the bus stop (our staff have been mugged outside our building; and just a couple of weeks ago children in an abandoned car next to our site had firearms confiscated) and we have vandalism of our site all year long, which is costly for us. * continuation of micro-enterprises that might also support our other areas of work -- ex. a central child care kitchen that can deliver healthy meals to child care sites in each neighborhood; * social innovations such as a economic barter system in Chinatown (ex. Time Dollar services) * advocacy about issues surrounding low income families -- especially the connection between work and childcare in economically supporting the family * MOH considering how child care facilities can be integrated into any new housing developments that are planned or built.

9. Is there anything else you'd like to tell us about your agency's work?

we are happy to send you our agency strat plan if you'd like.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Excelsior

4. In the context of your organization's activities, how do you define and measure success?

We define success by meeting the needs of the community, meeting our target goals, and the number of participants we serve. We measure success through the Parent Advisory Board, tracking our numbers, and satisfaction survey.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We have a Parent Advisory Board to collect feedback about our services and to learn about the gaps in services that need to get addressed. We also we collaborate with neighborhood agencies to build community and to be able to learn about their services in order to better refer participants to their agencies.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The lack of program/center space and staffing.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We receive funding from joint funders (First 5, DCYF, and HSA) for the Family Resource Center Initiative.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Continue the funding for case management, counseling and information and referral services.

9. Is there anything else you'd like to tell us about your agency's work?

Our agency is community driven.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Legal Services

Immigrant Services

Multi-services and/or community center

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

our ability to meet annual service goals - including numbers of people served and also depth of service provided

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

building real collaborations with others that do similar work and with those who provide services we don't provide. hiring staff that are culturally competent and that allow clients to take full advantages of the services we provide.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

not allowing non-profits to charge the city the real cost of programs -- real cost of rent, administration, etc. maintains non-profits in a state of underdevelpment and continous struggle to make ends meet.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

dcyf

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

understanding community and population needs is crucial. demanding that we continually do more with less while city agencies do not reduce their overall spending is demoralizing.

9. Is there anything else you'd like to tell us about your agency's work?

non-profits continue to do the city government's job for less and continue to be demonized and treated as the enemy - now as a real partner in neigborhood development and family estabilization.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

Our success is based on our clients' successes and the impact we have on their lives

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Our community supports what we do both as individual donors, volunteer and advocates of the agency.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of staff who understands the community and for those who come from the community not enough skills to successfully fulfill the position.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes, DCYF

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Hear what the neighborhood and community are facing with different challenges around housing and jobs and help neighbors to coordinate and unified behind key issues so that we are not all fighting for the same small pot of money.

9. Is there anything else you'd like to tell us about your agency's work?

Not at this time.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Housing retention rate of 98% or greater based on data from our rent roll and exit interviews. There are other indicators, but this is the main one.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Creating clear expectations, a culture of accountability and a system for responding to challenges as they arrise

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Constant changes in the City's priorities. We do not necessarily need more funding, we need consistent funding and should not have to spend so much time fighting for it.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Human Services Agency, Department of Public Health, Department of the Environment

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Provide consistent funding through the CDBG program.

9. Is there anything else you'd like to tell us about your agency's work?

Not at this time

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Senior Citizen

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Portola

JAPANTOWN

4. In the context of your organization's activities, how do you define and measure success?

long term planning and development

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

getting people together who listen and do what is best for the majority of the community and NOt get to personal

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

one too many special interest group,who muddies the the issues and others who are afraid for their businesses

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

no

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

getting one full time staffperson who sticks to the main issue and is NOT sidetracked

9. Is there anything else you'd like to tell us about your agency's work?

ability to get the job done

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

SOMA

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

We have developed a series of outcome measures that we use for each function within TNDC to help us determine how we're doing.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Our primary strategy is to focus on improving the procedures and processes for carrying out our work, i.e., "how we do business".

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

complexity of the work; the affordable housing finance environment; the lack of capital {for project costs as distinguished from staff costs}

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

we receive funding from DCYF, MOH, DPH and HSA, as well as the SF Redevelopment Agency.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Continue to find ways to reduce the administrative burden associated with public funds; continue to identify training opportunities.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Mission

4. In the context of your organization's activities, how do you define and measure success?

The organization uses the theory and practice of youth development as the basis for program design, implementation, and evaluation. According to research in this field, young people need to have access to specific supports and opportunities that have been identified as necessary for healthy development. As such, success is measured by the quality of the youth development experience each participant has with the organization.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Multiple strategies are used to ensure that participants have a high-quality youth development experience including low staff to youth ratios, program rules that are visible and regularly reviewed, solicitation of feedback from participants on an ongoing basis, a broad range of engaging learning opportunities, and a youth leadership council that provides direction to the Executive Director and Board of Directors.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of organizational capacity is the primary obstacle the organization faces. This manifests itself in several areas including administration, technology, and governance.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes: DCYF.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

I am only aware of financial support that is provided through CDBG.

9. Is there anything else you'd like to tell us about your agency's work?

Not at this time.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Immigrant Services

Workforce Development

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

# of immigrant and refugee jobseekers trained in job search/readiness skills # of jobseekers that secure professional placements and average salaries secured % retention after 12 months

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

* Working on both sides of the employment equation with both jobseekers and also with employers who can provide placement opportunities. Engaging more than 400 corporate volunteers to mentor jobseekers and also connect them to professionals in their industry or sector. * Partnering with agencies that offer complementary services * Leveraging programs like Jobs Now to incentivize non profits and small to medium enterprises to hire our jobseekers *Using internships as a pathway to full time paid employment * Using our policy work around licensing in regulated professions to support our direct services

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

*Current economic climate and unemployment levels

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

NO

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

*Funding *Training (access to CompassPoint courses much appreciated) * Other resources (e.g. cheap rent for nonprofits; venues for hosting workshops etc.) * Expand Jobs Now to unemployed without dependent children to help with more SF job placements (many of our jobseekers can't afford to send for their children until they get a job)

9. Is there anything else you'd like to tell us about your agency's work?

In the Bay area overall, we are ahead of target for jobseeker training in 2009 and on target to reach placement goals for the year.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Excelsior

Mission

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

Number of businesses served, number of businesses financed, number of jobs created/retained.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Many of our clients need assistance in an Asian language and by staff who are knowledgeable about Asian culture and behavioral norms. We offer bilingual services in Cantonese, Mandarin, Vietnamese, and Tagalog. Our agency and subcontractors are Asian non-profits who are established leaders in our Asian communities.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of access to more client referrals from banks.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Department of Social Services, Food distribution program

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Make program funding for established CDBG contractors with proven successful track records multi-year, vs. annual. This would save significant city and agency staff time which could be directed instead to client services.

9. Is there anything else you'd like to tell us about your agency's work?

None

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Mission

4. In the context of your organization's activities, how do you define and measure success?

In addition to number of participants served, we quantify our results using pre and post program tests.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

1. Relationships with schools, who then refer participants to our program. 2. We get results. Success helps success-- it's then easier to fundraise and get support.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Our single biggest challenge is agency sustainability. We have engaged a management consulting firm, pro bono, to help us chart our path forward.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF SFUSD

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We're happy with the support we currently get. Our program officer is wonderful. I feel MOCI/CDBG views us (and other agencies) as a partner and I appreciate the positive attitude.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

**Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan**

1. What is the primary focus of your organization's activities?

Homelessness

Financial Literacy

Housing (or related services)

Childcare

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

Our organization has a number of methods by which it measures success. We track client progress and evaluate programs and services for relevance and efficacy. Our many government funders each require our programs to report on service numbers and outcomes measures, as well as client feedback.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The most effective strategies that we utilize for achieving our agency's goals are our collaborations with other organizations and coordinating our continuum of care with other service-providers in the city, as well as incorporating consumer feedback into program evolution whenever possible.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

A primary obstacle that our agency faces is trying to meet a greatly increased need in our services due to the deteriorating economy and the reduction in shelter beds that has occurred over the last several years. Another major obstacle is the limited amount of affordable, safe housing in San Francisco, to which those leaving shelter or transitional housing can move.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Our agency also receives funding support from the following City departments: DCYF, SF Department of Human Services, First 5 San Francisco, FEMA and HUD.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The Mayor's Office of Housing, through the CDBG, HOME, and ESG programs, can support our agency through providing financial assistance to our shelter intake and shelter programs as well as further financing the development of affordable housing in the city.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Legal Services

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

This is not a simple question. Clearly success would be defined by helping someone address their legal issue and remaining in their home. Helping someone resolve a conflict with their landlord over an illegal rent increase, a needed repair, or a reasonable accommodation that allows them to remain in their unit would also be a success. But for some, success might be keeping an eviction off their record, buying enough time in a move out deal to find another place. It might even just be having someone at your side when you are facing a very scary and confusing process all by yourself.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We find that the most efficient way for us to meet our goals is to combine our focus on direct representation with the complement of panel attorneys who volunteer to take cases for our clients. We also believe in coordinating with our sister agencies, and a good example of that is our work with the Eviction Defense Collaborative.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Seriously, lack of funding is the big one. I could easily have double the number of staff attorneys working on housing issues. As long as there is the great incentive to evict folks in San Francisco, and until there is a guaranteed right to housing, our attorneys will be pretty much in demand.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We receive money from DPH and through a new collaborative, HSA.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

I actually like the idea of bringing the housing counseling agencies together to talk amongst ourselves.

9. Is there anything else you'd like to tell us about your agency's work?

Our attorneys pull rabbits out of the hat every day. It never ceases to amaze me how dedicated they are in helping our clients. And i think how horrible it would be for our clients to face these issues without an attorney to assist them.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

Financial Literacy

Workforce Development

Housing (or related services)

Disability

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Mission

SOMA

Tenderloin

Western Addition

Castro.

4. In the context of your organization's activities, how do you define and measure success?

Our primary success measure is the number of months of stable housing due to our intervention. We also measure the income generated for people with HIV/AIDS in our supportive employment.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Developing the political and social will to deal with the HIV/AIDS housing crisis by working to bridge the divide between HIV and housing. Teaching housing providers about the HIV housing crisis and teaching HIV/AIDS providers about housing rights.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Our primary obstacle is the lack of inclusion in general affordable housing for people with HIV/AIDS. People are stuck in a notion that somehow HOPWA is fully addressing the need. 10% of the homeless population has AIDS yet we are not 10% of housing for homeless, such as Care No Cash housing. There is not a focus and recognition of how people with HIV/AIDS, especially gay men, experience homelessness.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We have an American Recovery and Reinvestment Act contract for Homelessness Prevention and Rapid Rehousing administered by Human Services Agency with funds work ordered by MOH.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Housing and Urban Development is going to be conducting a nationwide survey of LGBT access to federal subsidized housing. We can work together to ensure adequate access locally. Implementing the Board of Supervisors Comprehensive HIV/AIDS Housing Plan recommendations that all MOH funded providers allow applicants to disclose HIV status, sexual orientation and gender identity.

9. Is there anything else you'd like to tell us about your agency's work?

The lifetime medical cost of each new HIV infection is $660,000. There are up to 1000 new infection in SF each year. $660,000,000 in SF each and every year in new medical costs is unsustainable. Studies show the provision of stable housing cuts behavior that can lead to the transmission of the virus in half. Yet our City has not done enough to ensure people with HIV/AIDS are housed. Our study with UNC-CH showed that 50% of homeless people with HIV/AIDS became homeless because of an Owner Move-In or Ellis Act eviction. Surveys show that housing providers funded by the City are not providing equitable access to people with HIV/AIDS in proportion to their

representation in the overall homeless census. We are the only agency focusing on creating appropriate supportive employment that fits within the earned income restrictions of federal disability and have a subsidized employment program for HIV+ mothers. Too often, our needs are seen as medical. However, our #1 unmet need is housing. Funding the creation of supportive employment costs less than paying to administer a subsidy, leads to superior housing options, and provides the dignity of work that combats the depression and isolation of disability that can contribute to unwise choices.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Health Services

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

1. Number of clients served, broken down by population. 2. Alleviation of mental health and substance abuse symptoms. 3. Improvement in "functioning", including improved access to financial resources, housing, and medical services.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Collaborating with other CBO's and health care providers; diversified fundraising; integrated approach to provision of substance abuse and mental health services; focus on unique needs of community served.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Limited resources of other agencies creating greater demand for our services.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

EPSDT, Medi-cal

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

I really appreciate the support offered by MOCI staff, as well as the trainings made available through Compass Point.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Excelsior

4. In the context of your organization's activities, how do you define and measure success?

We have clear organizational goals that inform programmatic activities, which in turn help us formulate concrete outcomes, e.g., x number of businesses will receive technical assistance, x number of businesses will receive visual merchandising assistance and information is collected and reported based on these measurable outcomes. The qualitative success is measured utilizing several tools, e.g., surveys and conversations with business owners. If their needs are met we define this as successful, e.g. the business was retained due to our efforts; a project was completed with large number of volunteers/community support and buy-in.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Working through a stakeholder led steering committee that engages with larger community, sets goals and priorities and assists in execution of programmatic activities. We are integrated in the community because we are volunteer based.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

By far the largest obstacle is a lack of coordinated service delivery between and among service providers- however we are leading efforts to improve coordination and in fact are engaging in a strategic planning process to better coordinate service delivery through a year-long listening campaign. Next steps are to attract additional resources to support a more comprehensive community development strategy.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes, OEWD, MOCI, Arts Commission and Community Challenge Grant as we also have arts and beautification based projects.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Fold in collaborative service delivery, require that as part of the RFP process, score service delivery organizations based on their work with other service providers. Capacity building funding in the Excelsior in particular is also important, many smaller organizations that serve discrete populations could benefit from organizational support.

9. Is there anything else you'd like to tell us about your agency's work?

Our work is quite exciting in that it began as a commercial corridor improvement program and now our organization is uniquely posed to lead a more integrated community development approach, one that is not only collaborative but driven from community input, ownership and activities that require very little funding due to volunteer and community support. The major impacts will be felt when we begin to attract real capital investment to the area, we are poised to manage much larger, comprehensive projects and programs and ensure that a larger vision for service delivery is met.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

by placements and number of clients served

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

*Establishing partnerships to deliver services. *Establish partnerships with employers.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Coordination of services with other CBO's and better coordination with businesses

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

OEWD MOCI (MOH)

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Helping to bring more agencies together in one spot...In other words helping to establish partnerships where they seem fit

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

Economic Development (small business assistance, etc...)

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Our program serves LGBT people throughout the city, but we also provide specific business attraction services to the Castro/Upper Market Community Benefit District.

4. In the context of your organization's activities, how do you define and measure success?

1) Are we meeting our goals and objectives vis-a-vis our contracts with funders. 2) Are we reaching the full diversity of the community. 3) Are our community members satisfied with our services.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

1) Coordinating with other service providers; 2) Establishing committees made up of community representatives; 3) Marketing the programs throughout the community.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

1) Marketing; 2) Sufficient staff to provide case management services; 3) Lack of knowledge of other service providers about our services (they should be referring more clients to us)

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

H.S.A. for transgender workforce and empowerment; DCYF for our youth program; DPH for our Newcomer Program (HIV Prevention)

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Convene meetings of service providers, and communicate more frequently with us.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Program participation, academic improvement, GPA, social skills

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

school teacher/counselor involvement, parent/guardian involvement

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

It can be difficult working with the schools, due to their own financial/organizational challenges

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF, OST

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Funds to hire staff to work more closely w/ schools and parents.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We have many activities and thus many different measures of success, as we provide direct services (mental health, legal, employment, supportive housing (transitional as well as permanent), jail outreach)), as well as policy work and public education. Each has its own measure of success.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Our comprehensive services give us our own in-house continuum of care, and help us address multiple needs of our clients.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The government agencies that assist our clients (Social Security, VA, counties' health, to cite some examples) move far too slowly.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes. I don't know the detailed answer to this question.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

CDBG and ESG have been very helpful to us by providing resources for our direct client services. Cost of living and other increases in funding are sorely needed.

9. Is there anything else you'd like to tell us about your agency's work?

Thank you for the opportunity to answer these questions.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

Youth Services

Legal Services

Health Services

Immigrant Services

Workforce Development

Housing (or related services)

Childcare

Violence prevention/response

Domestic Violence

Multi-services and/or community center

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Although we are city-wide, the majorirty of our services are provided to youth age 18-25 who reside in Bayview, TL, Western Addition, Mission, Visatacion Valley, and Portola.

4. In the context of your organization's activities, how do you define and measure success?

Transitional aged youth having comprehensive support from that is well-coordinated and relevant to their complicated needs. Surveys from youth, community functioning surveys, whether young people are remaining housed once they become connected to our program, whether our agency has provided viable resources to youth 18-25 and their families- measured by the follow-up capacity and site specific competence that we assist young adults in obtaining; also we define success by evaluating the strength of our uniform standard of care. Because working with homeless young adults demands a commitment to continuity, we ensure consistency by functioning as the hub of various homeless and housing providers. Thus, our measurement of success surveys providers as well. In summary, we have a five part measurement process: (1) Impact of direct services on behavioral wellbeing, including most essentially, the homeless prevention services both to transitional aged youth and their providers. (2) Impact of support & agency's system of care on client's ability to gain and maintain employment (3) Impact of support & agency's system of care on client's ability to gain and maintain housing (4) Ability to advocate for comprehensive needs (5) Ability to function responsibly in a pubic housing, dv shelter, permanent supportive housing, transitional housing environment

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Primary strategy: To function as the hub of a well-established collaborative to provide homeless prevention services, comprehensive direct services, and as the focal point for unifying policy and strategy planning for local service providers and parents to convene, coordinate, learn from the diverse strengths of the group, and have a centralized point of accountability and uniform standard of care for 18-25 yrs who are transitioning out of homelessness to economic and housing stability.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Need to have the City recognize the essential importance of having well-established, cost effective, population and age focused support for organizations that have MOUs with various stakeholders. Be willing to have agencies define gaps that may not be readily or publicly known. Many times, gaps are defined as those areas funders realize are gaps. Often, we find that because we are so connected from the grassroots to the board room, all comprising the

same circle of total inclusivity, we can see the development of a gap long before many folks actually recognize the problem. We would like to have the opportunity to describe the various gaps and how we have come to know of them as an indication of our connection to the community of homeless youth 18-25 yrs.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DPH: EPSDT DPH/DCYF/First Five/HSA: Child Care & Mental Health Consultation MOCI: Mental Health resources for youth in PSH and Public Housing Programs

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We are asking that MOH support collaborative-based projects under its various funding sources. Many agencies have foregone their proposals in order to support the strength of our hub organization. Should MOH continue its support of this model, our City will benefit in many respects: (1) cost effectiveness, (2) uniform care, (3) centralized system, (4) diverse strengths among community, (5) ability to reach many different sub-populations among homeless group, (6) housing and economic stability is maintained as essential, (7) preventative strategies are designed by entire collaborative, including 18-25 youth and providers, thereby addressing gaps before they becomes crisis.

9. Is there anything else you'd like to tell us about your agency's work?

The capacity to leverage the support of other City departments is key to our success. Much of the conversation regarding gaps in services are underway in our collaborative meetings. We feel it is important to the viability of collaborative based organizations to also uphold the strength of those of us who work together throughout the FY and have a long history of aligned purposes. Thus, what makes our agency unique is that we are simply seeking support to continue doing what we've always done. Our youth, parents, providers, and staff alike work closely on the provision of services that flow from well-informed strategies.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Bernal Heights

Chinatown

Excelsior

Mission

OMI

Portola

Richmond District

Visatacion Valley

Western Addition

Telegraph Hill, North Point, North Beach, Potrero Hill Neighborhood House, Dogpatch, Hayes Valley, Alemany

4. In the context of your organization's activities, how do you define and measure success?

Members' satisfaction, sense of support, skill and knowledge acquistion, increased individual and agency capacity, funder relations

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Peer learning and mentoring, mentoring, support, technical assistance, and coaching from consultant and staff, the voluntary nature and culture of our long time association, excellent and honest rapport with funders, emphasis on being as supportive as possible of our members and not competing with them for funding

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of resources is the key problem. We are poised to move forward with creative, cost-saving strategies and plans, but can not do this without sustained funding. We do have internal challenges that stem from natural competition between members, and increased competition in a very challenging environment, but have confidence we can mitigate these problems.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No, but we should!

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

By recognizing the completely unique role NCT plays, and how we are not a generic t.a. and org dev entity, but that we are singularly focused on the neighborhood center movement, and we need MOH's support to continue. We are the only neighborhood-based group of this kind.

9. Is there anything else you'd like to tell us about your agency's work?

Yes, and we can't wait to do that in person early next month.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Job placement Skills gains Satisfaction Educational Attainment

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Working with community partners Employer engagment Strategic planning Advisory boards

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Poor coordination between service providers Economic climate

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

EDD DCYF HSA

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Convening agencies with similar programs to share best practices Provide coaching around new program development

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We define success through achieving educational workshops and by the amount of people who attend to these workshops. We also measure success through the amount of people who were assisted and applied for affordable housings.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

coordinating and outreaching to other community organizations and schools for our targeted population.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of affordable housings availability, lack of time availability with other community organizations, AMI's requirement is too high for our targeted population, esp. for seniors.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

NO

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

They can our help agency with more resources to achieve our goals.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Health Services

Housing (or related services)

2. Are your agency's services:

Neighborhood Focused

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

Client participating in health and greater health outcomes. Housing retention.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Partnerships and colaborations with service providers in health and housing.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

limited capcitity, infrastructure and systems. Lack of coordination of city, state and federal agencies.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DPH - Department of HIV/AIDS Prevention, HSA - HUH, General Fund

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Coordinating system wide efforts for homeless housing and workforce development. Technical Assistance.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

Disability

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Success is measured by the number of participants who successfully complete our Skill training program.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The most effective strategy so far is the program awareness information that we distribute to other agencies for the blind and the Department of rehabilitation

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The main obstacle that we face is the general perception that Blind and Visually Impaired individuals cannot perform at the same level of competitiveness that a sighted individual can on any type of job.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We do not received any funding support from other City Departments to run our Contract Management Support training Program

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

If the Mayor's Office would set aside a certain percentage of Positions that could be fill by capable Blind or Visually impaired individuals that would help us fulfill our goal.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Financial Literacy

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Chinatown

SOMA

Tenderloin

Visatacion Valley

4. In the context of your organization's activities, how do you define and measure success?

We define success as the number of unbanked low-income residents in the areas we serve whom we helped to open savings and checking accounts as well as provide financial literacy. Thus, we help a certain number of poverty-stricken residents to get out of poverty through financial education and access to financial services.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We do outreach to agencies/coalitions serving low-income residents and marginalized residents (families in transition and the homeless) and local single residential hotels to reach clients in the poorest areas we serve. It is quite difficult to reach some of the marginalized clients we serve.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of qualified staff due to funding cuts. Residents drop out of the credit union because of personal/health issues.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Community Development Block Grant (CDBG) funds only

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

More funding, technical assistance and skills development.

9. Is there anything else you'd like to tell us about your agency's work?

In these difficult times, more members need emergency loans which are high risk but essential. Perhaps the city can look at setting up such funds for needy residents to be given through credit unions like ours.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Disability

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

maintaining or transitioning to independent,accessible, affordable community living

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

collaborating with other providers to ensure that all members of the community have equal access to information and resources

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of affordable, accessible housing available to people of all ages with disabilities

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

no

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

require all grantees/ those applying for funds to demonstrate that programs are physically and programmatically accessible to people with all types of disabilities/ of all ages and are implemented utilizing Independent philosophy

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Immigrant Services

Workforce Development

2. Are your agency's services:

Neighborhood Focused

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Chinatown

Visatacion Valley

4. In the context of your organization's activities, how do you define and measure success?

A civically engaged and politically empowered API and immigrant community.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

policy advocacy, coalition-based work, service coordination

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of coordination between API advocacy groups, LEP community and immigrant needs still seen as "special interest"

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOCI for employment and immigrant services

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

tie service deliverables with civic engagement opportunities

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

Senior Citizen

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

JAPANTOWN

4. In the context of your organization's activities, how do you define and measure success?

positive cohesive planning and implementation

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

broad-based community colition with no hidden agenda

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

dissident within the community who muddies the issues and takes off on a tangent constantly

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

not5 to my knowledge

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

fund a full time Planning person who sticks to the issues of importance and is not side-tracked

9. Is there anything else you'd like to tell us about your agency's work?

need positive action to conclude the planning

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Financial Literacy

Housing (or related services)

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Mission

4. In the context of your organization's activities, how do you define and measure success?

The success measures are based on the programs. Thus far, we track success for our clients receiving pre-purchase education, foreclosure intervention, and business technical assistance. The primary success indicators for our pre-purchase program is the number of homeowner's who buy a home and receive a 30yr fixed rate loan with a prime interest rate. In our foreclosure intervention program, we primarily define success by the number of homeowners who prevented the foreclosure of their home by modifying their loan or other favorable solutions. In our small business development program, we primarily define success by the economic impact indicators defined by MOCI. Starting in January 2010, we will implement systems to collect more robust data on the outcomes of our clients. We are also planning to track asset building indicators across programs, such as savings, credit score, and dti ratio.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

To further our mission, we also developed a strategic framework, in which we examine the core issue of economic justice for our constituencies, the central role of asset development, and the external environment and internal conditions within which we work. This suggested several important strategic implications for us, which are reflected in a resulting set of core strategies: 1. Direct services 2. Policy advocacy and development 3. Organizing 4. Research and analysis 5. 2301 Mission Street project 6. Organizational development To implement these core strategies, we developed a corresponding set of organizational strategic goals. Our high-level strategic goals are: 1. Enhance MEDA's role as the leading channel for providing effective asset development services to San Francisco's low- and moderate-income Latino families. 2. Building on our existing work, play a major strategic role in policy development and advocacy efforts that engage and further the asset development standing of San Francisco's low- and moderate-income Latino families. 3. Building on our existing community engagement, and coordinated with our asset development service and policy work, play a major strategic role in organizing to empower San Francisco's low- and moderate-income Latino families to improve their asset development standing. 4. Building on our existing work, perform research and analysis to clearly understand the socio-economic conditions and asset development needs of San Francisco's low- and moderate-income Latino families, and to evaluate and improve the effectiveness of and client satisfaction with our asset development services. 5. Through the successful development of the 2301 Mission Street project, further the provision of a full spectrum of family support and asset development services to San Francisco's low- and moderate-income Latino families and enhance the long-term sustainability of community partners providing these services. 6. Continue MEDA's organizational development to improve and systematize efficient and effective program and operational work, financial health, and a sound and sustainable workplace.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Program/Services • not enough outreach/low visibility • do not leverage technology for direct services • lack of clients' engagement/participation/social responsibilities ● Lack of legal resources ● Homeownership services are not comprehensive (insurance, taxes, maintenance etc) ● Limited services to long-term clients ● Tooo much data entry- double data entry Systems • No succession plan Staffing • staff turnover - time to train new staff Public Image • PR marketing-message, identity • lack of marketing/visibility Staffing ● Staff "spread thin"

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF MOCI

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

-MOH can print first time home buyer material in Spanish -Seek and train more real estate professionals who can speak Spanish and are knowledgeable in the City's first time homebuyer programs -Lobby for NSP criteria based on neighborhoods in addition to census tracks -Make it easier to report clients, double entry is too time consuming. - More focus on outcomes as oppose to outputs -Strengthen understanding of community development within staff - Play more of a leadership role than an administrator role

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Childcare

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

all SF city & county

4. In the context of your organization's activities, how do you define and measure success?

We measure our program goals through the number of clients served, assisted, trained and supported. Client satisfaction and completion of personal goals are indicators of success.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Extensive outreach and collaboration with our child care community has been effective. E.g. trainings, mailings, email, phone calls, word of mouth, participation @ city-wide meetings & events, website, drop in's, & by hosting classes, meetings, resource fairs and networking opportunities.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Ensuring quality in child care environments and provider best practices is a challenge for our field.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

HSA, DCYF, 1st 5 & DPH

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

1) We would like the City to advocate to the State for more support and funding for the CDE, Community Care Licensing Division. 2) We would like the form G, reporting tool, to be more sensitive to our clients and their personal information.

9. Is there anything else you'd like to tell us about your agency's work?

In addition to micro-enterprise development, Children's Council works to support SF child care through many aspects including subsidies, nutrition, mental health, inclusion, technical assistance & support, homeless family programs, scholarships, advocacy, summer food pantry, and access to free training, resources and referrals.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Immigrant Services

Workforce Development

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Movement along a Self Sufficiency continuum

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

A full array of wraparound, job development and job placement services done in coordination with an overall city workforce development plan.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Need for more coordination of the system

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

oewd

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

continue to work to coordinate services with clearly defined community needs and successful outcomes.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Disability

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

removal of barriers to community living and inclusion for/of people with disabilities

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

advocacy , individual and systemic ; community collaborations

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

insufficient appreciation of the disbaility issues by the general voting public; lack of coordination among funders and government agencies re: long term community supports and services

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOH

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

adequately fund our housing services : cut by about 10% in recent years , now covers approximately 50% of the services

9. Is there anything else you'd like to tell us about your agency's work?

We actively engage in collaborations with other disability organizations , City agencies and small businesses , as well as groups like immigrant rights orgs.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Childcare

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bernal Heights

Mission

Sunset District

Noe Valley Glen Park Inner Sunset West Portal

4. In the context of your organization's activities, how do you define and measure success?

By the quality measures, financial sustainability, ability to meet our mission: To provide quality programs to school-age children and families.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Strong annualized and regular evaluations of our work. Core belief of quality in relationships over quantity of those served. Equitable and transparent practices.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of qualified staff professional development board development facilities enhancement and support advocacy for afterschool work to funders, community members, and city leaders

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF: Out of school time for afterschool programs

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Funding that would be able to meet the cost of the service. Capacity building, facility, and general operations funding buckets.

9. Is there anything else you'd like to tell us about your agency's work?

Thanks for supporting us. We know that there are limitations for everyone but we are an agency that does real quality honest work and can use as much support as possible in the future.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Grant outcomes, placements into employment, triple bottom line metrics

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

use of on-the-job, contextualized learning, providing stipends and wages during training, effective partnerships, involvement of employers in program development

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of funding for transitional wages, difficulty of addressing housing and childcare to help stabilize participants for work, agency staff development, agency capacity building

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

OEWD, Redevelopment Agency, HSA, District Attorneys Office

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

help to fund areas cited in #6, lead efforts to uniify and inform supportive services such as housing and childcare

9. Is there anything else you'd like to tell us about your agency's work?

we would like to find ways to leverage technology to help better implement programs

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

SOMA

4. In the context of your organization's activities, how do you define and measure success?

Housing development is a yes/no outcome test. resident quality of life is not fully measurable. HUD and other funders periodically inspect and score comprehensive property management factors. project bottom line annual financial outcomes are of course very important. overall the Board annually assesses progress on achieving the Mission Statement.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Running housing projects on a sound business basis. consistent proactive involvement with neighborhood institutions (PAC, CBD, resident groups, etc.) and peers (both nonprofit and forprofit).

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

constantly increasing red tape at all relevant city agencies, combined with constant delays by all city agencies.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

HSA support services funding and DPH housing subsidies.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

intervene with other city agencies that are failing to carry out their responsibilities - specifically the Assessors Office inability to process welfare tax exemptions correctly.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Senior Citizen

Multi-services and/or community center

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Visatacion Valley

Potrero Hill

4. In the context of your organization's activities, how do you define and measure success?

To ensure that the Samoan community are able to utilize the program(s) and activities that will enable them to be productive residents and citizens of SF.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Continue to collaborate and network with community base organizations to bring to the community activities and programs.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

SCDC is lacking community involvement that staff and board are working to get the Samoan community more involved and engaged.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF, Out of School Time DCYF, Violence Prevention HSA, Community Services for Seniors

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

To be committed to the community base organizations and to support more through trainings and funding.

9. Is there anything else you'd like to tell us about your agency's work?

No comment at this time.

**Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan**

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Promoting an environment that allows our various projects to acheive their mission and contribute to a thriving San Francisco Bay Area Commuity.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The provision of the best fiscal sponsorship, fiscal intermediary, graphic design and publishing services.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

N/A

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF, MOEWD, CBHS, SFDPH, Rec and Park, SFUSD

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Continuing to employ competent staff (retention) and maximizing the use of staff and minimizing paperwork.

9. Is there anything else you'd like to tell us about your agency's work?

n/a

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Workforce Development

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

4. In the context of your organization's activities, how do you define and measure success?

Students served, Partnerships created, Teachers Trained, Interns Employed, Quality of programming.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Creating sustainable partnerships for outreach and programming.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of specialized infrastructure and equipment, difficulty in finding staff with multiple specialized skills such as teaching in combination with film/audio/animation production

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOCI - CDBG (Youth & Young Adult Programs) SFRA - 3rd Street Corridor Facade Improvements and Small Business Assistance programs

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Citywide systems for effectively disseminating information between service providers.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Senior Citizen

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

4. In the context of your organization's activities, how do you define and measure success?

Setting a specific goal or outcome and evaluating whether it has been reached.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Review of community composition and defineing the needs of residents.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Difficult to keep staff for magagement of programs and fundraising.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No, our funding comes from institutions.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

With additional funding staffing can be increased to develope and implement new programs.

9. Is there anything else you'd like to tell us about your agency's work?

We do excellent work for the size of our agency and have plans for expansion to reach more seniors in the community.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We measure success by our ability to assess a family's needs and connect them to appropriate services within our agency or in the community at large. Our goal is to empower and aid families who are facing homelessness or a housing crisis so that they will gain stability in a shelter or in their own home. We measure this by client surveys, numbers who are assessed and referred, and percentage of people who maintained housing after rental assistance is provided. We are happy to report that year after year over 90% of clients rate our services at very good or outstanding. Last year our new Housing Assistance Project application and renewal for Connecting Point were rated number one and number two for our HUD grants.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Collaboration between agencies, providing multiple services in one location, hiring qualified individuals, and providing monthly training opportunities.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

We are facing a doubling and tripling number of families seeking shelter during a time when the economy has deteriorated and more people need help than ever. 2 years ago the waiting list for family shelter was around 75 families with an average of a 2-3 month wait. While that seems like too many families and too long of a wait already, the waiting list for shelter is now at 200 families who are waiting 5, 6, 7, and 8 months for shelter. Their has been a reduction in space while the waiting list grows. This is the biggest issue we face right now as we are trying to serve so many more people with the same resources and same staffing.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

HSA-Housing and Homeless Programs

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Thankfully MOH has provided us with funding for case management which is desperately needed in order to help stabilize families over longer periods of waiting times to get in shelter. There is the continued need for more funding for more staff. Client assistance funds are needed to be able to provide food, transportation assistance and more. I wish there were more solutions that didn't involve money, but unfortunately programs are being cut and the number of people needing services is growing. Additionally we are always interested in learning about new training opportunities so that our staff is better equipped to handle the myriad of difficult case pertaining to substance abuse, mental health, and domestic violence.

9. Is there anything else you'd like to tell us about your agency's work?

Thank you for your support! Thank you for asking these questions. Our agency is currently working on integrating our six programs more effectively to reduce the duplication of services and improve efficiency. We pride ourselves on the fact that we provide a wide variety of wrap around services from crisis intervention, shelter placement, transitional housing, rental assistance, subsidies, financial counseling, family support, childcare, therapy, pre-employment and more. We think it is crucial to offer an abundance of services to meet people where they are at as some things are more appropriate for confronting different needs.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Health Services

Workforce Development

Housing (or related services)

Disability

Senior Citizen

Multi-services and/or community center

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

The Arc of San Francisco defines success as its ability to provide the services and supports people with developmental disabilities need to have dignity, self-determination and quality of life living independently, but not alone, in our community.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The Arc of San Francisco works with local employers to develop job opportunities; our Wellness Services works with local doctors & hospitals to help our clients access health care; The Arc is working with local real estate professionals to try to increase housing opportunities for people with developmental disabilities. While all our services are provided based on each individual's need, local organizations' and city government's partnerships are vital to our ability to meet our goals. Unfortunately, these safety-net services -- housing, health care and jobs -- are scarce for our clients.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The Arc of San Francisco's primary obstacle in meeting its goal to serve people with developmental disabilities is that this population is quiet and tends to be unseen. Many can not even speak for themselves and have no one to speak population. They don't sleep on the street or do drugs. Yet most live in extreme poverty, lack proper access to health care, and live in situations not suitable for them. Who speaks out about the dire lack of safe, supportive housing for the residents we serve? There's also the continuing perception that people with developmental disabilities are not capable of living and working on their own, or are a group to fear. This leads to their lack of employment training and job oppportunities, and the fact that their needs are ignored. Lack of access to health care is also a problem to our clients.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

The Arc of San Francisco has rec'd support through MOCI for capital improvements and to support a housing advocate. We would like to receive financial support for other needs such a workforce training and development, supportive housing, residential services for people with developmental disabilities.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

In submitting our statement for the 2010-2015 Consolidated Plan, The Arc of San Francisco would like MOH to provide 200 units of affordable, supportive housing for people with developmental disabilities in the next 5 years. We would like people w/dd to be listed as a population that make good tenants under the Inclusionary Housing Program; we would like Operating Subsidies to provide our own housing; we need housing advocacy and educational services support to increase people w/dd's access to affordable housing. Residential Services to people with developmental disabilities also needs to be a funding priority for the city so this critical safety-net is not lost to

our most vulnerable residents. The city could fund workforce development programs and partnerships that provide jobs (and much needs income) to people w/dd. Incentives to local businesses to hire our clients; a target number of 50 people w/dd to be hired by the city in 5 years.

9. Is there anything else you'd like to tell us about your agency's work?

The Arc of San Francisco has been serving residents of the city with developmental disabilities for almost 60 years. Yet few know of us. We need your help to get our name and clients out front, so that they receive services like other residents of the city. The Arc of San Francisco stands ready to work with MOCI, MOH and the Mayor to serve people with developmental disabilites by promoting self-determination, dignity and quality of life, so that some day, in our city, disability is a distinction without a difference. Thank you for providing this survey, and your efforts to serve the community.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Workforce Development

2. Are your agency's services:

Neighborhood Focused

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Bernal Heights

Chinatown

Excelsior

Mission

OMI

SOMA

Tenderloin

Visatacion Valley

Western Addition

4. In the context of your organization's activities, how do you define and measure success?

Corpsmember outcomes with respect to career planning and education: SFCC measures th enumber of Corpsmembers (Cms) alumni who are earning a living wage as wel as their houlry pay and whether or not they have benefits. SFCC also measures the number of Cms who earn their High School Diploma while in our program, the number of Cms who pass the California High School Exit Exam (CAHSEE) and the percentage of Cms who know how to access employment services resources as well as the percentage of Cms who can articulate their career goals, and the steps abnd activities necssary to accomplish their goals. Recycling outcomes with respect to waste diversion: SFCC also measures the amount of recycling tonnage diverted at recycling special events throughout the city, both on an annual basis and per event.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We work directly with City Departments whne it comes to forming partnerships and administering projects. We collaborate with many agencies to serve the needs of our Corpsmembers. Leveraging of funds has also helped with achieving our goals.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

SFCC has been an agency fro 26 years, but still remains a secret to San Francisco. SFCC is working on cutting through to the forefront of San Francisco and is working on expanding it's marketing efforts. SFCC programming occurs out of Fort Mason and not in the communities where the Cms come from. Fort Mason is a neutral location where Cms feel safe and leave the "turf" issues outside of SFCC. In addition, traveling to Fort Mason on a daily basis also provides them with employability skills, because they would have to travel to their place of work. This lack of understanding on ocassion has caused SFCC not being funded, because we, in some venues are not a part of a "neighborhood".

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes 1. OEWD-pre-preparatory program for 18-24 year olds 2. PUC-fee for service projects 3. SFHA-fee for service projects 4. SFE-special events and green collar programming 5. Port of SF-fee for service projects

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Continued financial support, job creation for greater San Francisco, development of citywde program standards, outcomes and tracking systems.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

Disability

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Specific outcomes are defined for the fiscal year and we measure results on a quarterly basis.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Collaboration is critical for populations with complex challenges.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Working with old paradigms in the delivery of services to populations whose skill set is often underestimated.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

OWED-workforce development

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Additional funding targeting employment services and related support needs.

9. Is there anything else you'd like to tell us about your agency's work?

CVE is one of the few non profit, LBE social enterprises in the county that provides comprehensive wellness through employment services for adults with mental health disabilities.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We define success by a set of financial metrics-- revenue generated, jobs created, profit gained, etc. -training and development milestones for participants -access to new and broader market opportunities for businesses.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

1. establishing multiple advisory committees made up of staff and industry professionals 2. creating and using evaluation tools to consistently measure actuals against stated goals--creating an organization logic model to see flow of clients and establish a set of data point markers-- identifying where a program area needs to be adjusted to increase efficiency/effectiveness 3. leveraging social media 4. ensuring a diversified funding base so that we are not dependent on any one funding source 5. leveraging a significant base of professional volunteers from business advisors, graphic designers, food industry professionals, etc. 6. Hiring only highly trained and capable staff. 7. Working within a collaboration of partner agencies to build on each other's strengths, avoid duplication of efforts and reinventing the wheel, and effectively cross refer clients.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The need for more space-- we didn't antitipate the growth/success of this project at the time it was being built and have found that we are outgrowing this space rapidly. In terms of the participants of La Cocina, they need access to real investors and/or loans/credit in the $75,000 to $125,000 range. They can access much smaller loans-- but are challenged in these economic times to access the size of loan one needs to open a restaurant in SF.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The City of SF needs to continue to invest in small business development. Every dollar invested in La Cocina and small business development gets placed back into the community and fuels economic growth and vibrancy.

9. Is there anything else you'd like to tell us about your agency's work?

We love our work and love partnering with the City of SF. We'd love to explore more ways to work together. We are part of a collaborative effort with other small business developers so that we avoid duplication of efforts, cross-refer, and build on each other's strenths.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Workforce Development

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Excelsior

Mission

OMI

Visatacion Valley

Western Addition

4. In the context of your organization's activities, how do you define and measure success?

The program team determines measurable outcomes and indicators yearly and collect ongoing data to assess progress towards the same.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Provision of comprehensive services to address the complexity of needs for disadvantaged youth, intra-agency coordination amongst service-providing departments, targeted recruitment and coordination with schools serving our target population.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Specific support for increased staff capacity to evaluate impact and adjust service delivery accordingly - better coordination on the part of city departments in aligning goals and desired outcomes for CBO partners, stronger school district commitment to partnership with CBOs, stronger performance management systems.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes - DCYF

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Increase MOH capacity to conduct analysis and share meaningful results from data collected by all CBOs that informs CBO practices, support peer learning between funded agencies, include/recognize educational outcomes for youth as a priority outcome for workforce development programs, serve as a clearinghouse for information-sharing and priority-setting for the local CBO community.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Workforce Development

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Western Addition

4. In the context of your organization's activities, how do you define and measure success?

Enrollment, Certification and Employment

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Collaborations

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of coordination between funders and more training for staff

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Housing and Employment support for our families

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

2. Are your agency's services:

Neighborhood Focused

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Excelsior

Western Addition

4. In the context of your organization's activities, how do you define and measure success?

# of clients placed in homes. # of clients completing our program

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Proper outreach and communication with potential clients

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Need for more staff, need for more space

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We need a capacity building grant.

9. Is there anything else you'd like to tell us about your agency's work?

We do great work with proven success. We should be rewarded for that (i.e. increase in grant funding)

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Health Services

Workforce Development

Violence prevention/response

Multi-services and/or community center

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview, Mission, Ingleside/Excelsior are our agency's top three negiborhood served. Our facility is located in the Castro.

4. In the context of your organization's activities, how do you define and measure success?

We have established three long-term outcomes that link our strategies to our mission. Each major strategy is mapped out with activities, short-term outcomes (primarily attendance driven with the aim of knowledge and skill development); intermediate outcomes (aim is behavior and attitute shift). All our outcomes are mapped to best practices in the field including performance measurement standards that reflect the field as well as our own historical analysis of what success looks like for the unique population we serve. Various formats and tools are used for evaluation and link to established performance measures.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Demographic and other evaluation data is reviewed quarterly with the whole staff team - twice yearly at a significant level with interim more brief reviews. Findings are reflected against daily experience of staff, and programmatic shifts are explored to respond to participation trends and evaluation findings. Critical level trends are written up and shared with pollcymakers and community partners to ensure larger system level shifts can be made to responsive to emerging community need.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Restrictions placed on (government supported) program enrollment because of funding guidelines. Lack of coordination and collaboration of city departments resulting in multiple data systems, reporting formats, conflicting standards. Ideological gaps between community advocates and city agencies and in particular the private partners that the city brings to the table. Lack of accountability by city agency leadership for those that work in their departments, and related lack of staff development for city agency personnel to be supported to be effective in their roles.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF:OST-Teen, Workforce, TAY DOSW: Violence Prevention OEWD: Youth Services, ARRA DPH: CSOC

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Commit to ongoing financial support. Address issues raised in #6.

9. Is there anything else you'd like to tell us about your agency's work?

LGBTQQ youth are too often invisible and when considered are seen as one dimensional instead of the racially/ethinically diverse with many of the same barriers faced by all youth in our community - extreme poverty, impacted by violence, engaged in multiple systems (most who have no idea how to serve them), challenged by immigration status. We are not only working to support these young people but are equally working to support organizations and systems to be welcoming and supportive environments for LGBTQQ youth so that LGBTQQ

youth can find the services they need in their own backyard and in every system they need to access.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Immigrant Services

Workforce Development

Senior Citizen

Violence prevention/response

Domestic Violence

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Excelsior

SOMA

4. In the context of your organization's activities, how do you define and measure success?

Community members access and secure services, become active in improving services and city resources, advocate on short- and long-term issues, and strategic impact of our center's programs and activities.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Focused culturally competent services for the Filipino community, strategic alliances and collaboratives to enhance our specific impact, grassroots community empowerment model.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of developed infrastructure internally and within the Filipino community network of organizations.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes, OLSE - Labor Laws outreach collaborative, DPH - CBHS Substance Abuse Prevention and Mental Health Services, DOSW - Domestic Violence Prevention Education, DCYF - School Based and Out of School Time funding for after school programs and leadership development.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Supporting Filipino community specific agencies and collaboratives, including strategic planning projects.

9. Is there anything else you'd like to tell us about your agency's work?

The Filipino Community Center (FCC) will be celebrating 5 successful years of community development and service work, and appreciates the support of MOCD investments in this new community organization that has blossomed in SF.

1. What is the primary focus of your organization's activities?

Workforce Development

Economic Development (small business assistance, etc...)

Childcare

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Chinatown

Excelsior

Mission

Sunset District

Visatacion Valley

4. In the context of your organization's activities, how do you define and measure success?

through evaluation, survey (phone and written), and comments on Provider Cafe.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

collaboration with agencies in the community, active outreach in fair and community

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of coordination between other agency partners, and lack of relevant resources in regard to assisting small business (expertise)

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

provide more relvant resources for agency whose focus on small business (buisness loan, insurance, etc)

9. Is there anything else you'd like to tell us about your agency's work?

continue to work hard to support small business (Family child care in the city). Thank for the funding allowing us to serve the high demand services.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Disability

Senior Citizen

Domestic Violence

Multi-services and/or community center

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

From 07/01/2009 to 10/31/2009 we served unduplicate seniors and reached to the goals as: Social service 48%, Recreation:76%, In Home Services: 50% and Case Management:44%. Beside that we reviewed our" Customer Satisfaction Surveys demonstration a high degree of satisfacton type and quality of programs we offered our clients.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

1/Increase the provision of timely, relevant and effective social services. 2/Provide support to stabilize individuals and families that are in crisis (include legal aid, homeless prevention, domestic violent prevention, and aide to seniors). 3/ Increase vocational ESL program and reduce language barriers to accessing services.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Based on our good services, word of mouth of clients, clients increased and asked for more services. Staffs had to work longer hours then supposed, Staffs had to be volunteer as needed,no matter how late or in the week-end.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

OOA(Office on the Aging): Community Services and Naturalization/ESL.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We are grateful for the support MOCI have given to Vemaa.

9. Is there anything else you'd like to tell us about your agency's work?

Since the staffs had to work longer hours to provide services to seniors, we wished if we could get an increase grant, so we will hire one partime staff for help.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Disability

Multi-services and/or community center

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Western Addition

Our agency is located in the Western Addition but for some of our services we are city-wide.

4. In the context of your organization's activities, how do you define and measure success?

We use pre/post tools, testimonials, and reports representing number of clients we have seen this year vs. last year.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Our agency is very unique and wholistic in it's approach. We also have wonderful relationships with other agencies throughout the city that allow us to make sure our clients needs are being met appropriately.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Transportation and lack of understanding on the importance of working with people with disabilities appropriately.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF, DOR, and San Mateo Mental Health.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

MOH will allow our agency to continue to meet the needs of seniors who have hearing loss. The needs varying from counseling, acceptance, how to communicate to someone who is Deaf and Hard-of-Hearing, how to maintain that their devices are working properly, and encouraging them keep up on their annual hearing screenings.

9. Is there anything else you'd like to tell us about your agency's work?

We are a wholistic agency where we provide, audiology, speech and language, counseling with youth and families, mainstream preschool, auditory/oral school for students who are deaf or hard-of-hearing. Every one of our departments work together and make sure that each of our clients needs are being met by each if needed.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

Youth Services

Immigrant Services

Housing (or related services)

Senior Citizen

Childcare

Violence prevention/response

Multi-services and/or community center

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Success metrics are specific to program and/or service delivery model and entail the achievement of both qualitative and quantitative outcomes. For example, with shelter clients our primary success metric is placing a family in permanent housing and for that family to still be housed one year later. For homelessness prevention client success is when a family is still in their home one year following intake.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The most successful strategies begin with having affordable housing units available, then adding experienced case managers and engaged government and community partners whose focus is on collaboration and coordinated service delivery. Weekly client status/resource coordination meetings are a key tool for effective collaboration and dynamic outcome assessment. FEPCO is an excellent example of what works.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Keeping meaningful and engaged goverment and community partners and working in collaborative and coordinated manner.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We receive funding from HSA, DPH, MOH, MOCI, SFRA, DYCF, Children's Council, SFHA, SF Superior Court and this funding is for the multi-service area's we provide.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Increase the partnership and collaboration with Catholic Charities CYO thru family support during "Out of School Time" and in our residential housing facilities.

9. Is there anything else you'd like to tell us about your agency's work?

Ultimately, our goal is to break the cycle of homelessness through fully integrated services that support, stabilize and strengthen the family and lead to self sufficiency. Our agency is attempting to use an integrated, multi-service, wrap-around case management approach to achieve this goal.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Western Addition

Japantown

4. In the context of your organization's activities, how do you define and measure success?

Helping merchants succeed.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Festivals in attracting visitors to the community.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Re-establishing Japantown as a visitors destination. It's amazing that our own residents don't know where Japantown is.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No. It's unfortunate that merchant associations is disqualified from receiving assistance.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We have noticed a new influx of Japanese immigrants that want to live and work in our community. Unfortunately, housing costs prohibits them. Perhaps, MOH can assist by providing BMR units with more publications printed in Japanese.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

The Vietnamese Community Center of San Francisco has served the target community since 1998.Over 80% of our clients are low-income families who speak little or no English. Our records show more than 550 unduplicated peopel residing in SF used our services in the past and this year. The Center has become the trusted information hub for Vietnamese immigrants.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Working collaboratively with different agencies and organizations in the City as the Center, a leading agency, has been doing to draw more than 25,000 attendees/visitors to its annual Lunar New Year Tet Festival.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Funding from the City is very crucial to our agency. Because of limited funding resources, the Center can't keep high quality employees. The Center depends on volunteer staffs or staffs paid with minimum salaries to carry its mission to help the poor and disadvantage people.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

The Center received fundings from SF Foundation and Southest Asia Resource Action Canter (SEARAC) in the past, and supports from sponsors/donors to carry out many activities for helping Vietnamese people here.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

MOH supports the Center in many different ways: (1) Funding commitments: need stable fundings. The Center with very limiited resources (staffs) has spent a lot of times to reapply grants annually. The Center wants to use this times to find and apply other grants. (2) Facility: The Center uses one third of the City fundings to pay its monthly rental facility that excludes utilities (PG&E, DSL, telephones, etc.) The Center may use this expense to hire full time staffs for better serving its community.

9. Is there anything else you'd like to tell us about your agency's work?

The Center and I Program Director of the Center need training and/or guidelines from MOH staffs of how to acquire a building/facility in Tenderloin area. The facility will be used for multi-services.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Workforce Development

Housing (or related services)

Economic Development (small business assistance, etc...)

Multi-services and/or community center

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Placement outcomes Soft skill development outcomes Testimonials

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Creating events where program clients (job seekers) meet other stakeholders (employers).

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of tools, program growth training, technology, city services and client tracking network

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MOCD, HSA, CDBG

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Offer best practice models to follow, training, tools

9. Is there anything else you'd like to tell us about your agency's work?

Rock-N-Roll

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Health enhancement for clients, successful client and volunteer peer support and care coordination, contract objective fulfillment.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Successful enactment of peer support, cultural competency, harm reduction, and volunteer management strategies.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Challenges with collaborating agencies.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

HIV Prevention, HIV Health Services, Breast Cancer funding from DPH and the Mayor's Office.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Unsure

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

successfull linkage with services, placement and retention in permanent housing, abstinance from substance use or at least reduction

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

use of peer based model using counselors who were formerly homeless and in recovery, ability to successfully collaborate, range of services and programs

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of a development director, untrained staff

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DPH-CBHS, HSA, DPH-HUH/DAH; HUD McKinney-Vento, FEMA

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

support through program analyst, trainings

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Immigrant Services

Workforce Development

Domestic Violence

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Excelsior

Mission

Richmond District

Sunset District

Tenderloin

Visatacion Valley

4. In the context of your organization's activities, how do you define and measure success?

MUA offers a broad range of services and activities and has different definitions and measures of success for each program. In the broadest sense, MUA believes we are successful when the Latina immigrant women who attend our program improve their self-esteem, believe in their own self-worth and right to live a life free from violence, discover their own strengths, determine and define their professional and interpersonal goals, and find the support and resources needed to begin acting on these plans. MUA also marks our success based on our ability to make the economic and interpersonal realities of immigrant women known to the broader community and advocate for policies that protect the workers' rights, advance immigrant rights, and ensure accessible social services for our community. More specifically for the Caring Hands Workforce Development Project, MUA defines in the following ways: • 80% or more the graduates of our Caring Hands training indicate that they have learned new skills that prepare them to work professionally as Childcare or In-Home Health Care Providers • 80% or more of the graduates of our training indicate that they have a clearer sense of their workers' rights and feel confident negotiating their contract and advocating for themselves on the job. • 80% or more of the members of the Workers' Association indicate that the program has helped to build their families' economic security and achieve their professional goals. • 80% or more of Workers' Association members indicate that the program has enabled them to find the type of job that is best suited to their individual and family's needs – whether that be a full-time, part-time, or occasional job placement. • 40 Workers' Association members receive at least one living wage job placement through our program. MUA uses the following methods to evaluate the effectiveness and impact of the Caring Hands Project: • Pre- and Post-tests to assess the degree to which Caring Hands job readiness/employment skills training has helped participants gain skills and knowledge to enhance their own employability; • Detailed job placement database and log to document progress toward job placement and retention goals; • Attendance sheets and client services log to document ongoing training participation and one-on-one placement and retention support services; • Annual participant survey to assess the effectiveness of overall Caring Hands program activities in enabling participants to achieve economic independence, secure employment, and achieve other personal goals. Results from this study are used to inform refresher training topics and identify effective presenters for the following year. In addition, survey results help to identify new areas for training and individual support such as computer and language skills development.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

MUA provides an array of services designed to meet the complex and interconnected needs of the organization's participants. As low-income Latina immigrants—many of whom are domestic violence survivors—MUA's members face numerous barriers to long-term employment and economic stability. These barriers can include

language issues, lack of formal education, lack of childcare, low self-esteem, abuse, and lack of familiarity with community resources. Simultaneously, these same women bring a wealth of life experience and diverse skills both from their lives in this country and in their countries of origin. For these reasons, MUA does not offer the Caring Hands Workforce development project in isolation, but rather as part of a comprehensive set of programs that draw on participants' unique skills and assets while directly addressing the complex web of barriers they face. Within the Caring Hands Program, the most effective strategy MUA employees is providing comprehensive job skills trainings that are offered in Spanish and in such a way that are accessible (i.e. using popular education techniques) to a population that is not accustomed to formal skilling. In order to implement the training, Caring Hands staff draws on the skills of a broad range of service providers in the child development, health, social service, and elder care fields as well as develops the internal capacity of MUA staff to provide trainings on these topics. In addition to this comprehensive training, MUA offers two Workers' Association meetings each month that focus on continuing education as well as creating a space where workers can build their self-esteem on the job, discuss and problem solve common workplace related challenges, and learn about their rights as workers and immigrants. Workers are also offered individualized support and attention in resume creation, job search skills, job placement, employee-employer conflict resolution, and other topics. Finally, MUA staff creates marketing campaigns to attract employers to our program and matches employers and employees. One of the most innovative aspects of MUA's work is drawing on the skills and knowledge of Workers' Association members as group facilitators of their meetings, trainers on specific topics such as professionalism, counselors on job-related complaints and outreach coordinators to new program participants and prospective employers. MUA—and the Caring Hands project—maintain informal relationships with a multitude of other organizations. To increase employment opportunities, Caring Hands works with social workers, nurses, and other service providers who refer potential employers to the Caring Hands Workers' Association. To increase members' employability and employment skill level, Caring Hands invites staff of numerous organizations to present portions of the intensive annual training and follow-up workshops. To increase women's access to community services, MUA invites presenters to twice weekly general meetings to give presentations on a variety of community services including health, education, housing, and legal services. To help women obtain more advanced training and professional employment, MUA offers referrals to Arriba Juntos and City College of San Francisco. To coordinate services and referrals, MUA maintains relationships with staff of other organizations and agencies including WOMAN Inc., San Francisco General Hospital, CARECEN, Caminos, MEDA, La Raza Centro Legal, and a multitude of others. To coordinate advocacy efforts, MUA collaborates with other community groups through such forums as the Bay Area Immigrant Rights Coalition and the San Francisco Immigrant Legal and Education Services Network.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

One of the key obstacles that MUA faces is generating a sufficient number of appropriate job placements for our Workers' Association members. MUA is constantly experimenting with new marketing techniques so as to reach the broadest range of employers possible. At the same time, the majority of our Workers' Association members have very specific job placement needs due to their familial responsibilities and roles (i.e. they are the primary caregivers for their children and do not have access to childcare) which make it difficult for them to work full-time. Identifying living wage jobs that will work within their parenting schedules are difficult. Additionally, MUA believes that the caregiving work that we train Latina immigrants to do is critical to the San Francisco economy, makes all other work possible in this city, and contributes to the highest social good by providing high quality care for our city's elders and youth. However, this caregiving work is rooted in the informal economy and is based on individual relationships between workers and families and often involves workers being employed by multiple employers who do not even see themselves as employers. As such, this kind of work is often not recognized as valuable work or even as an important area for workforce development. And it certainly doesn't fit the definition of how workforce development happens or easily fits into the measurement categories used by city programs. MUA hopes that the City continues to value and provide funding for programs such as ours that serve both a critical population – working class immigrant women – and fills such an important need.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

MUA also receives funding from the Department on the Status of Women's Violence Against Women grant program. MUA is also a subcontractor of the San Francisco Immigrant Legal and Education Network which receives funding from the Mayor's Office of Community Investment.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The Mayor's Office of Housing should continue to financially support community based organizations that provide holistic and integrated social services – of which workforce development is only one factor -- to the city's most vulnerable populations. The Office should understand how programs such as the Caring Hands Workers' Association provide critical job skills trainings to these vulnerable populations and help our programs create an alternative mechanism for measuring our success outside of the traditional workforce development rubric currently being used. The Office should convene organizations that work with similar populations (i.e. immigrant women) so that we can better coordinate our services. The Office should also bring together organizations that build the skills of workers in the informal economy so that we can share ideas about how best to provide quality job training and placement, conduct employer outreach for these sectors, and ensure that workers' rights are protected within the informal sector in San Francisco.

9. Is there anything else you'd like to tell us about your agency's work?

We appreciate the City's past support and look forward to future collaboration.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

Workforce Development

Disability

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

In our MOCI sponsored program, success is measured by acquisition of hard skills, jobs obtained & maintained and referrals to generic resources.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Participation with CBO's in the Homeless Economic Collaborative, partnership with TIHDI's economic sufficiency program to help individuals gain financial literacy.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Finding jobs for individuals who have criminal records.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

no. the program is funded from the MOCI grant, a HUD McKinney Grant administered by the City's HSA, and the State Department of Rehabilitation.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Continued low-cost training; intros to similar agencies in the region; broker partnerships with private foundations.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

Housing (or related services)

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

1. Preservation and protection of communities, organizations, individuals in low-income/disadvantaged areas through our work in Planning and Architecture. 2. Low-income trainees that we train, graduate and provide long-term job opportunities that provide liveable wages. 3. Our work with other other groups and organizations providing social and economic justice.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

- Developing and working in collaboration and partnerships with other organizations including government and private sectors (contractors)

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

1. Maintaining support systems such as computers, necessary software and the training required to maximize useage. 2. Lack of space - Training program needs 3 times more.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

SFE - Environmental Justice - workforce training

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

- Funding for program and general administrative support. -Trainings and other resource development support

9. Is there anything else you'd like to tell us about your agency's work?

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Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Our organization focuses on Workforce Development, so we define and measure success through job placement and retention numbers.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Networking and establishing partnerships with employers and other community members. With the right connections, we are able to find more employment options for our clients.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

At this time, the primary obstacle is finding jobs in a slow market. Our rates of job placement has dropped due to the slow economy.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF for our youth program. MOCD for our Skills for Life Program OEWD for our CityBuild program

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The Mayor's Office of Housing can help our clients with emergency housing, or create housing development construction jobs for our program graduates.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Domestic Violence

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We define success based on client feedback, outcome measures, and quantitative measures (projected units of service served compared with actual).

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Program design reflects client-centered approach and core values related to our mission. For example, we provide individualized, holistic case support, which takes more staff and financial resources, but is what it takes to effective support clients to achieve their goals. Another example is sharing funding and resources with other community based organizations, to create broader access to a continuum of services through SF, beyond our agency alone.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

general invisibility and lack of other services that meet the language, cultural, and safety needs of our population.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

yes. DCYF Early Childhood Education, DOSW Violence Against Women Services, DPH Early Childhood Mental Health Initiative, SF Arts Commission Arts & Communities: Innovative Partnerships (pending)

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Continue the support from CDBG and ESG. The flexibility and consistency of this funding has enabled our organization to provide stable, reliable services throughout the years. We have not only been able to be a consistent resource for the SF community, but also increase our expertise and improve our programs because of MOCI's consistent support.

9. Is there anything else you'd like to tell us about your agency's work?

We have also been doing significant prevention and community engagement work, as well as our emergency shelter services. We hope that MOCI can provide funding for this work and/or connect us with other funders who can support our exciting and important prevention work, in addition to our direct services.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Financial Literacy

Economic Development (small business assistance, etc...)

Multi-services and/or community center

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Chinatown

Excelsior

Mission

Portola

Richmond District

SOMA

Sunset District

Tenderloin

Visatacion Valley

4. In the context of your organization's activities, how do you define and measure success?

Increase in membership using credit union services, increase in returning low-income taxpayers filing taxes, more business loans with low defaults would define success. Compare yearly total of amount of members, loans generated, tax return filed would measure how successful the activities are. Other community service organizations ask us to collaborate with them to present financial literacy workshops which would indicate that we are successful in these endeavors.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Asking members, borrowers, taxpayer to spread the word that the credit union offers these FREE service in both English and the Chinese language is the most effective strategy we utilize to achieve the credit union's goals. Partnering with other community organizations also help us toward meeting our goals. Supplying them with our workshop flyers and brochures of our credit union and our business arm, Communities Businesses Services will help spread the word that we are here to serve the community in these capacities.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The primary obstacle, aside from shortage in funding, is the hardship in finding qualified employees who are bilingual and has the interest and background to perform credit union's services and business technical assistance. The credit union cannot attract capable and qualified candidates because it cannot afford to compensate them at market rate with all the benefits. Another major obstacle is not knowing what our budget will be next year so we cannot make long term plans.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

By increase our funding so that we can hire more staff members and update our office equipments in all our branches to implement our strategies and designating the credit union as the main resource in Chinatown offering one-stop business assistance in English and Chinese since other community organizations has been referring these interested parties to us when they are unable to assist them in these matters.

9. Is there anything else you'd like to tell us about your agency's work?

We have been serving the community since 1981 and is the first credit union to open in Chinatown to help the unbanked and low income populace who are left out of the banking system. Presently we have branches in Chinatown, Tenderloin, Visitacion and will open a 4th branch in the South of Market area. The credit union has expanded its services to include free tax filing for low income taxpayers and technical business assistance for the entrepreneur who wants to start a business. We cannot continue to serve adequately our members and the community if our funding is so drastically reduced so we hope the Mayor's Office will remember our agency's work when the budget for the city is determined.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

We have a wide range of services and programs and therefore a range of definitions/measurements of success. In general, we use a combination of process objectives (measuring units of service etc) as well as outcome objections (impact/change as a result of programs).

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

We do a lot of work in collaboration and maintain active partnerships with over 70 other non-profit organizations. As an example, we established the Transgender Economic Empowerment Initiative, which brings together Jewish Vocational Services, the Transgender Law Center, and the SF LGBT Community Center in a collaborative effort to provide sustainable employment for transgender people.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Funding and limited resources are by far our biggest challenges. Beyond the cuts to funding, we have seen significant increases in the demand for services and program, and a significantly higher cost to raise funds for program support.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes, we receive funding from the following agencies: Department of Public Health (HIV prevention) DCYF (queer youth programming) DCYF (Castro convener project) HSA (transgender economic empowerment intitiative) MOEWD (workforce development) MOH (first time home buyers) MOH (business assistance)

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The training and technical assistance provided is very helpful and we have staff who are accessing compasspoint and other training programs made available to us through MOH. Beyond that, the annual grant application cycle is challenging as it takes a significant amount of staff time to complete the renewal, and does not allow for multi-year or long term program planning or investment. If it is possible to move to multi-year funding cycles that would help reduce administrative work and provide for much greater program stability and strategic growth/development.

9. Is there anything else you'd like to tell us about your agency's work?

Not at this time, but thank you for the opportunity.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Health Services

Immigrant Services

Workforce Development

Housing (or related services)

Economic Development (small business assistance, etc...)

Disability

Senior Citizen

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Chinatown

Excelsior

Mission

Richmond District

Sunset District

Tenderloin

Visatacion Valley

4. In the context of your organization's activities, how do you define and measure success?

staying in the budget; 100% program enrollment; over 90% of training participants' placement rate; customers' and clients' satisfaction; allowing seniors to age with dignity and independence.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

numerous fund raising events; staff working as a team with our mission in mind; socializing with other community organizations; participating organizational committee memberships, such as steering committee of Chinatown Neighborhood Workforce Center, workforce committee,ESL committee, family service committee, senior service committee ; working closely with government agencies; information and resources sharing; attending community outreach fairs; staff career development.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of consistent coordination between service providers; lack of unified operating standards;

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes. Besides the funding we got from MOH, we also received funding from HSA, OEWD, AAA.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

MOH has been supporting our agency all these years by promptly providing new staff training and new regulation updating. We really appreciate MOH's effort and support to our agency.

9. Is there anything else you'd like to tell us about your agency's work?

Our agency has always been supportive of MOH's programs and projects. The interactions between MOH and our organization are always timely and complete.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Workforce Development

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Skills gains, Placements, Educational Attainment, Services Satisfaction.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Supportive supervision and caseload management.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

General capacity challenges -- difficult to neogiate large caseload and balance new clients w/ doing client follow-up, including retention. Admin/paperwork is time-consuming.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF, HSA, DEWD

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

More funding!!!

9. Is there anything else you'd like to tell us about your agency's work?

These answers are terse b/c of time constraints, but I would be happy to speak to you about all of this!

1. What is the primary focus of your organization's activities?

Homelessness

Legal Services

Health Services

Housing (or related services)

Disability

Senior Citizen

2. Are your agency's services:

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Success is defined as achieving stability and self-sufficiency in the community, and improving one's quality of life. The Supportive Services Unit uses a Harm Reduction model, in which it is our goal to meet clients at their stage in their life of where they are as far as what their needs are, and work with them to build on the successes they want.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The organization's strength lies in its expert in-house staff as well as its ability to leverage community resources. Swords works closely with local government, non-profit service providers, churches, private businesses, and many other groups to ensure that the needs of our veteran clients are met and/or addressed with the quality of care they deserve. One very effective strategy is empowering our clients. We have a Client Advisory Counsel that meets twice a month, continuous surveys so our clients can inform us of what is working and what is not, their opinions and ideas are valuable to us. We also have a suggestion box as well. Another effective strategy is our extra effort with after care and following up with our clients. Whether a client is simply housed, linked in with VA medical care or referred to another agency, we make sure we collaborate, coordinate, case conference, etc, with everyone involved. We actively participate with our partners in the community as well as maintain a very good relationship with the Veterans Administration.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The biggest obstacle that hinders us in achieving our goals in a timely fashion is the lack of adequate, safe 'bridge-housing' to place our clients in while their needs are being addressed.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

We receive funding from a contract we have with Community Behavioral Health Services as well as our ESG contract through the Mayor's Office of Housing.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The City and County of San Francisco continues to be one of only a handful of cities across the country that recognizes it's veteran population; by extending it's gratitude beyond the podium and coordinating with local agencies to try and address the needs of this specific population is more than commendable. Continuing to collaborate as we have in the past and work together to somewhat re-tool the systems in place so the needs of these 'new' returning veterans can be met.

9. Is there anything else you'd like to tell us about your agency's work?

Our nations veterans continue to make up a large percentage of the homeless population. Unfortunately, many of the veterans returning from the current conflicts in Iraq and Afghanistan are already seeking a variety services. For the first time ever, women are being deployed to combat zones and are fighting right along side their male counterparts.

These women are returning with complex issues and are trying to seek services in a 'system' that is set up for single adult men. Many of these young men and women are single parents and there just isn't any place to house or shelter these families. On average, about 5 new clients everyday walk through our door seeking a variety of services ranging from Employment services, VA legal assistance, housing, Mental Health counseling, substance abuse treatment, filing for their veteran's benefits(both health and disability compensation), food, clothing and the list goes on.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Childcare

2. Are your agency's services:

Neighborhood Focused

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Western Addition

Japantown

4. In the context of your organization's activities, how do you define and measure success?

Family and staff satisfaction through annual surveys; identified areas of children's growth and development through assessments; operating at full capacity.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Working together with parents and getting them involved with the agency's work committees to maintain quality services. Working with local government and other social service agencies to leverage funds and services for families.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of permanent facilities for all programs; retention and recruitment of qualified staff and bilingual staff;

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

HSA funding from the Wages Plus Program for staff supplemental wages and through the API Family Resource Network for family resource services; First 5 for Preschool For All funding.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Assist in identifying and developing childcare space in the immediate area.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

Neighborhood Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Tenderloin

4. In the context of your organization's activities, how do you define and measure success?

improved quality of life for existing residents

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

collaboration building

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

lack of site control of problem properties

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

no

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

already does

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Domestic Violence

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

La Casa is, at its core, an empowerment program. We offer access, tools and support—clinical and peer-based—for domestic violence victims, survivors and those at-risk to realize alternatives to abusive relationships: to be safe, to heal from trauma, and to build stable independent, violence-free lives. In these endeavors, each program has its own specific milestones and benchmarks. Yet philosophically and practically we consider ourselves successful each time a contact is made, an educational presentation is given, the crisis line rings, or someone requests counseling or referrals. Change can be facilitated by information and care, but it must be motivated from within. There are many choices to be made by a person seeking to address or escape the violence in his or her life, and each step in this process is invaluable in what is usually an incremental move toward thriving and safety. We measure our impact by tracking the number of program participants engaging services, establishing milestones, and regularly soliciting feedback from clients about what they have learned or gained, what has worked, and what is not working. Depending on the program or service there may be a tangible outcome (a restraining order, a day and night of safety) or an intangible outcome (increased knowledge about the impact of domestic violence on my children or how to stay safe).

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Investing in outreach to insure that anyone, anywhere citywide, will know where to turn for immediate access to nonjudgmental help 24/7/365; Collaborating with organizations holding other expertise(s) in order to leverage each other in these areas and coordinate a non-duplicative, holistic response; Providing reliable, accountable, high quality services to diverse populations; Leveraging trusted access points to insure support services reach vulnerable women, teens and children; Coordinating response to victims of domestic violence with law enforcement and medical providers; Offering free, issue-based training to build partnerships and facilitate identification and referral of victims/survivors who may need issue-specific assistance.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of qualified, experienced staff; territorial service systems; always need more time to plan, contemplate, and develop solutions to avoid being motivated by and through reactions.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

DCYF, Family Support DOSW, Domestic Violence Program DPH, CBHS, Early Childhood Mental Health Consultation Initiative

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Insuring adequate funding to provide safety to domestic violence victims in the imminent danger—current emergency shelter capacity is overwhelmed. Support essential service provision that respects long-developed areas of expertise and builds bridges between service providing communities. Prioritize what is working rather than the status quo; prioritize what can be leveraged and is sustainable rather than that which is reliant and vulnerable.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Legal Services

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Low-income residents of all neighborhoods.

4. In the context of your organization's activities, how do you define and measure success?

BayLegal defines success as preventing homelessness, improving access to healthcare and income supports, and stopping domestic violence for low-income San Francisco residents by providing high quality, free, culturally competent civil legal services in the client's language of choice. To measure success BayLegal maintains standard management and evaluation practices which include: standardized case acceptance guidelines; regular case review; statistical tracking of the client population including location, age, ethnicity, family size, disability, income, and other relevant demographic factors; in-depth staff evaluations; and tracking extended representation case outcomes. All project data is tracked in BayLegal's computerized client management system, Prime, and is analyzed monthly to determine the effectiveness of services, spot trends, and identify areas for program improvement. BayLegal's Executive Director, Director of Advocacy and Training and the San Francisco Regional Office Managing Attorney are responsible for regularly assessing project quality and efficacy and making necessary changes to best serve clients' interests and meet stated project goals. In addition, BayLegal uses a survey tool to gather client level feedback on the effectiveness of services. BayLegal maintains a consistently high rate of positive outcomes in client cases: in 2008, for example, 96% of BayLegal's extended representation cases resulted in positive outcomes for clients.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

The following strategies are among BayLegal's best practices used to achieve the agency's goals: • Highly skilled staff: BayLegal recruits highly skilled and qualified attorneys and advocates to provide quality legal assistance to low-income Bay Area residents. Because the Bay Area is one of the most culturally diverse regions of the country, BayLegal focuses on recruiting culturally competent and bilingual staff in order to reach all communities throughout San Francisco and the organizations seven county service area. The in-house language capacity of BayLegal's San Francisco office includes English, Spanish, Cantonese, Mandarin, Tagalog, and Vietnamese. Intake and referral services provided by BayLegal's Legal Advice Line (LAL) are available in six languages: English, Spanish, Cantonese, Mandarin, Vietnamese, and Japanese. Staff use Language Line services to meet additional language needs. BayLegal also seeks input and training from other agencies that assist various cultures or groups. For instance, over the last two years BayLegal has worked with and received training from agencies that assist the Arab community, Islamic populations, those with mental disabilities, the hearing impaired community, and the homeless. • Holistic services: Due to BayLegal's expertise in four areas of law (housing, domestic violence/family law, healthcare and economic benefits), staff are able to identify and address the interconnected issues that affect low-income clients' ability to lead secure, independent lives. • Collaboration: BayLegal recognizes it cannot advance its mission without integrating its services with other legal services providers, pro bono programs, law schools, the court, and community based organizations and works to build a comprehensive regional delivery system with the capacity to meet the needs of San Francisco's low income community. BayLegal partners with many local organizations to leverage resources, create a strong safety net of services, and to avoid service duplication. In addition, BayLegal provides technical assistance and trainings to other local CBOs serving similar client populations. • Impact work: BayLegal engages in impact litigation and legislative advocacy to effect change for low-income San Franciscans on a systemic level. For example, as a result of a successful appeal filed by BayLegal, Western Center on Law & Poverty, and the National Health Law Program, the U.S. Department of Health & Human Services allowed federal funding to reimburse Medi-Cal recipients who have been forced to pay out-of-pocket (often as a result of an incorrect denial of eligibility) for critical Medi-Cal covered benefits while their eligibility is established. As a result, all involved Californians will be reimbursed these monies which can be used to pay for necessities such as shelter, food and clothing. And in San Francisco, BayLegal's 2008 impact work resulted in two ballot measures passing that provide an estimated $40-80 million in general revenue per year for behavioral health services, substance abuse treatment, primary health care, homeless services, HIV services, home nursing services,

and domestic violence programs for low income residents, who were facing significant cuts in services.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

As a not-for-profit public interest law firm, BayLegal faces the challenge, common to the legal aid profession, of retaining talented staff at the legal aid salary scale. Attorneys accumulate significant debt as they earn their law degrees and are able to earn salaries in for-profit firms that are several times higher than in legal aid firms. Nevertheless, BayLegal is proud that its staff includes a significant number of senior attorneys—approximately 20% of BayLegal's attorneys have more than 15 years of experience—and that these expert staff help to retain newer attorneys by sharing their expertise and providing mentorship.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

• Department on the Status of Women, Domestic Violence Legal Assistance Project • Human Services Agency, PAES Advocacy Project; CalWORKs Advocacy Project and the Legal Barriers to Employment Project (all one contract).

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

The funding BayLegal receives from the SF CDBG program is vital to the agency's ability to achieve its goals for low-income San Francisco residents who are at risk of homelessness or who suffer domestic abuse.

9. Is there anything else you'd like to tell us about your agency's work?

BayLegal has 42 years of experience and has developed a deep knowledge about the needs and issues of San Francisco's poverty populations. While there are other agencies in San Francisco which provide legal services for low-income residents, many of these organizations focus on one area of law or a particular ethnic population, do not provide full legal representation, or charge (even a small amount) for their services. BayLegal is the only agency that charges no fees, serves all racial and ethnic groups, provides assistance in four relevant areas of law (family, housing, economic benefits, and healthcare), and provides extended legal representation. In addition, BayLegal operates the Bay Area's only centralized legal hotline, the Legal Advice Line (LAL). Using a team of bilingual advocates and attorneys, the LAL screens callers from throughout the Bay Area to establish eligibility and identify the caller's legal problems and needs. Callers who meet BayLegal's guidelines are given immediate counsel and advice on their legal problem and, if the problem requires further assistance, an appointment at one of BayLegal's local offices. In this manner, every potential client has the same opportunity to access BayLegal's resources regardless of a disability, where they reside in the Bay Area or what language they speak.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Homelessness

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

In the context of my organization's activities I define success by the number of individuals placed in supportive permanent housing, individuals mantaining employment, recovery, housing and healthy life styles. Success is measured by surveying population served.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

In my opinion the most effective strategies that I utilize for achieving my agency's goals are: mantaining close connections with organizations similar to ours, coordinating activities that lead to self sustainability, establishing programs that effectively address issues affecting homeless population, having a strong volunteer program, educating socially and politically to both homeless population and staff.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of qualified staff, lack of coordination between service providers, lack of education, lack of decent affordable housing, lack of employment, lack of life skills, lack of after care support services.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

N/A

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

For the Mayor's Office of housing to support our agency: the ESG must be increased.

9. Is there anything else you'd like to tell us about your agency's work?

Our agency strives to provide services that will enable individuals in crisis to overcome their current situation and to be able to mantain what they achieve.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Youth Services

Violence prevention/response

2. Are your agency's services:

Neighborhood Focused

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

OMI

4. In the context of your organization's activities, how do you define and measure success?

We define and measure success with report cards and progress reports, and clients transitioning off probation and into college, vocational programs, and sustainable employment.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Coordinating a continuum of services for our clients which support their transitions. Providing services based on a drop in basis.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

Lack of qualified staff, limited agencies in the neighborhood to make outside referrals to, lack of coordination between service providers

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

Yes, DCYF, Teen Programming for Out of School Time, Evening Services Case Management, and Violence Prevention Case Management

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Provide funding for Professional Development with grassroots organizations.

9. Is there anything else you'd like to tell us about your agency's work?

Our work is based on helping our community by hiring from the community. We welcome opportunities to send our staff to professional and program training.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Housing (or related services)

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

No Response

4. In the context of your organization's activities, how do you define and measure success?

Numbers of and feedback from prospective and current coop members participating in financial educational and coop training events, conversions of rental properties to limited-equity housing coops.

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

Reaching out to current low-income tenants as prospective housing coop members, coordinating closely with community-based organizations, including those that do community organizing and those that provide financial counseling, as well as working closely with city departments and private financial institutions.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

The local and state laws governing housing cooperatives present obstacles and additional, unnecessary costs to creating and operating limited-equity housing cooperatives.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No.

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

We currently receive CDBG funding for our education program to current and prospective coop members, a critically important component of our programming. We also hope to receive financial and/or technical assistance (most likely, through access to MOH consultants) to assist us in addressing the challenges of legislative and policy hurdles that arise as we work to establish affordable coop housing.

9. Is there anything else you'd like to tell us about your agency's work?

No Response

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Multi-services and/or community center

2. Are your agency's services:

Neighborhood Focused

City Wide

Population Focused

3. If Neighborhood Based, please indicate which neighborhood(s):

Western Addition

4. In the context of your organization's activities, how do you define and measure success?

served change in attitude, greater awareness

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

collaboration with like-minded orgarnizations to complement services provided

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

greater private -public leveraging of funds to supplement services, need to encourage matching funds

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

SFGrants for the Arts SF Arts Commission

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Match support to populations receiving these funds.

9. Is there anything else you'd like to tell us about your agency's work?

we work with youth in the community that have been historically underserved and under represented in the arts through youth-led walking tours of the neighoborhood. Builds a greater sense of historical understanding, pride and self- determination.

Responses from Survey of Community-Based Organizations
For 2010-2014 Consolidated Plan

1. What is the primary focus of your organization's activities?

Economic Development (small business assistance, etc...)

2. Are your agency's services:

City Wide

3. If Neighborhood Based, please indicate which neighborhood(s):

Bayview Hunters Point

Chinatown

Mission

4. In the context of your organization's activities, how do you define and measure success?

Economic Impact (significant sales or profit increases, jobs created or retained, capital formation - loans or equity, contracts awarded)

5. What, in your opinion, are the most effective strategies that you utilize for achieving your agency's goals? (example: establishing a committee with other local service providers and coordinating our homeless prevention activities with health service providers...)

one-on-one counseling from professional small business consultants and workshops offered at the US Small Business Administration and City College campuses.

6. Beyond a general need for more funding, what are the primary obstacles your agency faces in achieving its goals? (example: lack of qualified staff, lack of coordination between service providers, etc...)

service provider coordination is an issue. Effective outreach to existing business owners requires additional (yet unfunded) efforts.

7. Does your agency receive funding support from any other City departments? If yes, what department and what funding program? (example: DCYF, Out of School Time funding for after school programs...)

No

8. How can the Mayor's Office of Housing, through the CDBG, HOME, and ESG programs support your agency in implementing its strategies and achieving its goals?

Faster contract negotiations so that staffing/contractor startup can occur earlier. We are City College and we have longer lead time requirements in this area than do private non-profits.

9. Is there anything else you'd like to tell us about your agency's work?

We are both City wide and Neighborhood oriented (Mission, Southeast and Chinatown) plus we have an industry component (restaurants) and a Youth Entrepreneurship Program.