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Richard Cox
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The University-Oakland Metropolitan Forum is a partnership of the University of California at Berkeley; California State University, Hayward; Mills College; Holy Names College; the Peralta Community College District; and the Oakland community.

University of California at Berkeley
Institute of Urban and Regional Development

EXECUTIVE SUMMARY

This is a report on the survey of eighteen local economic development (LED) funders in San Francisco conducted during March 1995 by a team from the **Urban Studies Senior Seminar at San Francisco State University**. The definition of local economic development the team used focused on *job training, small business assistance, non-profit business ventures and micro-enterprise development*. The research team began with an initial contact list of fifteen possible funders of local economic development, provided by the client, the **Mayor's Office of Community Development**. From this initial list, four were confirmed not to be regular funders of local economic development. An additional search yielded 7 funders of local economic development that were unknown to the client.

We attempted to interview all five public agencies and thirteen private foundations to ascertain the level of local economic development funding, target populations and program types. We were able to interview all public agencies, but since interviews could not be arranged for the majority of the private foundations the team researched appropriate documents, principally annual reports. A total of two hundred forty grants to provide local economic development services were discovered, with a total of \$13.9 Million given to one hundred twenty different community-based organizations .

We found that public agencies provided the bulk (80%) of the \$13.9 million total in annual local economic development spending in San Francisco. The three types of private foundations, Community, Independent, and Corporate-Funded, give a total of \$2.8 million to local economic development in San Francisco. The top three private grantmakers were the San Francisco Foundation, the SF United Way, and the Koret Foundation, with about \$350,000 to \$375,000 in total grants each. The vast majority of the grants were small to moderate in size with a quarter of them under \$15,000 and almost 50% at \$30,000 or less. The most prevalent type of program funded was found to be job training, followed by non-profit business ventures. Almost a third of all funding went for programs targeted at young adults.

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Chapter I

INTRODUCTION

SAN FRANCISCO ECONOMIC TRANSITION

The economic transition for most mature cities is from a relatively self-contained, fully diversified economy to the more specialized central core of a large metropolitan area. San Francisco is no exception. Employment opportunities have grown for professionals and the highly skilled, as business, office and professional service industries have expanded during the last 20 years, while the job opportunities for the blue collar and low-skilled workers have decreased as large industrial employees have left San Francisco. As middle-income families depart for the suburbs and the more affordable housing, the city has developed a bimodal distribution of income among the resident population as noted in Left Coast City, by Richard DeLeon.

Following thirty years of decline, the population of San Francisco began a steady increase in the 1980's. From 1980 to 1990 the population grew 6.6% from 678,000 to 723,000. According to the Association of Bay Area Governments' (ABAG) predictions the population will grow by another 43,000 people by 1995, almost another 6% increase above 1990. By the year 2000 it is estimated the population will surpass the historical peak of 776,000 achieved in 1950, growing faster in the 1990's than the 1980's.

San Francisco has an ethnically diverse population, although some racial and ethnic groups tend to be concentrated in certain neighborhoods. According to U.S.Census data, immigrants of Hispanic and Asian descent have experienced the largest population growth over the last decade. The neighborhoods experiencing the largest influx of immigrants, such as the Mission, Chinatown and the SOMA also have some of the largest concentrations of very low-income residents. These areas have a large need for economic development and job growth, to incorporate both the new immigrants and those residents with a history of low-income levels into the City's economy.

The 1993 Commerce and Industry Inventory findings note that the Bay Area enjoyed a very healthy level of economic growth during the 1970's and the 1980's, with an annual 5.7% growth rate. This was reversed in the early 1990's recession with a decline of 2.4% and a estimated loss of 70,000 jobs, with over 40% or 30,000 of this loss within San Francisco. Although the City remains a regional center of employment with more jobs than residents, the average wage per employee adjusted for inflation, has declined since 1986. Income disparity has doubled between the highest and lowest average wage per industry since 1976 (from a ratio of 5 to 1 to 10 to 1, while poverty at 13% for all of San Francisco households has not decreased and remains concentrated in the non-white households. The decline in the growth rate, rising income disparity and uneven spread of development within the city highlight the need for continuing and even increasing the efforts of local economic development.

DEPARTMENT OF HOUSING & URBAN DEVELOPMENT FUNDING

The U.S. Department of Housing and Urban Development (HUD) is proposing a massive consolidation of programs, collapsing all 60 current programs into eight in 1996 and then into three by 1998. The consolidation into three flexible performance-based funds the: 1) Housing Certificates for Families and Individuals, 2) Affordable Housing Fund and 3) Community Opportunity Fund. Pursuant to the new HUD provisions for funding, San Francisco is required to do consolidated planning.

HUD has a FY 1994 budget of \$25.2 Billion which has been dropping steadily since 1980. Under successive hostile presidential administrations HUD has suffered more than any other department in the federal government. If funded at the \$36 Billion level of 1980, HUD would have a budget of \$62 Billion in 1994 inflation adjusted dollars (Barbour, 1994).

Currently HUD funding provides the City of San Francisco with \$41 Million annually. The funding for Community Development Block Grants (CDBG) is the largest part at \$25 Million. The primary objective of the CDBG program is "the development of stable urban communities by providing decent housing and suitable living environments and expanding economic development opportunities principally for persons of low and moderate income." Currently other programs funded by HUD are the Emergency Shelter Grant Program (ESG) at \$621,000, the HOME program at \$5.6 Million, used to increase home ownership, and the Housing for People with Aids HOPWA program at \$10 Million. The HOPWA and HOME program will be folded into the Affordable Housing Fund, while the ESG and the CDBG programs will become part of the Community Opportunity Fund. These super block grants from each fund, will have a single city department as lead agency with a single fiscal year, combined with the intent of simplifying the application process. Five percent of each of these funds will be set aside as a bonus pool that superior performers will have access to. This performance based funding has been tried successfully in the state of Oregon and can be used as an incentive for superior performance, i.e. metropolitan areas that develop "integrated economic development strategies." This new block grant process serves to further HUD's goal of encouraging maximum flexibility and innovation at the local level.

The need for increased emphasis on economic development has been recognized by the Clinton administration, as evidenced by the initial proposed economic stimulus package, the Enterprise Zone/Enterprise Community proposal and the increased emphasis on the Community Reinvestment Act in banking. Providing the current political debate in Washington does not lead to the demise of HUD, local economic development will most likely see an increased emphasis in future funding considerations.

COMMUNITY OUTREACH PROJECT CENTER ROLE

The Mayor's Office of Community Development (MOCD) is currently being assisted in inventorying and analyzing local economic development resources in the City by the Housing and Community Development Planning Project of the Community Outreach Partnership Center (COPC). This consortium of UC/Berkeley, San Francisco State University and Stanford University faculty/students has been awarded a two year grant to provide local communities with assistance in consolidated planning.

The Consolidated Plan requires synthesizing the existing application information from the CDBG, HOPWA, and ESG documents and adding the CHAS Comprehensive Housing Assistance Strategy information. Additional information on local economic development, as defined by our client to mean job training, small business assistance, non-profit business ventures and micro-enterprise development, has been gathered and will be added as part of the local economic development component.

For this reason the MOCD, who is the lead agency in this new process, needs a better understanding of current local economic development funding from both city agencies and major foundation sources within the city of San Francisco. To use available funds in the most efficient manner during this era of public fiscal austerity, the city needs to improve its understanding of who is spending what amounts, where. It is with the intent of filling the gaps in knowledge and with increasing coordination among local economic development programs, that the inventory of grant maker/funders was undertaken.

SENIOR SEMINAR TEAM ROLE

The senior seminar team conducted an inventory of major local economic development funding sources in San Francisco, with the initial list of contacts provided by MOCD. This was done as part of the resource inventory process to assist in the next planning phase for HUD funding. We interviewed agencies, both public and private, supplementing these contacts with research of the documents available to the team. The team's role was to act in concert with the COPC project, while providing the MOCD with a document and compiled database assessing current local economic development programs. This document will serve as the groundwork, useful during the larger process of studying and analyzing local economic development in the City which COPC will continue over the next year and a half.

SENIOR SEMINAR TEAM OBJECTIVES

Our objectives can be summarized as follows:

- 1) Define the universe of San Francisco's major historic local economic development funders.
- 2) Contact the funders to:
 - a) Obtain information on programs funded, program funding levels, types of programs and client profiles.
 - b) Obtain information on funder mission statements, their local economic development objectives and their funding criteria.
- 3) Develop and refine a methodology, to be of use in future efforts, i.e., act as a pilot study.

DEFINITIONS OF TERMS

The terms "Community Economic Development," "Local Economic Development" and "Economic Development" are used somewhat interchangeably in the academic literature. In this report we use the term "Local Economic Development," which in relation to our survey activities was limited to programs of : 1) Job Training and Placement, 2) Small Business Assistance, 3) Non-Profit Business Ventures and 4) Micro-Enterprise Development. Specific terms used in the report are defined here for the reader's convenience.

.Local Economic Development- refers to the process local governments or community based organizations (CBO) engage in to stimulate or maintain business activity and/or employment opportunities. The principal goal being to stimulate local employment opportunities in sectors while improving the community at large, using existing human, natural and institutional resources.

.Job Training- any of the activities useful to those seeking new or upgraded skills with the intent of increasing economic opportunity and self-reliance, especially in this case for the disadvantaged or underemployed.

.Small Business Assistance- is considered any of the activities often undertaken to provide help in business licensing, project feasibility analysis, loan packaging, business plan development, and financial advice for the purpose of business formation or expansion.

.Non-profit Business Ventures- are for-profit businesses set up by non-profits, that are organized to provide educational business opportunities on a self-supporting basis to those of low income with limited job experience.

.Micro-enterprise Development- start-up operations for individuals of limited or no previous business experience, often self employment.

.Community Based Organization- local not for profit organizations with 501(c) status that provide services directly to local residents and attempt to meet the needs of local residents not met by the private market or public agencies; the recipients of the grants provided by the funders.

Chapter II METHODS & METHODOLOGY

WHY FUNDERS?

The Mayor's Office of Community Development (MOCD) was interested in answering questions on local economic development funding in San Francisco. The objective, as stated in the previous chapter, was to find out information on the following questions: Who is funding what programs, for what purpose, to what extent, and serving what groups. MOCD decided that the best sources of this information would be both the community based organizations(CBOs) receiving the funds for local economic development and the public agencies and private foundations providing the funds to them.

In order to keep the work manageable, a division of labor was created along these lines. The first research team, from San Francisco State University's Urban Studies' Senior Seminar course, would concentrate on the funders. Another research team will interview the CBOs providing the specified local economic development services. By conducting research in this manner, a more complete accounting and clearer picture of local economic development activity should be established. Also it is assumed that by starting the research with funders, a more complete list of CBOs performing local economic development activity will be generated for the second team to research. This report is the first phase of this research strategy and is only concerned with funders.

DEFINING THE POPULATION

CBOs receive their funding primarily from two main sources--public agencies and private foundations. This report studies both public agencies and private foundations together due to this reason. We are only reporting on **local public agencies and private foundations serving the City and County of San Francisco who regularly fund programs of local economic development** (as defined in the previous chapter).

The Public Portion of the Population.

The population of public funders was set forth by our client the Mayor's Office of Community Development, and was an assessment of possible public agencies that fund local economic development. The list included the following agencies:

- The Mayor's Criminal Justice Council
- The Mayor's Office of Community Development
- The Mayor's Office of Children Youth and their Families
- The San Francisco Redevelopment Agency
- The Department of Social Services
- The Private Industry Council
- San Francisco State University
- San Francisco City College

All of the above public agencies/institutions were contacted. Three were removed from the population because of their lack of regularity in funding of local economic development. The Mayor's Criminal Justice Council stated that they had funded job training in the past, but they were no longer. San Francisco State University Career-Pro has received funds from Congress to lend technical assistance to CBOs. This is a one time ad-hoc grant from Congress. San Francisco City College applies for and receives grants from the California State Board of Community Colleges on an ad-hoc basis for in-house programs working with the community, they are in this respect a grantee and give no funds to CBOs.

The Private Foundation Portion of the Population

For this report, the term private foundation is used to represent four different general types of foundations. The following descriptions are taken from The Foundation Directory 1994 Edition.

- Independent Foundations:
An endowment or fund usually derived as a gift from an individual or family, sometimes under the direction of family members. Decisions may be made by the donor or a member of the donor's family or by an independent board without family members.
- Company-sponsored Foundations:
Legally an independent grant maker, but with close ties to the corporation providing the funding. Decisions are made by a board of directors often made up of corporate officials. Grants are primarily given only to the geographic area that the company has operation and interest in.
- Operating Foundations:
An organization which uses its resources to provide a direct service or conduct research. The fund or endowment is usually set up for a primary purpose. Decisions are generally made by an independent board of directors.
- Community Foundation:

A publicly sponsored organization receiving contributions from many donors. Decision are made by a board of directors, who represent the diversity of the community. Grants are given to a specific geographic area.

A Starting Point

The research team used, as a starting point, an initial list of 7 private foundations provided by our client, the MOCD. The initial list consisted of three private foundations, three community foundations and one nonprofit agency which was disregarded. This non-profit agency, Northern California Grant Makers, does not provide funds to CBOs. Instead, they work with private foundations developing research and strategies in fields of interest.

The MOCD asked the research team to seek out other private funders of local economic development. We did this by conducting an archival search and by implementing a research technique known as the chain of referral or snowballing technique (Bailey 1987).

Archival Search for Private Foundations

An archival search was conducted utilizing the resources of The Foundation Center's San Francisco Branch. The most current information available was used at all times. The following criteria was used to conduct the search:

- ***Criteria 1-Geographic location.***

This report is concerned only with the municipal boundaries of the city and county of San Francisco. For this reason The Foundation Directory 1994 Edition was referenced by geographic location. This research generated foundations who had made grants to entities in San Francisco. Due to time, transportation and financial constraints, the research was limited to foundations physically located in San Francisco.

- ***Criteria 2--A Substantial History of Giving.***

For this information the research team referenced The Foundation Grants Index 1994 edition, Foundation Grants Quarterly: June 1994 and The California Grants Index: Economic Development, Housing and Community Development by actual purpose of grant. The search was limited to foundations who had given at least 50 thousand dollars total for purposes fulfilling our clients definition of local economic development. The following search subheadings were used: Economic Development, Job Training, Job Readiness, Education, Work with New business, Employment and Community Development.

By creating a 50 thousand dollar threshold, a foundation would either have to have given one moderate grant or at least two smaller grants for local economic development. This was done to define which foundations are providing these grants for the intentional purpose of local economic development.

In an effort not to double count the same money, grants given to Community Foundations were not counted towards the 50 thousand dollar threshold. However, the community foundations receiving the grants are represented in this report. For example Wells Fargo

Foundation historically gives substantially (over 100 thousand dollars) to the United Way of San Francisco, but did not show a history of giving more than 50 thousand dollars in any of the above mentioned categories. Although Wells Fargo is not part of the population, the United Way is. **We are interested in the foundations that grant money to local economic development service providers(CBOs).** Even though Wells Fargo may have stipulated this money for a particular use in local economic development, the United Way makes the decisions which CBOs will provide the services. Therefore because of this reason the pass-through foundations, like the United Way, are the foundations represented in this report.

Snowballing

In order to seek out additional funders of economic development, and double check our work, the research team used the snowball or chain of referral technique. This technique involves asking everyone interviewed, "Who else do you think funds economic development?" This question yielded an additional list of 20 private, corporate, and community foundations known as Bay Area Foundations for Employment and Economic Development(BAFEED). BAFEED is a loose association of foundations with a mutual concern for the economic condition of the Bay Area community. Of these twenty foundations five were on the initial start list given to us by MOCD, and eight dealt primarily with the Marin or San Mateo counties or the East Bay or Peninsula region. Three additional funders were found to give to local economic development in San Francisco and are represented in our findings.

Table 1
Sources of Private Funders.

From the initial list of possible funders of local economic dev. according to the MOCD	From Archival search of community and private foundations	Taken from interviews and members of BAFEED
S.F. Foundation Koret Foundation Levi Strauss Foundation Roberts Foundation United Way of S.F. Womens' Foundation	BankAmerica Foundation Columbia Foundation James Irvine Foundation Levi Strauss Foundation Koret Foundation H.S. Cowell Foundation E. & W. Haas Jr. Roberts Foundation S.F. Foundation The Gap Foundation United Way of S.F.	Levi Strauss Foundation The Telesis Foundation E. & W. Haas Jr. Fund Pacific Gas & Electric James Irvine Foundation Roberts Foundation Koret Foundation The Gap Foundation H.S. Cowell Foundation S.F. Foundation Womens' Foundation
Initial list	Archival	Chain of Referral
TOTAL 6	11	11
TOTAL ADDITIONS -	2	3
TOTAL PRIVATE FUNDERS		13

Possible missing data

The substantial overlap of the snowball list and the archival list, as shown in the preceding table, is persuasive evidence that the complete universe of the funders of local economic development in San Francisco is represented in this report. Only three foundations were not confirmed by the archival research. The first unconfirmed foundation, Women's Foundation, was missed due to its grant giving amount and size of assets.¹ The second unconfirmed foundation, Telesis Foundation, has not given grants purposely for local economic development, but has recently begun to target this activity. The last unconfirmed foundation, PG&E, is a corporate fund and not a company sponsored foundation. These three unconfirmed funders represent possibly flaws in our archival search and are discussed later in the limitations portion of this report.

The Summary of Population Studied

When contacted over the phone both The Gap Foundation and The Cowell Foundation informed us that they were no longer placing an emphasis on economic development. In the case of Cowell this can be substantiated by the lack of giving in their 1993 annual report. However, The Gap Foundation's 1993 annual report showed \$67,500 worth of grants in local economic development. For this reason The Gap Foundation is included in our findings. The findings of this report are on the following 5 Public Agencies and 13 Private Foundations:

Public Agencies:

The Mayor's Office of Community Development
The Mayor's Office of Children Youth and their Families
The San Francisco Redevelopment Agency
The Department of Social Services
The Private Industry Council

Private Foundations:

BankAmerica Foundation
Columbia Foundation
Evelyn and Walter Haas Jr. Fund
The Gap Foundation
Koret Foundation
James Irvine Foundation
Levi Strauss Foundation
Pacific Gas & Electric
Roberts Foundation
The San Francisco Foundation
The Telesis Foundation
The Womens' Foundation
United Way of San Francisco

¹ In order for a foundation to be large enough to be recorded in The Foundation Directory it must have assets of at least 2 million dollars and total grant giving of at least 200 thousand dollars.

THE SURVEY INSTRUMENT

The Questionnaire

A questionnaire was developed by COPC in conjunction with MOCD. A copy of this questionnaire can be found in the appendix of this report. It was assumed funders both public and private would have detailed information on CBOs/grantees. The original interview questionnaire consisted of approximately 33 open-ended question, divided up into six sections. The sections were as follows:

- 1) General Information on funder
- 2) General Information about Subrecipients
- 3) Description of Subrecipient Program(s) in Economic Development
- 4) Description of Programs Clients
- 5) Outcome Measures of Economic Development Programs
- 6) Additional "piggy back questions" (Bailey)

Sections 2-6 were to be repeated for every grantee performing local economic development.

Problems and modifications

Problems with the questionnaire were soon made apparent and modifications were made. The size of the questionnaire was intimidating to respondents and the level of information it hoped to retrieve was unrealistic. The questionnaire was faxed along with a cover letter from MOCD prior to the interview. In many cases the respondent being interviewed had section 1 filled out prior to the interview. In no cases were sections 2-6 filled out. The interviewers were told by the funders that they did not have that level of information readily available.

For this reason it was decided that the questionnaire needed to be limited to only the most essential information needed by our client--Who is funding whom, for what reason, and to what extent. All of this information could be found in the first section of the questionnaire. For this reason sections 2-6 were omitted from the survey. Detailed information concerning program criteria and client profiles will have to be collected from the CBOs actually providing the services.

The questionnaire was worded in terms used by the MOCD and not by other agencies. Terms such as "subrecipient" or even "economic development" are not universal in meaning among private or public funders. This caused some confusion among the respondents and at times the researchers.

PROCEDURES USED

Contact Procedure

It was decided that initial contact with both the public agencies and private foundation was to be made by MOCD. First a cover letter and questionnaire were faxed to the prospective respondents by MOCD. This was then quickly followed up by a phone call by a research team member to set up an interview. It was assumed a letterhead from the MOCD would stress the importance and validity of this research to the respondents. This

procedure worked fine with the public agencies but had poor results with the private foundations.

Procedures Used in Collecting Data and How Well They worked

In-Person Interviews

Whenever possible in-person interviews were used to collect information. Historically in-person interviews tend to have a better response rate than mailed questionnaires and are more accurate than phone surveys (Bailey 1987). Interviews lasted anywhere from 20 minutes to 2 hours depending upon the preparedness and time constraints of the respondent. All in-person interviews were conducted by two members of the research team. One interviewer directed the questions while the other recorded the responses. The public agencies were receptive to this form of data collection. This was done in order not to miss any vital information.

Critique:

Due to the ambiguous definition of local economic development among funders and differences in basic terminology, interviews were found to be vitally necessary to clarify any questions. All the public agencies were receptive to our interview requests but only two private foundations granted in-person interviews. In-person interviews allowed the respondents to collect current information from their files. This is essential to this type of research.

Phone interviews

When in-person interviews were not possible, due to the unavailability or unwillingness of a respondent, the research team conducted interviews over the phone. The interviews were arranged at the respondent's convenience. This method proved to be sufficient for the collection of information concerning the foundations and in most cases did supply current information on local economic development funding.

Critique:

Of course the phone interviews lacked non-verbal communication, but in each of the three instances used they provided up-to-date information. Written information requested during the phone interviews, was delivered as promised 2 out of the 3 times. Information on specific grants to CBOs was given on a voluntary basis as in all interviews.

PF990's

Private foundations are required by law to submit a PF990 form to the Internal Revenue Service each year. This document lists donations given during the preceding year. The Foundation Center's San Francisco branch is a depository for PF990 and has an extensive collection available for public viewing.

Critique:

The research team found PF990s of little value due to the lack of information provided on the grantees or purpose of grant. A copy of the type of information found in a PF990 is provided in the Appendix of this report.

Mailed Questionnaires

A one page reformatted questionnaire with a cover letter composed by the MOCD, was mailed to those foundations who had not responded to the first round of contacts. A copy may be found in the Appendix of this report. This was a condensed version of the questionnaire and was believed to be less threatening.

Critique:

Twelve, one page mailers were sent out as a trial method of collecting information. They had a dismal zero percent response rate.

Annual Reports

Annual Reports were used as a source of data collection to supplement the lack of private foundation interviews. In order to insure that the information was as current as possible, the Annual Reports were personally collected from the foundation offices. Information was gleaned from the reports by extracting grant-making activity by purpose of grant. Only information on CBOs/Grantees with stated activities fitting our definition of local economic development in San Francisco was collected. Each section of the Annual Reports were studied in this manner. When the location of the grantee was not indicated the research team cross referenced the grantees name in the Pacific Bell Phone Book.

Critique:

Annual reports were found to have a much better elaboration on grant giving activity and background information on foundations than PF990s, but lacked the specifics of a live respondent. In the most extreme cases the grant purpose descriptions were vague, missing, or no indication of the community being served was offered.

DATA BASE CONSTRUCTION

In order to fulfill our client's request and to produce statistical findings, a data base was created based on the most current known grants by the 18 funders. This information should prove useful if kept current. It was retrieved by the methods described in the previous section.

The following fields were set up in the data base and may be used for information searches:

- Grantor number,
is a number given to help reference the funder and coincides with the name of the grantor.
- Grantor Name
is the name of the funder who has made this particular grant.
- Funder Type
is broken down into the four following categories: Public Agency, Community Foundation, Independent Foundation, Corporate Sponsored Foundations.

- Grantee Number
is an ID number for the grantee, and was needed because one grantee may receive funds from more than one funder.
- Grantee Name
indicates who received the grant.
- Grantee Type
is broken down into CBO and Non CBO.
- Grant Date
is the fiscal year of the grant.
- Grant Duration
is the number of years the grant is to be paid over.
- Yearly amount
is the grant amount divided by the grant duration.
- Purpose of Grant
is a brief description usually taken from documents provided by funders that explains what the grant is to be used for.
- Target population
is broken down into 10 groups: young adult, homeless, low-income, women, refugee, elderly, minorities, adult, disabled, and unknown/other. This information was separated based upon interviews and grant descriptions.
- Local Economic Development type
is broken down into the four basic components of our clients definition: Job Training and Placement, Small Loans to Business, Micro-Enterprise Development, and For Profit Ventures by Non-profit Organizations. But in the case of the Private Industry Council this field was expanded to include definitions not easily broken down such as: On-the-Job-Training, Specific Classroom Training, General Classroom Training, and Other. Therefore this field has nine possible entries instead of the original four.

Chapter III

FINDINGS

The core of this research consists of five interviews with 5 public agencies and five interviews and eight document-studies of 13 private foundations. As far as we are able to tell, this is the first research of its kind, focusing on public and private funders of local economic development (LED) in San Francisco. This chapter focuses primarily on the 18 funders and the 240 grants they gave to 120 community-based organizations (CBOs) in San Francisco, and some preliminary data is given on the types of LED programs funded and the target populations.

PUBLIC AGENCIES LEAD THE WAY

Local economic development is of much interest to the city government of San Francisco, since it means tax revenue and makes the city more attractive to residents, businesses, and visitors. This interest is reflected in the fact that government agencies provide 80.2%, or \$11.2 million, out of a city-wide total of \$13.9 million in local economic development grants to CBOs (Table 2 and Figure 1). The Mayor's Office of Community Development, which administers the federal Community Development Block Grant, accounts for 32.7% of that, followed closely by the Private Industry Council, which administers the federal Job Training Partnership Act, at 32%.

The public funders' average grant size tends to be much higher than those of the private funders. Although publics accounted for only 53.8% of local economic development grants, or 129 out of 240 total, they funded 80.2% of all local economic development in SF.

Table 2.
Number of Grants and Amount for Local Economic
Development Activity in San Francisco(per year) by
Public Funders, FY1995.

Funder	Grants		Amount		
	# of Grants	% of Total	Amount \$1,000	% of Total	% of Public
<u>City Departments</u>					
Mayor's Ofc Comm Develop	57	23.8	\$4,561	32.7	40.8
Mayor's Ofc Child Youth Fam	14	5.8	1,260	9.0	11.3
SF Dept of Social Services*	7	2.9	903	6.5	8.1
SF Redevelopment Agency*	-	-	-	-	-
<u>Nonprofit Corporation</u>					
Private Industry Council*	51	21.3	4,457	32.0	39.9
Total Public	129	53.8	\$11,182	80.2	100.0
Total Private (from Table 3)	111	46.3	2,768	19.8	100.0
Total Public & Private	240	100.0	\$13,950	100.0	

Source: See Directory of Funders in Appendix for sources.

- * Four outliers and two missing data observations were deleted from this table: SFDSS: 2 missing data: grants for NET and GATES programs.
1 outlier: grant for \$2,209,244 to Children's Council of SF.
SFRA: 2 outliers: \$682,000 for "Business Development" and \$886,000 for "Employment Development."
PIC: 1 outlier: grant for \$2,619,300 for Summer Youth Employment & Training Program.

PRIVATE FOUNDATIONS PROVIDE \$2.8 MILLION YEARLY

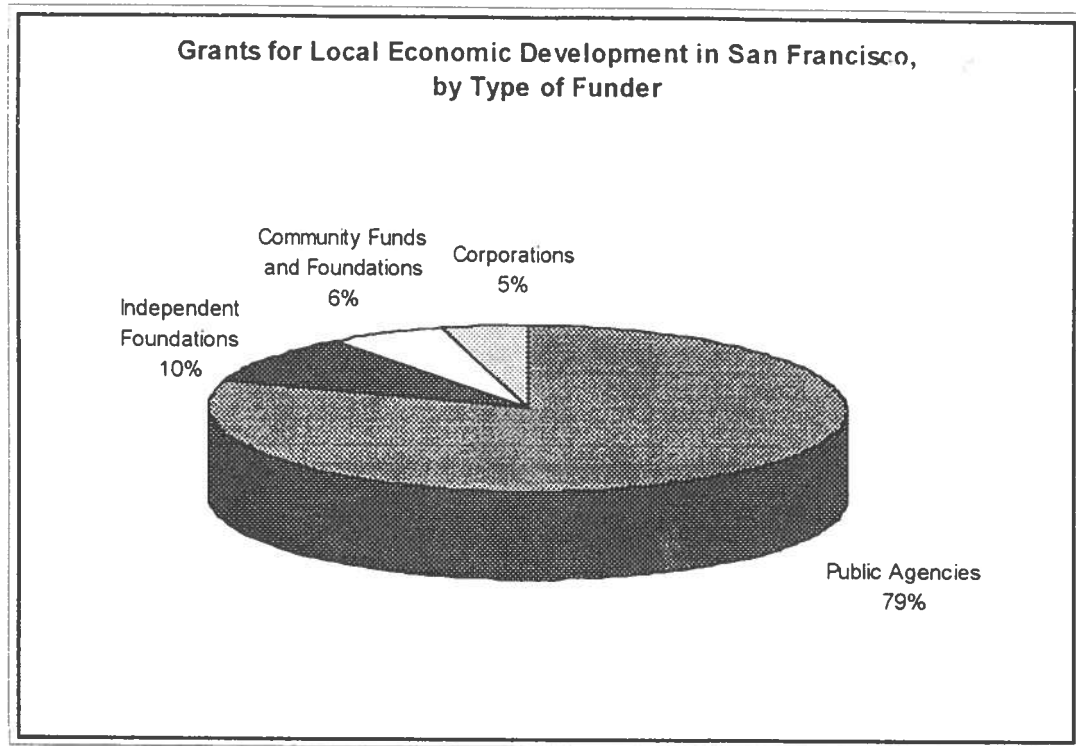
In contrast to the \$11.2 million spent by the 5 public agencies, the 13 private funders of local economic development together account for only 20% of local economic development funding in San Francisco, or \$2.8 million (Table 3 and Figure 1). The San Francisco Foundation, one of the largest community foundations in the country, leads the privates with \$375 thousand in grants in one year to CBO providers of local economic development. A close second is United Way with \$373 thousand and Koret Foundation is third with \$350 thousand.

Table 3.
Number of Grants and Total Dollars for Local Economic Development Activity in San Francisco (per year), by Private Funders.

Funder	Grants		Amount		
	# of Grants	% of Total	Amount \$1,000	% of Total	% of Private
Community Foundations					
SF Foundation	16	6.7	385	2.8	13.9
United Way of SF	20	8.3	373	2.7	13.5
Women's Foundation	5	2.1	37	0.3	1.3
Total Community	41	17.1	795	5.7	28.7
Independent Foundations					
Koret Foundation	9	3.8	350	2.5	12.6
Roberts Foundation	13	5.4	316	2.3	11.4
James Irvine Foundation	5	2.1	310	2.2	11.2
Evelyn & Walter Haas Jr Fund	8	3.3	273	2.0	9.8
Columbia Foundation	4	1.7	92	0.7	3.3
Total Independent	39	16.3	1,340	9.6	48.4
Corporate Foundations					
Levi Strauss Foundation	8	3.3	200	1.4	7.2
PG&E (not a foundation)	7	2.9	164	1.2	5.9
BankAmerica Foundation	4	1.7	125	0.9	4.5
Gap Foundation	7	2.9	78	0.6	2.8
Telesis Foundation	5	2.1	68	0.5	2.4
Total Corporate	31	12.9	634	4.5	22.9
Total Private	111	46.3	2,768	19.8	100.0
Total Public (from Table 2)	129	53.8	\$11,182	80.2	100.0
Total Public & Private	240	100.0	\$13,950	100.0	

Source: See Directory of Funders in Appendix for sources and fiscal year of data.

Figure 1.



A relatively small piece of the entire private grant pie goes toward local economic development. Of the \$50.2 million dollars contributed by these 13 private organizations to charitable causes in San Francisco in one year, only \$2.8 million, or 5.5%, was spent on local economic development. Foundations support Arts and Humanities (for example, ballets and libraries) and Education in much greater amounts than job training and other local economic development activities.

Education could be considered a form of "job training," but it is usually in a category by itself. The percentage of total contributions contributed by the 13 foundations for local economic development, 5.5%, was fairly consistent among the three types of foundations. Surprisingly, the corporate-sponsored foundations, which you might suppose have the most to gain by supporting local economic development by improving their workforce were no more generous in this area than the independent and community foundations.

ANALYSIS OF GRANTS

Grant Size

We followed the natural peaks and breaks in the data to produce thirteen grant size categories (Table 4). A fourth of all grants are \$15,000 or below; a fourth are \$15,000 to \$30,000; a fourth are \$30,000 to \$75,000; and a fourth are from \$75,000 to \$350,000. The low grant was \$1,300; the high \$346,000.

Table 4.
Grants for Local Economic Development Activity
in San Francisco, by Grant Size.

Grant Amount per Year	Number of Grants	Percent of Grants	Cumulative Percent
0-10K	28	11.67	11.67
10-15K	26	10.83	22.50
15-20K	22	9.17	31.67
20-25K	21	8.75	40.42
25-30K	18	7.50	47.92
30-40K	19	7.92	55.83
40-50K	23	9.58	65.42
50-75K	27	11.25	76.67
75-100K	13	5.42	82.08
100-150K	22	9.17	91.25
150-250K	18	7.50	98.75
250-300K	2	0.83	99.58
300-350K	1	0.42	100.00
Total	240	100.00	

Source: See Directory of Funders in Appendix for sources.

Publics give larger grants than privates do (Table 5). 81% of publics' grants are over \$30,000, and nearly 1/3 are over \$100,000. Only one private grant was over \$100,000. Corporate grants were the lowest, with nearly 42% of their grants \$10,000 or less. Community foundations and corporate foundations gave the smallest grants. Approximately 70% of their grants were \$20,000 and under. Only 38% of independents grants and under 32% of all grants were \$20,000 or under.

Table 5.
Grants for Local Economic Development Activity in San Francisco (per year), by Type of Funder and Grant Size.

Grant Amount per Year	Type of Funder				Total
	Public Agency	Community Foundation	Independent Foundation	Corporate Foundation	
0-10K	1 0.78	11 26.83	3 7.69	13 41.94	28 11.67
10-15K	6 4.65	12 29.27	2 5.13	6 19.35	26 10.83
15-20K	3 2.33	6 14.63	10 25.64	3 9.68	22 9.17
20-25K	7 5.43	6 14.63	7 17.95	1 3.23	21 8.75
25-30K	7 5.43	2 4.88	5 12.82	4 12.90	18 7.50
30-40K	16 12.40	0 0.00	2 5.13	1 3.23	19 7.92
40-50K	13 10.08	1 2.44	7 17.95	2 6.45	23 9.58
50-75K	24 18.60	3 7.32	0 0.00	0 0.00	27 11.25
75-100K	10 7.75	0 0.00	2 5.13	1 3.23	13 5.42
100-150K	21 16.28	0 0.00	1 2.56	0 0.00	22 9.17
150-250K	18 13.95	0 0.00	0 0.00	0 0.00	18 7.50
250-300K	2 1.55	0 0.00	0 0.00	0 0.00	2 0.83
300-350K	1 0.78	0 0.00	0 0.00	0 0.00	1 0.42
Total	129 100.00	41 100.00	39 100.00	31 100.00	240 100.00

Source: See Directory of Funders in Appendix for sources.

Women's and Gap gave the lowest average grants. 100% of Women's and 86% of Gap's were \$15,000 or less. Actually, all Women's Foundation grants were \$10,000 or less. With all of their grants small, all targeted for women, and all for job training, the Women's Foundation is the most focused grantmaker. Telesis, PG&E and United Way gave the next lowest average grants. Percentage of their grants \$15,000 or less: Telesis 80%; PG&E 71%; and United Way 65%.

The highest per-grant private grantmakers were Koret with one grant over \$100,000, and Levi Strauss with five grants over \$25,000. See also Figures 4 to 7 in the Appendix for comparisons of grants among funders.

MOCDs grants are very diverse, with at least one entry in every size category from \$10-15,000 to \$300,000. Their grants tend to be higher than others, with 1/3 of their grants over \$75,000, and 2/3 over \$30,000, compared to 1/4 and about 1/2 for the total group. PIC is also high, with 1/3 of their grants over \$75,000, and 3/4 over \$30,000. Means and medians for all types are listed in the table below (Table 6).

Table 6.
Mean and Median Grant Sizes, by Funder Type, of
Local Economic Development.

Funder Type	Public	Community	Independent	Corporate	All Funders
Grant Mean	\$86,679	\$19,377	\$34,359	\$20,439	\$58,123
Grant Median	\$61,500	\$15,000	\$25,000	\$15,000	\$33,944

Source: See Directory of Funders in Appendix for sources.

COMMUNITY-BASED ORGANIZATIONS

San Francisco's city departments charged with the task of getting as many people to work as possible have a lot of allies in the 13 private foundations and also in the 120 Community-Based Organizations (CBOs) that provide many local economic development services to city residents. The Mayor's Office of Community Development distributes over \$25 million CDBG dollars annually to approximately 150 CBOs in the five policy areas of housing, neighborhood facilities, public space improvement, public services, and economic development.

CBOs' flexibility in delivering services is matched by private foundations' ability to deliver funds in a more flexible manner than public agencies. Whereas most public agencies allot their program funds to CBOs only once a year, private foundations are spared much of the political processes that slow-down public spending, and tend to have more frequent funding cycles. A CBO that doesn't have a proposal ready for a public agency's RFP (Request for proposal) cycle can apply to a foundation in the interim.

This report focuses on funders. Even so, we needed some understanding of what exactly was being funded with the 240 grants the 18 funders gave to 120 different CBOs in San Francisco. To that end, we submit preliminary findings on the target populations and types of economic development programs.

Target Populations

Limitations of the Data

Target population categories were sometimes known definitively, other times we made educated judgements based on program title, and at times we had no idea what the target population was. These are labeled "Unknown." The "Adult" and "Disabled" categories belong to PIC only. PIC has a very precise system of categorizing its target population. For simplification, we reduced multi-target programs to one category. For example, "Refugee, 18-23 years, on public assistance" could be coded three ways. Here it is categorized it "Refugee." Grants for "Low-income women" we categorized under "Women." Obviously, the CBOs should be contacted directly to develop a more accurate classification system. If no other target population was indicated, "Low-income" was sometimes chosen as a catch-all. If "Low-income" could not be determined, then "Unknown" was chosen. We made two changes in categories and nomenclature after data collection was complete, in order to simplify reporting. "Youth" and "Young Adult" were combined to form "Young Adult"; "Other" and "Unknown" were combined into "Unknown."

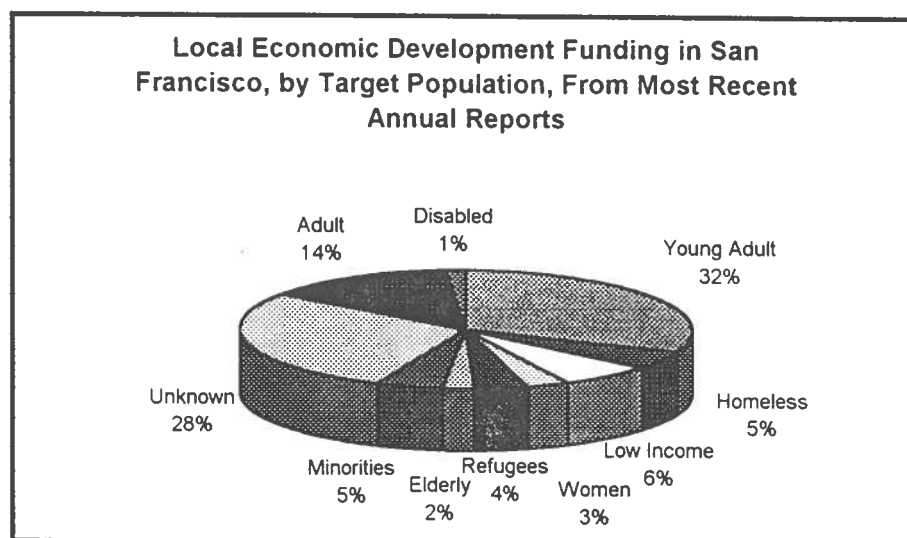
The Young Adult category with 72 grants is the largest target population category, receiving 30% of all grants and 31%, or \$4.3 million, of all LED dollars (Table 7 and Figure 2). The Young Adults category includes MOCYF grants for youth and PIC grants for several age group categories ranging from 16 to 23 years. "Homeless" is next with 27 grants (11.3% of total grants) but only 5% of total dollars, showing a small average grant size for Homeless. Half of the Homeless grants were \$20,000 or below, compared to about 1/3 of all grants (Table 4, above). Sixty percent of local economic development grants for Women were \$15,000 or less. Grants specifically for low-income individuals show a bimodal distribution with about 40% at \$15,000 or below, then about 40% above \$50,000. To compare, only 23% of all grants were above \$50,000. Grants targeted for Adults are skewed high with 44.4%, or 8 out of 18, above \$100,000, while 18% of grants for Young Adults and less than 9% of all grants were above \$100,000.

Table 7.
Grants for Local Economic Development Activity in
San Francisco, by Target Population.

Target Population	Number of Grants	Percent of Grants	Amount of Total Grants in Dollars	Percent of Total Grants in Dollars
Young Adults	72	30.00	\$ 4,323,929	31.00
Homeless	27	11.25	\$ 704,576	5.05
Low Income	13	5.42	\$ 905,256	6.49
Women	20	8.33	\$ 453,832	3.25
Refugees	12	5.00	\$ 534,809	3.83
Elderly	5	2.08	\$ 316,685	2.27
Minority	11	4.58	\$ 635,891	4.56
Unknown	59	24.58	\$ 3,968,502	28.45
Adult	18	7.50	\$ 1,951,522	13.99
Disabled	3	1.25	\$ 154,697	1.11
Total	240	100.00	\$13,949,699	100.00

Source: See Directory of Funders in Appendix for sources.

Figure 2



Types of Programs Funded

Limitations of the Data

We had the same types of challenges classifying program types as we had with the target populations -- too little information. And again, when necessary, we either made educated judgments based on the program title or called it "Unknown." PIC has an entirely different classification scheme than other funders. They roughly divide their programs into four types: On-the-Job Training (OJT); classroom training for specific occupations; more generalized classroom training (i.e. computer, language, and interpersonal skills); and other employment assistance such as job searching.

We made several changes in the classification and nomenclature of program types after data collection was complete. "On-the-Job Training" and "Classroom Training" programs were separated from "Job Training and Placement." "Job Training and Placement" was then renamed "Employment Services" and used as a catch-all, when no other program type seemed to fit.

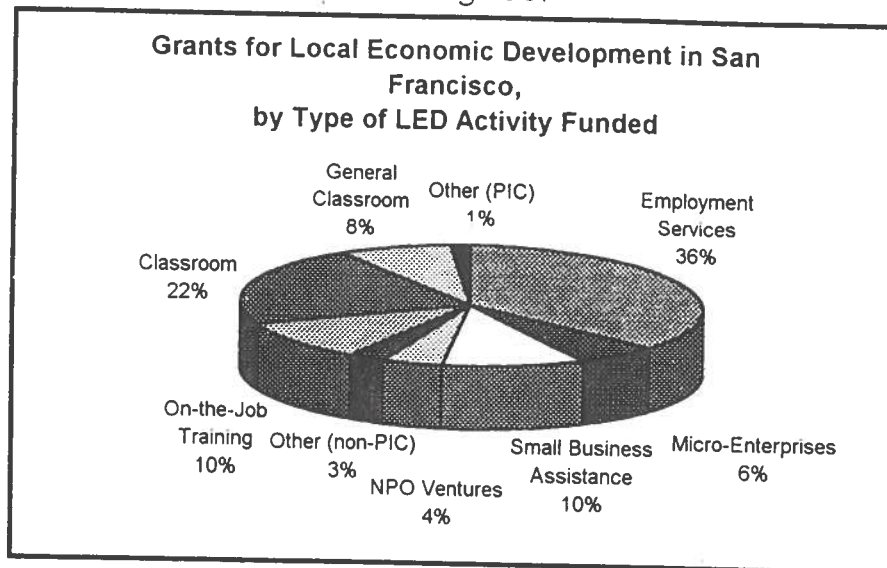
Over 44% of all local economic development grants in SF were in the area of "Employment Services" (Table 8 and Figure 3). This could mean job training, readiness, placement, or counseling. Next is "Classroom training" (PIC only) with 33 grants, or 13.4%. Grants to assist nonprofit business ventures tend to be small. Over 63% of grants for nonprofit business ventures were \$25,000 or below, whereas only 40% of all grants are that low. Sixty percent of General Classroom Training and over 60% of Occupational Classroom Training grants are over \$50,000. Less than 35% of all grants are over \$50,000. The On-the-Job Training grant distribution is bimodal, with 52% at \$30,000 and under, and 43% over \$50,000.

Table 8.
Grants for Local Economic Development Activity in
San Francisco, by LED Program Type.

Program Type	Number of Grants	Percent of Grants	Amount of Total Grants in Dollars	Percent of Total Grants in Dollars
Employment Services	106	44.17	\$ 5,050,222	36.20
Micro-Enterprises	10	4.17	\$ 794,100	5.69
Small Biz Assistance	19	7.92	\$ 1,405,350	10.07
Non-Profit Ventures	22	9.17	\$ 571,300	4.10
Other (non-PIC)	14	5.83	\$ 349,389	2.50
On-the-Job Training	24	10.00	\$ 1,458,090	10.45
Classroom Training	33	13.75	\$ 3,022,410	21.67
General Classroom	9	3.75	\$ 1,093,248	7.84
Other (PIC)	3	1.25	\$ 205,590	1.47
Total	240	100.00	\$13,949,699	100.00

Source: See Directory of Funders in Appendix for sources.

Figure 3.



ANALYSIS BY FUNDER TYPE

Grants for local economic development activity were analyzed to detect major distinctions between grants according to the four main types of funders: public foundations, community foundations, independent foundations, and corporate foundations. The distinctions by funder type regarding grant size have already been noted. Essentially, public funders tend to provide larger grants. In addition, distinctions were noted in the type of economic development activity funded and in the target populations funded, according to funder type.

Regarding type of activity funded, community and corporate foundations tend to favor job training more than the other two types of funders, especially community foundations. About 83% of all grants by community foundations go to this type of activity, whereas corporate foundations give about half their grants for this activity, and the other two funder types give approximately one-third of their grants for this activity. Corporate foundations strongly favor small business assistance in relation to the other funders, and independent foundations strongly favor NPO ventures.

Regarding target population, strong preferences can be distinguished by funder type. Public agencies tend to fund young adult programs much more than the other funder types. About 35% of public grants go to young adult programs, while the other three funder types give a quarter of their grants to young adults, at the most. In addition, public funders favor programs that target refugees, adults, and the disabled more than the other funders.

Two other funder types reveal strong preferences in their grants according to target population, compared to the other funders. Community foundations favor grants for women much more than the others. Independent foundations favor grants for the homeless. Corporate foundations don't show any drastic preferences.

Table 9.
LED Program Type by Funder Type

Program Type	Type of Funder	Public Funders	Community Fndn's	Independent Fndn's	Corporate Fndn's	Total
Job Training		44	34	12	16	106
		34.11	92.93	30.77	51.61	44.17
Micro-Enterprises		6	0	2	2	10
		4.65	0.00	5.13	6.45	4.17
Small Biz Assistance		6	1	3	9	19
		4.65	2.44	7.69	29.03	7.92
Non-Profit Ventures		4	0	15	3	22
		3.10	0.00	38.46	9.68	9.17
Other (non-PIC)		0	6	7	1	14
		0.00	14.63	17.95	3.23	5.83
On-the-Job Training		23	0	0	0	23
		17.83	0.00	0.00	0.00	9.58
Classroom Training		33	0	0	0	33
		25.58	0.00	0.00	0.00	13.75
General Classroom		10	0	0	0	10
		7.75	0.00	0.00	0.00	4.17
Other (PIC)		3	0	0	0	3
		2.33	0.00	0.00	0.00	1.25
Total		129	41	39	31	240
		100.00	100.00	100.00	100.00	100.00

Table 10.
Target Population by Funder Type

Target Population	Type of Funder	Public Funders	Community Fndn's	Independent Fndn's	Corporate Fndn's	Total
Young Adult		46	11	7	9	72
		35.66	26.83	17.95	25.81	30.00
Homeless		4	3	15	5	27
		3.10	7.32	39.46	16.13	11.25
Low Income		3	0	3	2	13
		6.20	0.00	7.69	6.45	5.42
Women		2	11	3	4	20
		1.55	26.83	7.69	12.90	8.33
Refugees		9	2	0	1	12
		6.98	4.88	0.00	3.23	5.00
Elderly		5	0	0	0	5
		3.88	0.00	0.00	0.00	2.08
Minority		7	1	1	2	11
		5.43	2.44	2.56	6.45	4.58
Unknown		27	13	10	9	59
		20.93	31.71	25.64	29.03	24.58
Adult		18	0	0	0	18
		13.95	0.00	0.00	0.00	7.50
Disabled		3	0	0	0	3
		2.33	0.00	0.00	0.00	1.25
Total		129	41	39	31	240
		100.00	100.00	100.00	100.00	100.00

Chapter IV. **CONCLUSION**

Limitations of the Research Project

The information collected for this paper came in widely-varying degrees of completeness, in different formats, and for different years from the various funders. Whereas a few funders provided reams of data and spent hours answering questions, many were unable to give a brief telephone interview. For those who would not grant us an interview, we used the most current written information source available. In these instances we used information from the Foundation Center or from the organization's latest Annual Report. The public agencies generally provided more complete, up-to-date, and detailed information than the private funders. Therefore, the amounts listed for LED from the private funders in the tables are perhaps too low, due to a lack of complete detailed information and personal contact. How low is a question for further research. Fortunately a few private funders were able to provide us with detailed and up-to-date information.

Another difficulty with extracting data from Annual Reports was the nonstandard categorizing of grants. With the almost universal exception of *Arts & Humanities* and *Education*, each funder has its own particular method of categorizing grants. One may place job training in its *Urban Affairs* category; another might call it *Social Services*; a third - *Community Development*; a fourth-- *Employment*. This complication added to our difficulty in collecting complete, detailed data from the Annual Reports.

It must be noted that apparently there is a lack of coordination among the public agencies. The city departments seem to lack the overall guiding framework/plan and common definition of economic development, although the San Francisco Redevelopment Agency is currently working on this important task. The responsibility for economic development program administration had no central department, but was

instead diffused throughout several departments, with an apparent lack of linkages perhaps, leading to some unnecessary fragmentation among the players. While this diffusion can be viewed as a plus for political accountability and responsibility, it makes the gathering of this information more tedious. It should be noted that the public had a much more complete level of data available. Lastly we must note that this survey is a snapshot of local economic development funding as of Spring 1995 and provides no information on trends in funding levels or future program activity.

One of the limitations of the information we were able to gather from the private foundations is related to their reluctance to respond, despite the team's repeated attempts at arranging appointments. It is unknown whether this lack of response is due to a lack of time, of trust, or of interest on their part.

Most foundations did not respond to introductory letters or faxes from the MOCD, nor to repeated phone calls from us. We played phone tag for weeks with several foundations (SF, Irvine, Koret, PG&E). We were able to secure current Annual Reports, in person, from all of the above, except one. For BankAmerica we used information from a year-old Annual Report from the Foundation Center.

As noted earlier there is a possible flaw in our search for funders. That flaw involved the discovery of three private foundations not confirmed by our archival search, Women's Foundation, Telesis Foundation, and PG&E. In order for a funder to be missing from this report they would have to be unknown to the respondents interviewed, and meet one of the three following conditions: 1) funders too small to appear in the Foundation Directory at the Foundation Center, e.g. under \$2 million in assets or \$200,000 in annual grant giving; 2) corporate funders not foundations; and 3) new funders with no previous history of giving grants.

Recommendations for Future Study

In the future the team thought two categories of public organizations definitely should be contacted, the community based organizations (CBOs) and the neighborhood economic development organizations (NEDOs). The CBOs should have more detailed information on client profiles and neighborhood needs. The NEDOs should have more complete information on the Small Business/Enterprise Loan programs, which were not reported on in this survey.

The Taft Directory available at the Foundation Center has additional information on corporate giving. Excluded from our research were corporate givers and in-house programs, e.g., those volunteer groups of employees funded by their employer. The exact amount or prevalence of these programs is unknown to the team, but there are several noted in *The Taft Directory*.

Specific in-depth study of on-the-job training (OJT) could be interesting as this seems to be a particularly comprehensive and effective program locally. The Enterprise Zone/Community loan programs seem to have a sizable pool of funds available and information should be gathered on program potential, outreach, and disbursement of funds. The concept of incubator space for micro-enterprise development has potential and seems particularly interesting, worthy of additional inquiry.

Finally, as stated earlier, direct information from decision-makers in the private foundations is vital to this type of research. Most foundation grant boards meet at set times of year to make decisions, much like MOCD. These cycles consist of: a Request for Proposal stage, a review of proposals stage, a grant recommendation stage, and a contact or grant awarding stage. Therefore the best time of year would be when the foundation has complete information and the time to convey it. Obviously the end of the funding cycle would be the optimum time to collect this, but this time varies among foundations. Perhaps including this process in the granting cycle as part of a periodic evaluation could be useful.

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Senior Seminar Team Profiles

Richard Cox

Richard has gained experience from a past research project interviewing recent immigrants about their views on labor unions, while enrolled in a class in Research Methods at San Francisco State University. In a previous position of employment he conducted many hiring interviews for a Modesto canning company. Through another class at SFSU in Urban Politics he studied local political structure and gained an insight into San Francisco politics. Upon graduation Richard hopes pursue a career related to economic development planning.

Michael Schulte

Michael gained the skills necessary to design written surveys and conduct interview involved in a project surveying the homeless population in a Research Methods and Data Analysis class at SFSU. The class in Policy Analysis he took proved useful in sharpening his analytical skills. Michael has learned the necessity of teamwork and coordination of effort in order to meet deadlines in a timely manner. His writing skills were sharpened while serving as an editor for the SFSU Urban Studies journal **Urban Action**. He has an interest in cooperative local economic development and economic justice.

Steve Sherr

Steve has direct experience in small business management for the past sixteen years and with his strong interest in small business he helped the team understand their special needs. The class he took in State and Local Government at SFSU will proved useful in understanding the dilemma facing many municipalities in how to best provide a favorable climate for job growth and economic development. Steve has previously completed a survey of how CDBG funds were used to provide social services in the city of Hayward.

Appendix

DIRECTORY OF SAN FRANCISCO
LOCAL ECONOMIC DEVELOPMENT FUNDERS

Mission statements, economic development (ED) objectives and ED funding criteria are taken from interviews or, if no interview, gleaned from Annual Reports.

PUBLICS

Mayor's Office of Community Development
10 UN Plaza, Suite 600 94102, tel. 554-8755

Person interviewed: Bernhard Gunther, Program Manager.

Source of data: MOCD documents. Fiscal Year of Data: 1995.

Mission statement: CDBG's primary objective: "...development of viable urban communities, by providing decent housing and suitable living environment and expanding economic development opportunities principally for persons of low and moderate income."

ED objectives: CDBG's economic development program strategy: to support the goals of the City's overall economic development efforts. This effort has four components:

- a. Reducing unemployment and under-employment through job training and expansion of employment opportunities;
- b. Maintaining a vital, balanced and diversified economic base that provides job opportunities for a highly diverse labor force;
- c. Promoting business retention and expansion particularly for industries that create jobs for the City's chronically unemployed;
- d. Ensuring efficient and effective environmental, land and energy resources are used while pursuing economic development objectives.

ED funding criteria: Priorities are set by the Citizens Committee on Community Development. According to CDBG guidelines can only fund activities that result in creation or retention of employees, or job training for people of low or moderate income.

Mayor's Office of Children, Youth & Their Families

10 UN Plaza, Suite 260 94102, tel. 554-8529

Persons interviewed: Laura Picney, Program Director and Deedra Jackson, Asst. Program Director.

Source of Data: MOCYF documents. Fiscal Year of Data: 1995.

Mission statement: To promote the healthy development of the children of San Francisco by funding programs that serve at-risk youth ages 0-18 in lower income neighborhoods.

ED objectives: To keep at-risk youth from a life of poverty.

ED funding criteria: Programs must center around job training, academic advisement, or job placement.

SF Department of Social Services

170 Otis St. 94102, tel. 557-6309

Person interviewed: Patrick Duterte, Program Manager, Employment and Training Services.

Source of Data: SFDSS documents. Fiscal Year of Data: 1995.

Mission statement: NA

ED objectives: To get people on AFDC, especially recipients of 3 to 5 years, into the job market.

ED funding criteria: Does not fund "economic development" but rather support services for someone going through job training or placement programs, such as child care, transportation, allowance, and tools.

SF Redevelopment Agency

770 Golden Gate 94102, tel. 749-2460

Person interviewed: Eila Arbuckle, Asst. Manager Economic Development Program.

Source of Data: SFRA documents. Fiscal Year of Data: 1994.

Mission statement: Two main focuses as the lead agency for San Francisco's Economic Strategy Plan: a) Outreach to low and moderate income persons in redevelopment project areas; and b) Help contractors meet Affirmative Action goals.

ED objectives: Three primary objectives: a) Expand the city's tax base; b) Job development; and c) Remove urban blight and economic blight.

ED funding criteria: Must be in one of three redevelopment areas: Hunters Point/Bayview, Western Addition, or South of Market. Must involve the removal or remediation of urban or economic blight, and must meet Affirmative Action goals for minority and women business enterprises.

Private Industry Council

1049 Market St., 4th Fl. 94103, tel. 621-6853

Person interviewed: Greg Marutani, Vice President Administration.

Source of Data: PIC documents. Fiscal Year of Data: 1995.

Mission statement: JTPA provides employment and training opportunities to those most in need and those most likely to succeed. DSS is primarily focused at individuals who are low income, unemployed, underemployed, receiving public assistance, disabled, minorities, and females. Title III focuses on individuals laid off due to plant closure or downsizing. Refugee provides employment and training opportunities for refugees in San Francisco receiving AFDC to assist in their ability to obtain gainful employment and reduce their reliance on public assistance.

ED objectives: NA

ED funding criteria: NA

PRIVATES FOUNDATIONS**BankAmerica Foundation**

555 California St. 94105, tel. 953-3175

Source and Fiscal Year of Data: Annual Report 1993.

Mission statement: To support the building blocks of our communities: education, economic development, affordable housing and community services.

ED objectives: Focusing on the creation and retention of jobs in distressed communities. Made a commitment that 10% of its annual budget would support community-based economic development corporations.

ED funding criteria: NA

Columbia Foundation

One Lombard St., Suite 305 94111, tel. 986-5179

Source and Fiscal Year of Data: Annual Report 1994.

Mission statement: Program priorities for 1994 and 1995 are: peace and international understanding; environment; human rights; urban community; and arts and culture.

ED objectives: NA

ED funding criteria: Projects that address neighborhood improvement for low-income communities.

Gap Foundation

One Harrison St. 94105, tel. 291-2757

Source and Fiscal Year of Data: Annual Report 1993.

Mission statement: Community service.

ED objectives: NA

ED funding criteria: NA

Evelyn and Walter Haas, Jr. Fund

One Lombard St., Suite 305 94111, tel. 398-3744

Person interviewed: Diana Bermudez, Senior Program Officer.

Source of Data: Diana Bermudez. Fiscal Year of Data: 1995.

Mission statement: To support community-based organizations in the areas of strengthening children, youth, families and elderly; strengthening neighborhoods and communities; reducing hunger and homelessness; and encouraging volunteer services and philanthropy.

ED objectives: In the process of defining priorities.

ED funding criteria: In the process of defining priorities.

James Irvine Foundation

One Market Plaza, Suite 1715, 94105, tel. 777-2244

Source and Fiscal Year of Data: Annual Report 1993, and Grantseekers Guide.

Mission statement: Dedicated to enhancing the social, economic, and physical quality of life throughout California, and to enriching the State's intellectual and cultural environment.

ED objectives: To stimulate economic development in low-income communities. To improve the economic and social well-being of the disadvantaged and their communities, foster self-sufficiency, and assist ethnic minorities to function more effectively as full participants in society.

ED funding criteria: The Community Economic Development Program's priority goals seek to stimulate the development of jobs and businesses.

Goals:

- a) Support collaborative initiatives designed to provide training, technical assistance, core-support, sector-based market research and short-term financing to CBDOs engaged in the development of jobs and businesses in low-income communities;
- b) Foster the development of demonstration projects that link job training programs to specific employment opportunities in growth industries;
- c) Increase the access to capital to support the development of jobs and businesses in underserved communities;
- d) Provide support to economic development initiatives that create jobs and businesses for low-income women;

e) Link CBDOs with the national strategy supporting Community Redevelopment Act enforcement and community-based, small business loan funds.

Koret Foundation

33 New Montgomery St., Suite 1090, 94105, tel. 882-7740

Source and Fiscal Year of Data: Annual Report 1993.

Mission statement: Seeks to enhance human life in the Jewish and general communities of the San Francisco and Israel. Grants are based on values represented by tzedakah (justice). Fulfills the most important requirement of tzedakah : service to fellow human beings.

ED objectives: NA

ED funding criteria: NA

PG&E

77 Beale St. 94177, tel. 973-4951

Source of Data: Grant data provided by Chris Riley. Other info from Taft Corporate Giving Directory. Fiscal Year of Data: 1994.

Mission statement: To promote the economic and social well-being of the communities and markets served in order to enhance the corporation's ability to its goals and objectives.

ED objectives: Organizations that promote employability and economic self-sufficiency. Focus is on programs that break a cycle of dependency and lead people on a productive path. This includes job training and retraining programs, career mentoring, pre-college tutoring and assistance in career choices, and youth programs that aid in life decision-making and values.

ED funding criteria: Extent to which project meets priority areas and program objectives, benefit of organization to company service area and customers, capacity to address cross-section of broad community interest, alleviation of underfunded needs, evidence of nondiscriminatory policy.

Roberts Foundation

873 Sutter St. Suite B, 94109, tel. 771-4300

Telephone interview with: Jed Emerson, Program Director, Homeless Economic Development Fund.

Source of Data: Jed Emerson. Fiscal Year of Data: 1994.

Mission statement: To support job creation efforts targeting the expansion of employment opportunities for homeless people.

ED objectives: To support for-profit venturing by nonprofit organizations.

ED funding criteria: a) Homeless agency; b) Significant experience in entrepreneurial activities; and c) 1995: Prior work with our Homeless Economic Development Fund.

San Francisco Foundation

685 Market St. Suite 910, 94105, tel. 495-3100

Source and Fiscal Year of Data: Annual Report 1993.

Mission statement: To improve the quality of life, promote greater equality of opportunity, and assist those in need or at risk in the San Francisco Bay Area.

ED objectives: To improve employment, job training, and self-sufficiency opportunities for at-risk groups.

ED funding criteria: NA

Levi Strauss Foundation

1155 Battery St., 94111, tel. 544-2194

Telephone interview with: Janet Ryan Rivera, Consultant, Levi Strauss & Co.

Source of Data: Janet Ryan Rivera. Fiscal Year of Data: 1994.

Mission statement: Community Partnership grants are developed by the Community Affairs Manager in response to needs and opportunities which exist in communities where Levi Strauss employees live and work. Grants in economic development reflect our basic goals to work with poor and under-served people, to take the lead in addressing difficult social issues and to support NPOs that contribute important ideas and technical expertise to our grant making interest areas.

ED objectives: To enhance economic opportunities for low-income people, particularly women, minorities, dislocated workers, the unemployed, and other disadvantaged populations.

ED funding criteria: The Levi Strauss Foundation award grants to programs that enhance the economic opportunities of low-income people, including the working poor. Priorities include: a) Job creation and community-based economic development; b) Job training, placement, and access for disadvantaged; c) Leadership development aimed at strengthening the economic development capacity of community organizations; and d) Enterprise and micro-enterprise.

Telesis Foundation

130 Kearny St., Room 3351, 94108, tel. 394-3683

Source and Fiscal Year of Data: Annual Report 1993.

Mission statement: Dedicated to a vision of the future in which people from all cultures and ethnic backgrounds are able to participate fully in the economic, social and civic life of the communities we serve.

ED objectives: Helping communities help themselves through support programs for small business owners and entrepreneurs, job training classes, and funding to develop new businesses.

ED funding criteria: Broad-based, regional or statewide in impact, or potential or intent of becoming statewide.

United Way of San Francisco

50 California St. Suite 200, 94111, tel. 772-4312

Person interviewed: Jackie Ruggels, Senior Vice President.

Source of Data: UW documents. Fiscal Year of Data: 1994.

Mission statement: To create healthy and safe communities.

ED objectives: Individuals will achieve and retain economic independence and access to affordable housing.

ED funding criteria: Primary criteria is the impact the program will have and results it achieves.

Women's Foundation

3543 18th St. #9, 94110, tel. 431-1290

Telephone interview with: Patti Chang, Executive Director.

Source and Fiscal Year of Data: Annual Report 1994.

Mission statement: To empower women and girls in California through funding of technical and educational assistance.

ED objectives: Economic development is not an objective but rather part of our greater mission.

ED funding criteria: Small funds to economic development for capacity building - the development of skills such as fund raising, technical assistance, and strategy development.

Figure 4.

Total Number of Grants for Local Economic Development in San Francisco,
by Funder (except MOCD and PIC), from Latest Annual Report (FY93-94 or FY 94-95)

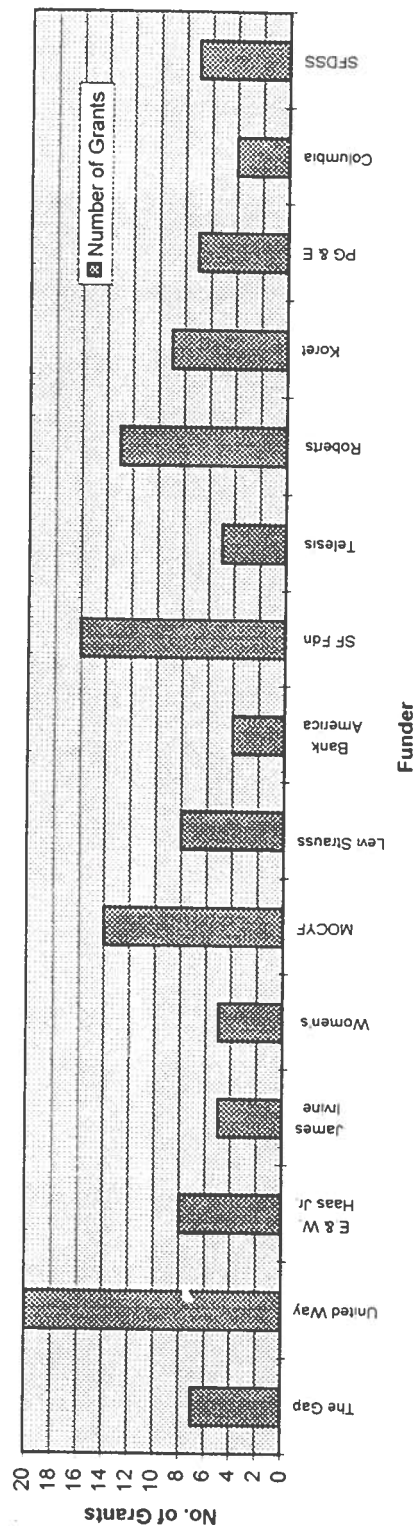


Figure 5.

Total Dollars Granted for Local Economic Development in San Francisco,
by Funder (except MOCD and PIC).

Source: Latest available data from funders.

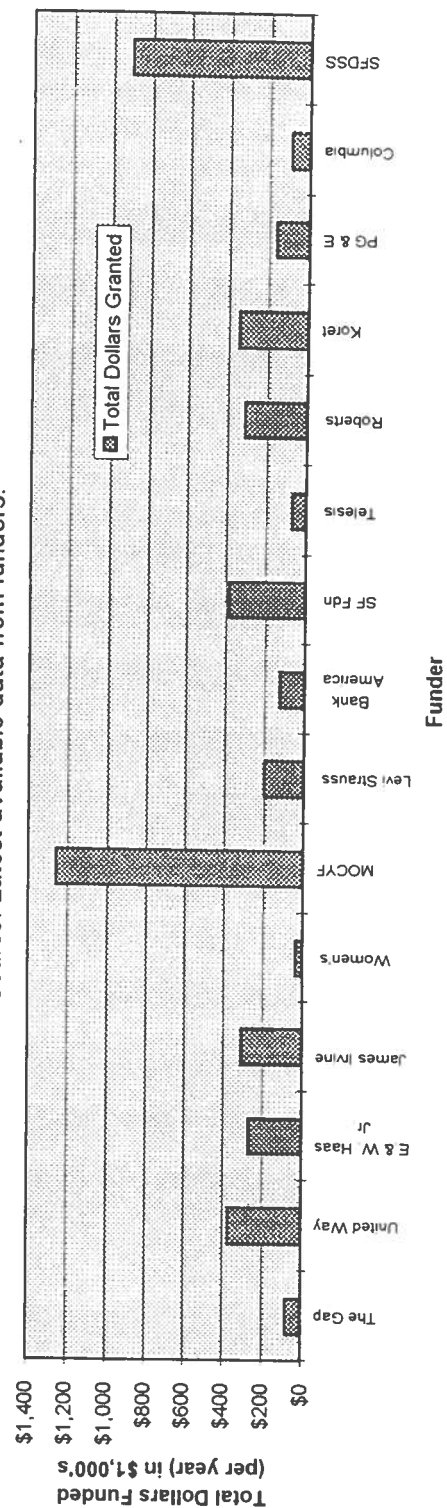


Figure 6.

Percent of Total Number of Grants and Total Dollars Granted Per Year for Local Economic Development in San Francisco, by Funder.

Source: Latest available data from each funder.

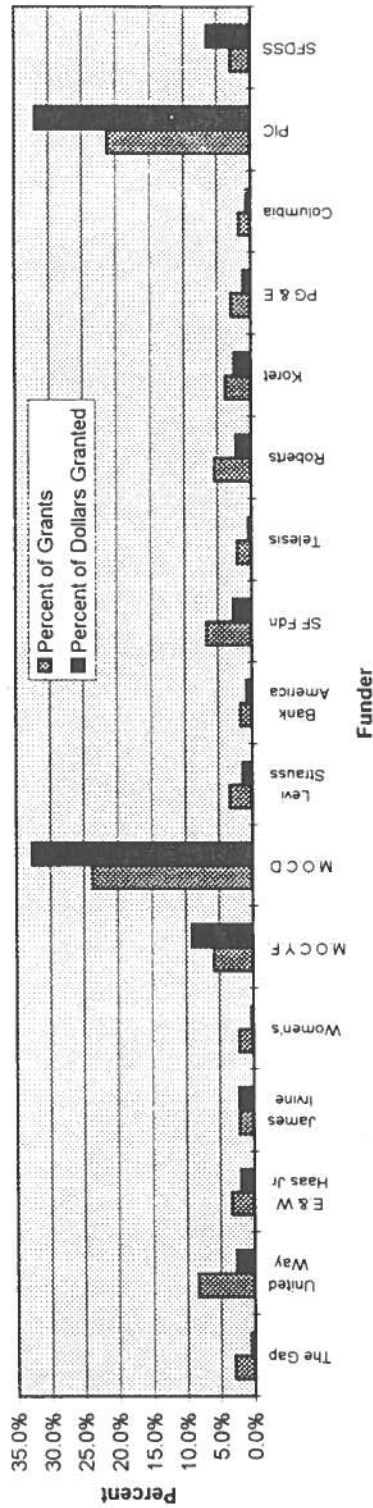
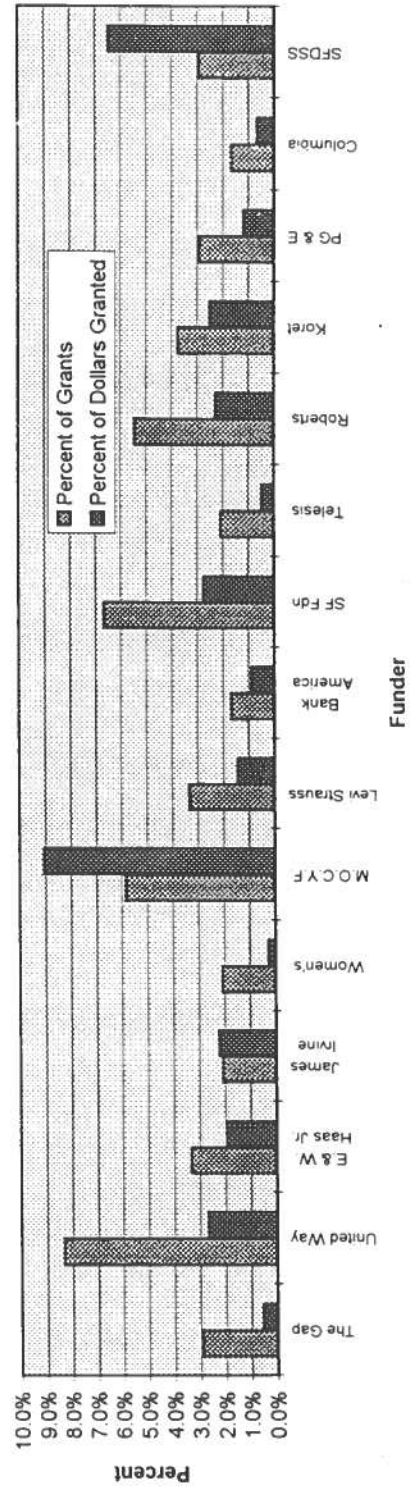


Figure 7.

Percent of Total Number of Grants and Total Dollars Granted (per year) for Local Economic Development in San Francisco, by Funder (except MOCDF and PIC), from Latest Annual Report (FY93 94 or FY94-95)



MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO



February 24, 1995

FRANK M. JORDA
MAYOR

LARRY DEL CARLO
DIRECTOR

Mr. Joe Brooks
San Francisco Foundation
685 Market Street, Suite 910
San Francisco, CA 94105

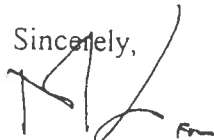
Dear Mr. Brooks:

We are in the process of planning for our next program cycle and are undertaking a study to develop an inventory showing funders and program operators involved in the community economic development field. By community economic development, we are including programs ranging from job training and placement to micro-enterprise development and loan packaging for small businesses. To help us in our efforts, we have received assistance from a research team from San Francisco State University's Urban Studies Senior Seminar.

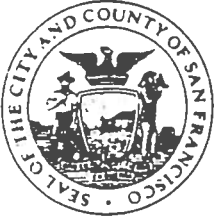
There is a short questionnaire enclosed indicating the information we are trying to collect. We would like to have the research team members complete the questionnaires after having an opportunity to speak with you. One of the research team members - Richard Cox, Steve Sherr, or Michael Schulte - will be contacting you next week.

Thank you very much for your assistance. If you should have any questions about our efforts, please contact Pam David or Bernhard Gunther at 554-8755.

Sincerely,


Larry Del Carlo
Director

**MAYOR'S OFFICE OF COMMUNITY DEVELOPMENT
CITY AND COUNTY OF SAN FRANCISCO**



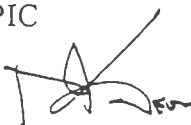
FRANK M. JORDAN
MAYOR

LARRY DEL CARLO
DIRECTOR

March 9, 1995

MEMORANDUM

TO: Deedra Jackson, MOCYF
Eila Arbuckle, SFRA
Patrick Duterte, DSS
Greg Marutani, PIC

FROM: Larry Del Carlo 

SUBJECT: INVENTORY OF FUNDERS OF ECONOMIC DEVELOPMENT AND
JOB TRAINING

This is to confirm the fact that you may have recently been contacted regarding collection of information on funders of community economic development and job training services. This information is being collected for an inventory of such funders we are required to develop for San Francisco's Consolidated Plan. This Plan is the required submission for Community Development Block Grant entitlement funds. By community economic development, we are including programs ranging from job training and placement to micro-enterprise development and loan packaging for small businesses. To help us in our efforts, we have received the assistance of a research team from San Francisco State University's Urban Studies Senior Seminar.

There is a short questionnaire enclosed indicating the information we are trying to collect. We would like to have the research team members complete the questionnaires after having an opportunity to speak with you. You will be contacted by one of the research team members - Richard Cox, Steve Sherr, or Michael Schulte.

Thank you very much for your assistance. We will be happy to share the information collected at the conclusion of the project. If you should have any questions about our efforts, please contact Pam David or Bernhard Gunther at 554-8755.

Attachment

Questionnaire for COPC Economic Development Inventory

FORM FOR FUNDERS

I. General Information

1) Funder Name: _____

2) Address: _____

4) Contact Person: _____

Title _____ Phone _____

5) Funding cycle: _____

6) Geographic limits: _____

7) Number of grants FY 1994-95: _____ Grant Range: \$ _____ to \$ _____

8) Describe funding mission overall: _____

9) Describe economic development funding objective(s): _____

10) Describe criteria for funding economic development programs: _____

List all CBO's funded for Economic Development activities in FY 1994-95 (detailed breakdown follows):

1) _____ 6) _____

2) _____ 7) _____

3) _____ 8) _____

4) _____ 9) _____

5) _____ 10) _____

Funder: _____

Economic Development Subrecipient Information from Funder

Subrecipient Name: _____

Amount Funded FY 1994-95 _____ Period of Funding From _____ to _____

Restrictions? _____

Briefly describe sub recipient program objectives: _____

Funded Subrecipient Before? Yes _____ No _____ If yes, for how long? _____

For the same program objectives? _____

Describe accountability measures and evaluation criteria for subrecipient: _____

III. Subrecipient Program Description

Describe ED services offered: _____

Describe program structure, length of participation, and criteria for receiving services: _____

Describe outreach methods/ referral sources for client base: _____

IV. Description of Program Clients

Describe the target population of the funded economic development activity

1) Demographics (sex, race/ethnic background, age, education) _____

2) Service Area (where does target pop. reside/work?) _____

V. Outcome Measures for Economic Development Program(s)

1) How does the program measure success? _____

2) Quantify outcome measures: How many clients served to date FY 1994-95? _____

Period covered: _____ to _____

Other quantifiable measures: _____

ADDITIONAL INFORMATION TO COLLECT FROM FUNDERS

1. For publics: What are your sources of funds?

- 1.
- 2.
- 3.
- 4.

2. Do you fund job training?

If so, describe your job training objectives.

What type of jobs are the people being trained for?

What type of companies are they being trained to work for?

What type of skills are required for those jobs?

3. May we have copies of last two annual reports?
May we see application or guidelines?

4. Are there any questions or problems you have that ^{you} would like to see addressed in this survey that we haven't covered?

**MAYOR'S OFFICE OF CO
CITY AND COUNTY**



Post-It™ brand fax transmittal memo 7671		# of pages >
To	STEV & SHERA	
From	BERNHARD	
Co.	O & A	
Dept.	Phone # 554-8757	
Fax #	834-0243	Fax #

**LARRY DEL CARL
DIRECTOR**

March 23, 1995

Ms. Mary Leslie
Pacific Telesis Foundation
130 Kearney Street, Room 3351
San Francisco, CA 94108

Dear Ms. Leslie:

We are in the process of planning for our next program cycle for San Francisco's Community Development Block Grant and are developing an inventory showing funders and program operators involved in the community economic development field. By community economic development, we are including programs ranging from job training and placement to micro-enterprise development and loan packaging for small businesses. To help us in our efforts, we have received assistance from a research team from San Francisco State University's Urban Studies Senior Seminar.

We would appreciate your assistance in responding to the enclosed, short questionnaire. I understand that you must have many other demands on your time. If you are unable to complete the questionnaire, we would appreciate receiving a copy of a recent annual report which might indicate the information we need.

We would be happy to send you a copy of the final product of these efforts. Thank you in advance for your assistance. If you should have any questions about our efforts, please contact Pam David or Bernhard Gunther at 554-8755.

Sincerely,

Larry Del Carlo
Director

Enclosure

SURVEY OF ECONOMIC DEVELOPMENT FUNDERS IN SAN FRANCISCO

Sponsored by the Mayor's Office of Community Development
and the Community Outreach Partnership Center

1. Funder Name _____
Address _____
2. Contact Person _____ Title _____ Phone _____
3. Funding Cycle: _____
4. Describe funding mission overall: _____
5. Describe Economic Development funding objective(s): _____
6. Describe criteria for funding Economic Development: _____

7. List all CBO's funded for Economic Development activities in FY1994-95 (or attach list).

Total Number ____ . Total Dollars \$ ____ .

Name	Amount	Brief Description of Program
1 _____	_____	_____
2 _____	_____	_____
3 _____	_____	_____
4 _____	_____	_____
5 _____	_____	_____
6 _____	_____	_____
7 _____	_____	_____
8 _____	_____	_____
9 _____	_____	_____
10 _____	_____	_____

8. Do you fund job training? Yes ____ No ____
9. If yes, (a) What types of Jobs are the people being trained for? _____
(b) What types of Companies are they being trained to work for? _____
(c) What types of Skills are required for those jobs? _____
10. Do you have any other questions or problems that you would like to see addressed in this survey? Please comment. _____

Please fold, tape, and return by April 4th. Thank you for your time.

RIVERSIDE COMMUNITY FOUNDATION
Form 990 (Partial) for Fiscal Year Ending December 31, 1992

California Nonprofit Database *
March 23, 1995

Employer Identification Number: 952031692
California Registry of Charitable Trusts Number: 002051

Part I Statement of Revenue, Expenses, & Changes in Net Assets or Fund Balance

Part I - Revenue

Line 1	Contributions, gifts, grants and similar amounts received:	
Line 1a	Direct public support.	\$1,283,64
Line 1b	Indirect public support.	\$
Line 1c	Government grants.	\$
Line 1d	Total (1a through 1c).	\$1,283,64
Line 2	Program service revenue (from 93).	\$
Line 3	Membership dues and assessments.	\$
Line 4	Interest on savings & temporary cash investments.	\$2,51
Line 5	Dividends and interest from securities.	\$691,04
Line 6a	Gross rents.	\$
Line 6c	Net rental income (loss).	\$
Line 7	Other investment income.	\$
Line 8aA	Gross amount from sale of securities.	\$3,462,54
Line 8aB	Gross amount from sale of other non-inventory assets.	-\$644,56
Line 8cA	Net gain (loss), securities.	\$38,77
Line 8cB	Net gain (loss), other.	-\$644,56
Line 8d	Gain (loss) from sale of assets other than inventory.	-\$605,79
Line 9	Special fundraising events and activities	
Line 9a	Gross revenue.	\$
Line 9c	Net income (loss).	\$
Line 10a	Gross sales less returns and allowances.	\$
Line 10c	Gross profit (loss).	\$
Line 11	Other revenue (from 103).	\$50
Line 12	Total revenue.	\$1,371,90

Part I - Expenses

Line 13	Program services (from 44B).	\$753,48
Line 14	Management and general (from 44C).	\$103,66
Line 15	Fundraising (from 44D).	\$
Line 16	Payments to affiliates.	\$
Line 17	Total expenses.	\$857,14

Part I - Net Assets or Fund Balances

Line 18	Excess (deficit) for the year (12 less 17).	\$514,76
Line 19	At beginning of year (from 74A).	\$11,227,97
Line 20	Other changes in net assets or fund balances.	\$
Line 21	Net assets or fund balances at end of year.	\$11,742,73

Part II Statement of Functional Expenses

Line 22A	Grants and allocations.	\$753,48
Line 23	Specific assistance to individuals.	\$
Line 24	Benefits paid to or for members.	\$
Line 25	Compensation of officers, directors, etc.	\$

* Data obtained from the California Registry of Charitable Trusts: 501(c)(3) and (c)(4) organizations registered with the state as of 09/24/1993.

RIVERSIDE COMMUNITY FOUNDATION
Form 990 (Partial) for Fiscal Year Ending December 31, 1992

Line 26	Other salaries and wages	\$13,57
Line 27	Pension plan contributions	\$
Line 28	Other employee benefits	\$
Line 29	Payroll taxes	\$1,21
Line 30	Professional fundraising fees	\$
Line 31	Accounting fees	\$3,30
Line 32	Legal fees	\$13
Line 33	Supplies	\$48
Line 34	Telephone	\$19
Line 35	Postage and shipping	\$
Line 36	Occupancy	\$4,64
Line 37	Equipment rental & maintenance	\$
Line 38	Printing and publications	\$
Line 39	Travel	\$
Line 40	Conferences, conventions & meetings	\$
Line 41	Interest	\$
Line 42	Depreciation, depletion, etc.	\$28
Line 43	Other expenses	\$79,84
Line 44A	Total, all functional expenses (B to D)	\$857,14
Line 44B	Total, program services	\$753,43
Line 44C	Total, management and general	\$103,66
Line 44D	Total, fundraising	\$
Part IV Balance Sheets - End of Year		
Part IV - Assets		
Line 45	Cash - noninterest-bearing	\$
Line 46	Savings and temporary cash investments	\$73,16
Line 47c	Accounts receivable	\$
Line 48c	Pledges receivable	\$
Line 49	Grants receivable	\$
Line 50	Receivables due from officers, directors, etc.	\$
Line 51c	Other notes and loans receivable	\$
Line 52	Inventories for sale or use	\$
Line 53	Prepaid expenses and deferred charges	\$37
Line 54	Investments - securities	\$
Line 55c	Investments - land, buildings, equipment	\$
Line 56	Investments - other	\$
Line 57c	Land, buildings, equipment	\$909
Line 58	Other assets	\$11,663,67
Line 59	Total assets	\$11,743,12
Part IV - Liabilities		
Line 60	Accounts payable and accrued expenses	\$390
Line 61	Grants payable	\$
Line 62	Support and revenue designated for future periods	\$
Line 63	Loans from officers, directors, etc.	\$
Line 64	Mortgages and other notes payable	\$
Line 65	Other liabilities	\$
Line 66	Total liabilities	\$390
Part IV - Fund Balances or Net Assets		
Line 67a	Current unrestricted fund	\$
Line 67b	Current restricted fund	\$
Line 68	Land, buildings, and equipment fund	\$
Line 69	Endowment fund	\$

RIVERSIDE COMMUNITY FOUNDATION
Form 990 (Partial) for Fiscal Year Ending December 31, 1992

Line 70	Other funds	\$
Line 71	Capital stock or trust principal	\$11,668,67
Line 72	Paid-in or capital surplus	\$
Line 73	Retained earnings or accumulated income	\$74,06
Line 74	Total fund balances or net assets	\$11,742,73
Line 75	Total liabilities & fund balances/net assets	\$11,743,12

CALIFORNIA NONPROFIT DATABASE
OUTPUT FOR MITCHELLC
RIVERSIDE COMMUNITY FOUNDATION
Form CT2 as of December 31, 1992

RIVERSIDE COMMUNITY FOUNDATION
Form CT2 for Fiscal Year Ending December 31, 1992

California Nonprofit Database *
March 28, 1995

Employer Identification Number: 952031692
California Registry of Charitable Trusts Number: 002051

Line A	Exempt from federal income tax?	
Line B	A split interest trust?	
Part I Filing requirements		
Line I	Not private foundation: Form 990 and Sched A filed	
Line I	Private foundation: Form 990 PF filed.	
Part IA	Program activities limited solely to grantmaking?	
Part II Statements regarding this organization during this period		
Line 1	50% or more of revenue from government grants?	
Line 2	Audit exceptions in excess of \$50,000?	
Line 2a	Total amount involved.	\$
Line 3	Report on financial statements by independent accountant?	
Line 4	Any property in name of or commingled with that of another?	
Line 5	Any financial transactions with officer, director or trustee?	
Line 5a	Total amount involved.	\$
Line 6	Donation to organization not tax-exempt under 501(c)(3) or (4)?	
Line 6a	Fair market value of donation.	\$
Line 7	Regularly solicit or sell salvage in a thrift store?	
Line 8	Any officer, director or trustee party to breach of trust?	
Line 9	Any tax-related penalty, fine or judgement paid or incurred?	
Line 9a	Total amount involved.	\$
Line 10	Receive \$10,000 or more in direct public support?	
Line 10a	Direct support from general public	\$7,65
Line 10b	Foundation and trust grants.	\$33,29
Line 10c	Corporate and other business grants.	\$32,57
Line 10d	Bequests	\$1,210,11
Line 10e	Total direct public support.	\$1,283,64
Line 11	Contract for or use independent professional fundraiser?	
Line 12	Invested assets total \$50,000 or more?	
Line 13	Receive any income from bingo games?	
Line 13a	Gross revenue involved	\$0
Line 14 Employee compensation for the five highest paid employees		
Line 14a	Any salary + benefits + expenses > \$100,000?	
Line 14b	Any other compensation or bonus > \$10,000?	
Line 14c	Residence for personal use for any employee?	
Line 14d	Lease, rent or purchase property from any employee?	
Line 14d	Total amount involved.	\$0
Line 14e	Loans > \$5,000 to any employee?	
Line 15	Any payments to independent consultants?	
Line 15a	Total of all such payments	\$0
Line 16	Taxes and/or related penalties incurred:	
Line 16a	Payroll - Tax.	\$1,217
Line 16a	Payroll - Penalty.	\$0
Line 16b	Sales - Tax.	\$0

* Data obtained from the California Registry of Charitable Trusts: 501(c)(3) and (c)(4) organizations registered with the state as of 09/24/1993.

RIVERSIDE COMMUNITY FOUNDATION
Form CT2 for Fiscal Year Ending December 31, 1992

Line 16b	Sales - Penalty.		\$
Line 16c	Personal property - Tax.		\$
Line 16c	Personal property - Penalty.		\$
Line 16d	Real estate - Tax.		\$
Line 16d	Real estate - Penalty.		\$
Line 16e	Unrelated business income - Tax.		\$
Line 16e	Unrelated business income - Penalty.		\$
Line 31	Form 4720 filed with IR.		\$
Line 31a	Total taxes paid with that return.		\$
Part IV Professional Fund-Raisers (Line 11 was answered Yes)			
Line 44	Total Public Donations		\$
Line 45	All payments to PFR.		\$
Line 46	All other fund-raising expenses.		\$
Line 47	Net proceeds (44 - 45 & 46).		\$
Part V Investment totaling \$50,000 or more (Line 12 was answered Yes)			
Line 60	Securities at cost, BOY (990 line 54A)	\$11,165,38	
Line 61	Securities acquired.	\$8,779,61	
Line 62	Securities sold.	\$8,276,32	
Line 63	Securities at cost, EOY (990 line 54B)	\$11,668,67	
Line 64	Securities at market value, EOY.	\$13,354,96	
Line 65	Sum of all gains on sales during year.	\$148,44	
Line 66	Sum of all losses on sales during year.	\$109,66	
Line 67	Dividends, interest from securities (990 line 5)	\$691,04	
Line 68	Total return realized (65 - 66 + 67)	\$729,82	
Line 69	Less investment counsel fees	\$74,40	
Line 70	Net return realized (68 - 69).	\$655,41	
Engaged in, purchased, sold or held during year:			
Line 71	Investments (any type) producing no current income?		N
Line 72	Investments (any type) worth 1/2 or less of original basis?		N
Line 73	Securities on margin?		N
Line 74	Warrants, puts, calls, options, futures, short sales?		N
Line 75	Stocks rated Speculative Grade or B- or less		N
Line 76	Securities not publicly traded		N
Line 77	Municipal bonds or similar tax-exempt securities yielding less?		N
Line 78	Stock in which officer, director, trustee owns 10% of shares?		N

Local Economic Development Funders and CBOs

GrantID	FunderID	FundType	Grantor	CBOID	Grantee	FY	Amount	Vrs.	1 Yr. Amt.	Purpose	Target	EDType
1	1	4	Gap Foundation	1	Central City Hospitality House	1993	10,000	1	10,000	Art programs and holiday card project for homeless	2	4
2	2	4	Gap Foundation	2	Ella Hill Hutch Community Center	1993	20,000	1	20,000	Midnight basketball employment workshop	1	1
3	3	1	Gap Foundation	3	Jobs for Youth	1993	2,500	1	2,500	Academy for Career Excellence	1	1
4	4	4	Gap Foundation	4	Northern Calif Grantmakers	1993	10,000	1	10,000	Support for summer work and recreation programs	1	1
5	5	4	Gap Foundation	5	SF Conservation Corps	1993	15,000	1	15,000	Job training, high school equivalency and community service	1	1
6	6	4	Gap Foundation	72	Life Center	1993	10,000	1	10,000	Positive Resource - employment services for people with HIV	8	1
7	7	4	Gap Foundation	7	Pacific News Service	1993	10,000	1	10,000	Production and expanded distribution for YOJ youth newspa	1	4
8	8	2	United Way of San F	10	Refugee Transitions	1995	17,769	1	17,769	Life skills and orientation program	8	1
9	9	2	United Way of San F	11	Rehabilitation Services of North	1995	21,123	1	21,123	Case mgmt, basic skills, ESL tutorial	8	1
10	10	2	United Way of San F	12	Ariba Juniors	1995	12,316	1	12,316	Computer skills training	8	1
11	11	2	United Way of San F	12	Ariba Juniors	1995	12,316	1	12,316	Certified nursing assistant training program	8	1
12	12	2	United Way of San F	13	Asian Neighborhood Design	1995	11,014	1	11,014	Leverage construction money to create jobs	8	5
13	13	2	United Way of San F	14	Catholic Charities of Archdiocese	1995	10,000	1	10,000	Refugee employment assistance program	5	1
14	14	2	United Way of San F	14	Catholic Charities of Archdiocese	1995	20,000	1	20,000	Richmond Hill Family Center	5	1
15	15	2	United Way of San F	15	Children's Council of SF	1995	10,000	1	10,000	Understanding African American Communities Family Supp	7	1
16	16	2	United Way of San F	15	Children's Council of SF	1995	10,868	1	10,868	Community outreach, home visit and support networks progr	8	1
17	17	2	United Way of San F	15	Children's Council of SF	1995	11,000	1	11,000	Multicultural childcare development and training program	4	1
18	18	2	United Way of San F	16	Chinese Newcomers' Service Ce	1995	63,060	1	63,060	Multicultural job placement and employment support	8	1
19	19	2	United Way of San F	17	Episcopal Community Services	1995	22,657	1	22,657	Emergency transitional shelter	2	5
20	20	2	United Way of San F	18	Options for Women Over Forty	1995	2,553	1	2,553	Support group for mid-life Lesbians	4	1
21	21	2	United Way of San F	18	Options for Women Over Forty	1995	10,028	1	10,028	Latina employment program	4	1
22	22	2	United Way of San F	19	Renaissance Technical Training	1995	29,755	1	29,755	Job placement, vocational training	8	1
23	23	2	United Way of San F	20	ARC San Francisco	1995	64,244	1	64,244	Employment services	8	1
24	24	2	United Way of San F	21	Youth for Service	1995	10,000	1	10,000	Auto tech training program	1	1
25	25	2	United Way of San F	21	Youth for Service	1995	13,551	1	13,551	Computer literacy program	1	1
26	26	2	United Way of San F	21	Youth for Service	1995	10,500	1	10,500	Job readiness/case manager	1	1
27	27	2	United Way of San F	21	Youth for Service	1995	20,000	1	20,000	Bicycle repair workshop	1	1
28	28	3	Evelyn and Walter H	13	Asian Neighborhood Design	1994	100,000	2	50,000	Refine training programs	7	1
29	29	3	Evelyn and Walter H	22	Call Reinvestment Committee	1994	15,000	2	7,500	To increase opportunity for families and businesses to obtain	3	2
30	30	3	Evelyn and Walter H	23	Center for Community Change	1994	60,000	2	30,000	Economic development and neighborhood improvement	8	5
31	31	3	Evelyn and Walter H	24	City College of SF	1994	25,000	1	25,000	Work force training	8	1
32	32	3	Evelyn and Walter H	25	Community Housing Partnership	1994	40,000	2	20,000	Skill building for homeless	2	1
33	33	3	Evelyn and Walter H	26	Local Economic Assistance Prog	1994	50,000	1	50,000	To establish a community development bank	8	3
34	34	3	Evelyn and Walter H	27	Women's Initiative for Self-Emplo	1994	80,000	2	40,000	Small nonprofit business ventures in S.F.	8	4
35	35	3	Evelyn and Walter H	27	Women's Initiative for Self-Emplo	1994	80,000	2	40,000	Help low-income women develop small business	4	3
36	36	4	James Irvine Founda	28	Corporation for Enterprise Develo	1993	28,655	3	9,551	Women's Economic Development Initiative	4	5
37	37	4	James Irvine Founda	81	North of Market Planning Conditio	1993	50,000	1	50,000	Core support toward the implementation of the Tenderloin 20	8	5
38	38	4	James Irvine Founda	27	Women's Initiative for Self-Emplo	1993	50,000	1	50,000	To support the California Association of Micro-Enterprise Op	4	2
39	39	4	James Irvine Founda	28	Youth Build SF	1993	100,000	1	100,000	Vocational construction skills with low-income housing rehab	1	1
40	40	4	James Irvine Founda	29	Center for Common Concerns	1993	100,000	1	100,000	To raise income for homeless	2	1
41	41	5	Women's Foundation	30	Central American Refugee Cente	1994	10,000	1	10,000	Job training and placement of Central American refugee wor	4	1
42	42	5	Women's Foundation	31	Common Wealth	1994	5,000	1	5,000	Life skills and pre-employment workshop	4	1
43	43	5	Women's Foundation	32	Fuerza Unida, Inc.	1994	10,000	1	10,000	Work to educate, support and develop the skills of laid-off w	4	1
44	44	5	Women's Foundation	33	LifeLine Ministries Women's Shelt	1994	7,200	1	7,200	Career and educational guidance	4	1
45	45	5	Women's Foundation	18	Options for Women Over Forty	1994	5,000	1	5,000	Help with job search	4	1
46	46	6	Mayor's Office of Ch	34	CA/IEED	1995	124,000	2	62,000	To provide a continuum of service for families with children d	1	1
47	47	6	Mayor's Office of Ch	1	Central City Hospitality House	1995	250,000	2	125,000	Job counseling and placement	1	1
48	48	6	Mayor's Office of Ch	36	Ocean, Merced, Ingelside Comm	1995	200,000	1	200,000	Aboriginal Blackman United	3	1
49	49	6	Mayor's Office of Ch	37	Center on Juvenile and Criminal	1995	200,000	2	100,000	Counseling and placement for juveniles	1	1
50	50	6	Mayor's Office of Ch	38	SFSU Foundation	1995	100,000	2	50,000	Bridges to Work program	1	1
51	51	6	Mayor's Office of Ch	39	Youth Guidance Center Improver	1995	98,000	2	49,000	Job training of juveniles	1	1
52	52	6	Mayor's Office of Ch	40	Real Alternative Program	1995	300,000	2	150,000	Job readiness, placement and training	1	1
53	53	6	Mayor's Office of Ch	41	SF League of Urban Gardeners	1995	100,000	2	50,000	Job readiness, placement and training	1	1
54	54	6	Mayor's Office of Ch	42	Japanese Community Youth Cou	1995	300,000	2	150,000	Job readiness and paid internships	1	1
55	55	6	Mayor's Office of Ch	43	Girls Against Gangs	1995	50,000	2	25,000	Employment placement	1	1
56	56	6	Mayor's Office of Ch	44	Horizons Unlimited of SF	1995	123,000	2	61,500	Job development and training	1	1

57	6	1	Mayor's Office of Co	2	Elia Hill Hill Community Center	1995	300,000	2	150,000	99	Vocational clerical training	1	1
56	6	1	Mayor's Office of Ch	45	Filipino American Council of SF	1995	25,000	2	12,500	Pre employment training	1	1	
59	6	1	Mayor's Office of Ch	46	Community Education Service	1995	150,000	2	75,000	Pre employment training	1	1	
60	7	1	Mayor's Office of Co	47	Tides Foundation/Garden Project	1995	54,000	1	54,000	Creation thru establishment of urban market gardens	8	4	
61	7	1	Mayor's Office of Co	48	Walden House	1995	40,000	1	40,000	Job creation through expansion of printing enterprise	8	4	
62	7	1	Mayor's Office of Co	49	Golden Gate Community Center	1995	40,000	1	40,000	Job creation to expand printed apparel enterprise	8	4	
63	7	1	Mayor's Office of Co	50	Self Help for the Elderly	1995	21,000	1	21,000	Job creation for continuation of travel services for seniors	6	4	
64	7	1	Mayor's Office of Co	27	Women's Initiative for Self-Emplo	1995	115,000	1	115,000	Business start-up assistance for low/moderate income women	4	2	
65	7	1	Mayor's Office of Co	51	Wu Yee Children's Service	1995	84,000	1	84,000	Business start-up assistance for persons intending to operate	2	2	
66	7	1	Mayor's Office of Co	52	Career Resources Development	1995	135,000	1	135,000	Business start-up assistance for persons intending to operate	8	8	
67	7	1	Mayor's Office of Co	19	SF Renaissance	1995	183,500	1	183,500	Business start-up training for low/moderate income persons	8	8	
68	7	1	Mayor's Office of Co	53	Enterprise Zone Administration	1995	130,000	1	130,000	Business start-up assistance	8	8	
69	7	1	Mayor's Office of Co	54	Center for Southeast Asian Field	1995	110,100	1	110,100	Business start-up assistance	5	5	
70	7	1	Mayor's Office of Co	55	South of Market Foundation	1995	35,000	1	35,000	Loan packaging and technical assistance to small business	3	3	
71	7	1	Mayor's Office of Co	56	Urban Economic Development C	1995	211,300	1	211,300	Loan packaging and technical assistance to small business	8	8	
72	7	1	Mayor's Office of Co	57	Asian Inc.	1995	255,300	1	255,300	Loan packaging and technical assistance to small business	8	8	
73	7	1	Mayor's Office of Co	58	Mission Economic Development	1995	241,750	1	241,750	Loan packaging and technical assistance to small business	8	8	
74	7	1	Mayor's Office of Co	59	African Immigrant & Refugee Res	1995	46,600	1	46,600	Employment services for Ethiopian refugees	7	2	
75	7	1	Mayor's Office of Co	1	Central City Hospitality House	1995	48,416	1	48,416	Employment services for homeless youth	7	2	
76	7	1	Mayor's Office of Co	60	Charity Cultural Services Center	1995	55,000	1	55,000	Employment training -- cooking and bartending	8	8	
77	7	1	Mayor's Office of Co	61	Chinatown Youth American Cook	1995	50,000	1	50,000	Employment training for cooks	8	8	
78	7	1	Mayor's Office of Co	62	Chinatown Youth Center	1995	37,676	1	37,676	Placement services for Asian youth	1	1	
79	7	1	Mayor's Office of Co	63	Chinese Newcomer's Service Ce	1995	30,927	1	30,927	Placement services for language-limited immigrants	5	5	
80	7	1	Mayor's Office of Co	64	Chinese for Alternative Action	1995	67,244	1	67,244	Placement service for Asians/women in trade occupations	7	7	
81	7	1	Mayor's Office of Co	46	Filipino American Council	1995	57,000	1	57,000	Clerical training for Filipino immigrants	7	7	
82	7	1	Mayor's Office of Co	43	Horizons Unlimited	1995	61,326	1	61,326	Employment services for youth and young adults	5	5	
83	7	1	Mayor's Office of Co	65	Ingleside Community Center	1995	68,500	1	68,500	Employment services for youth and young adults	1	1	
84	7	1	Mayor's Office of Co	66	Korean Center	1995	73,000	1	73,000	Job training for at-risk youth	1	1	
85	7	1	Mayor's Office of Co	110	Mayor's Office of Children, Youth	1995	100,094	1	110,094	Placement services in private sector for youths	1	1	
86	7	1	Mayor's Office of Co	67	Mission Living Hall	1995	118,738	1	118,738	Job development and placement services	7	7	
87	7	1	Mayor's Office of Co	68	Mission Language and Vocational	1995	214,140	1	214,140	Clerical and ESL training for Hispanics	7	7	
88	7	1	Mayor's Office of Co	69	Mutual Assistance Association C	1995	28,340	1	28,340	Employment placement service for refugee and immigrant y	5	5	
89	7	1	Mayor's Office of Co	70	Northern California Service Lega	1995	66,000	1	66,000	Placement service for welfare recipients	3	3	
90	7	1	Mayor's Office of Co	36	Ocean, Meicred, Ingleside Comm	1995	35,000	1	35,000	Placement service for OMI residents	3	3	
91	7	1	Mayor's Office of Co	52	Career Resources Development	1995	102,842	1	102,842	Workplace literacy and training for limited English-speaking	5	5	
92	7	1	Mayor's Office of Co	72	Positive Resource of The AIDS/H	1995	20,000	1	20,000	Employment services for persons with AIDS/HIV	8	8	
93	7	1	Mayor's Office of Co										

Local Economic Development Funders and CBOs

114	7	1	Mayor's Office of Co	84	Small Business Park	1995	14,000	1	14,000	Loan packaging and business technical assistance	8	7
115	7	1	Mayor's Office of Co	85	South of Market Business Loan F	1995	250,000	1	250,000	Loan funds for small businesses	8	7
116	7	1	Mayor's Office of Co	86	Tenderloin Small Business Assis	1995	190,494	1	190,494	Loan funds for small businesses	8	7
117	8	4	Levi Strauss Founda	93	Jewish Vocational Services	1994	20,000	1	20,000	99	5	1
118	8	4	Levi Strauss Founda	115	New Ways to Work	1994	30,000	1	30,000	New Ways Workers	1	1
119	8	4	Levi Strauss Founda	103	Raphael House	1994	5,000	1	5,000	99	2	4
120	8	4	Levi Strauss Founda	25	Community Housing Partnership	1994	30,000	1	30,000	99	8	5
121	8	4	Levi Strauss Founda	24	City College of SF Garment 2000	1994	40,000	1	40,000	99	4	2
122	8	4	Levi Strauss Founda	27	Women's Initiative for Self-Emplo	1994	30,000	1	30,000	99	4	3
123	8	4	Levi Strauss Founda	89	Garden Project	1994	15,000	1	15,000	99	2	2
124	8	4	Levi Strauss Founda	58	Mission Economic Development	1994	30,000	1	30,000	99	7	3
125	9	4	BankAmerica Found	58	Mission Economic Development	1993	15,000	1	15,000	Support for new Hispanic businesses in the Mission	7	3
126	9	4	BankAmerica Found	100	Northern Calif Community Loan	1993	50,000	1	50,000	Outreach, technical assistance for permanent loan capital fu	8	3
127	9	4	BankAmerica Found	19	SF Renaissance	1993	50,000	1	50,000	Expansion of the Entrepreneurship Center	8	3
128	9	4	BankAmerica Found	105	Tenderloin Neighborhood Develo	1993	10,000	1	10,000	99	3	1
129	10	2	San Francisco Foun	99	99	1993	25,000	1	25,000	Design of a computer skills training program	4	1
130	10	2	San Francisco Foun	87	Bay Area Institute	1993	50,000	1	50,000	Training in journalism & publication of Youth Outreach	1	1
131	10	2	San Francisco Foun	62	Chinatown Youth Services Center	1993	10,000	1	10,000	Youth job counseling and training	1	1
132	10	2	San Francisco Foun	17	Episcopal Sanctuary	1993	60,000	2	30,000	Employment counseling & job development	2	1
133	10	2	San Francisco Foun	90	Instituto Laboral de La Plaza	1993	20,000	1	20,000	Employment retention services	2	1
134	10	2	San Francisco Foun	96	KMP1-TV 32	1993	15,000	1	15,000	Start-up of television station	8	3
135	10	2	San Francisco Foun	97	La Plaza Centro Legal	1993	25,000	1	25,000	Labor defense advocacy	8	1
136	10	2	San Francisco Foun	115	New Ways to Work	1993	25,000	1	25,000	New Ways Workers	1	1
137	10	2	San Francisco Foun	5	SF Conservation Corps	1993	20,000	1	20,000	New projects & expansion of services	1	1
138	10	2	San Francisco Foun	104	South of Market Problem Solving	1993	15,000	1	15,000	ED of South of Market	8	5
139	10	2	San Francisco Foun	106	Western Addition Council of You	1993	20,000	1	20,000	Youth retail training	1	1
140	10	2	San Francisco Foun	27	Women's Initiative for Self-Emplo	1993	20,000	1	25,000	Organizational development	4	5
141	10	2	San Francisco Foun	75	Young Community Developers	1993	20,000	1	20,000	Youth minor home repair training	1	1
142	10	2	San Francisco Foun	39	Youth Guidance Center Improver	1993	15,000	1	15,000	Youth small business training	1	1
143	10	2	San Francisco Foun	58	Mission Economic Development	1993	55,000	1	55,000	99	8	5
144	10	2	San Francisco Foun	27	Women's Initiative for Self-Emplo	1993	14,500	1	14,500	99	4	5
145	11	4	Telesis Foundation	19	SF Renaissance Center	1993	25,000	1	25,000	Business incubator expansion	8	3
146	11	4	Telesis Foundation	27	Women's Initiative for Self-Emplo	1993	10,000	1	10,000	New program involving seniors & women who want to start	4	3
147	11	4	Telesis Foundation	87	Bay Area Institute	1993	10,000	1	10,000	Publication of YOI & job training	1	1
148	11	4	Telesis Foundation	111	Centro del Pueblo	1993	15,000	1	15,000	Youth job training in copy machine and printing eqpt.	2	1
149	11	4	Telesis Foundation	112	Hamilton Family Center	1993	7,500	1	7,500	Job assistance and childcare for homeless	2	1
150	12	3	Roberts Foundation	98	Larkin Street Youth Center	1994	25,000	1	25,000	Business ventures/retail services	2	4
151	12	3	Roberts Foundation	98	Larkin Street Youth Center	1994	30,000	1	30,000	Business ventures/retail services	2	4
152	12	3	Roberts Foundation	1	Central City Hospitality House	1994	1,300	1	1,300	Greeting card business	2	4
153	12	3	Roberts Foundation	101	Oak Street House	1994	25,000	1	25,000	T-shirt business	2	4
154	12	3	Roberts Foundation	98	Larkin Street Youth Center	1994	50,000	1	50,000	Business ventures/retail services	2	4
155	12	3	Roberts Foundation	101	Oak Street House	1994	30,000	1	30,000	T-shirt business	2	4
156	12	3	Roberts Foundation	98	Larkin Street Youth Center	1994	25,000	1	25,000	Business ventures/retail services	2	4
157	12	3	Roberts Foundation	1	Central City Hospitality House	1994	30,000	1	30,000	Greeting card business	2	4
158	12	3	Roberts Foundation	101	Oak Street House	1994	20,000	1	20,000	T-shirt business	2	4
159	12	3	Roberts Foundation	1	Central City Hospitality House	1994	20,000	1	20,000	Greeting card business	2	4
160	12	3	Roberts Foundation	105	Tenderloin Neighborhood Develo	1994	10,000	1	10,000	99	2	4
161	12	3	Roberts Foundation	27	Women's Initiative for Self-Emplo	1994	27,060	1	20,000	99	2	4
162	12	3	Roberts Foundation	25	Community Housing Partnership	1994	20,000	1	20,000	99	2	4
163	13	3	Korel Foundation	42	Japanese Community Youth Cou	1993	20,000	1	20,000	99	2	4
164	13	3	Korel Foundation	115	New Ways to Work	1993	15,000	1	15,000	Youth employment opportunities	1	1
165	13	3	Korel Foundation	113	Family Service Agency of SF	1993	50,000	1	50,000	Bayshore Workers Project	3	5
166	13	3	Korel Foundation	105	Tenderloin Neighborhood Develo	1993	35,000	1	35,000	99	1	1
167	13	3	Korel Foundation	92	Jewish Family & Children's Serv	1993	145,000	1	145,000	Vocational, English & computer training	8	1
168	13	3	Korel Foundation	94	Jubilee West	1993	20,000	1	20,000	Assistance in finding employment	1	1
169	13	3	Korel Foundation	28	Youth Build	1993	25,000	1	25,000	Vocational training for youth	1	1
170	13	3	Korel Foundation	2	Ella-Hill Hutch Community Center	1993	15,000	1	15,000	Midnight basketball	1	1

Local Economic Development Funders and CROs

171	13	3	Koret Foundation	102	Potero Hill Neighborhood House	1993	25,000	1	25,000	q9	Hunter's Point jobs revitalization project	R	5
172	14	4	PG&E	107	Business Development Inc.	1994	10,000	1	10,000		Establish business resource center	3	1
173	14	4	PG&E	27	Women's Initiative for Self Empl	1994	12,000	1	12,000		Job training	4	3
174	14	4	PG&E	12	Joint Project: Ariba, MEDA, Hiri	1994	20,000	1	20,000		Employment and training activities	8	1
175	14	4	PG&E	114	Private Industry Council	1994	5,000	1	5,000		Job training	2	1
176	14	4	PG&E	109	St Vincent de Paul	1994	15,000	1	15,000		Business incubator	8	1
177	14	4	PG&E	13	Joint Project: Asian Neighborhood	1994	1,600	1	1,600		Development of organic garden in Hunter's Point for recently	8	1
178	14	4	PG&E	19	SF Renaissance Center	1994	100,000	1	100,000		Garden work for homeless	8	1
179	15	3	Columbia Foundation	19	SF Renaissance Entrepreneurshi	1994	40,000	2	40,000		Ben & Jerry's franchise	9	7
180	15	3	Columbia Foundation	47	Tides Foundation	1994	50,000	3	50,000			9	7
181	15	3	Columbia Foundation	77	Fresh Start Farms	1994	25,000	1	25,000			11	9
182	15	3	Columbia Foundation	98	Larkin Steel Services	1995	40,380	1	40,380			13	7
183	16	1	Private Industry Cou	52	Career Resources Development	1995	39,389	1	39,389			9	7
184	16	1	Private Industry Cou	116	Bay Area Urban League	1995	39,874	1	39,874			9	7
185	16	1	Private Industry Cou	126	Third Baptist Church	1995	31,965	1	31,965			10	6
186	16	1	Private Industry Cou	93	Jewish Vocational Services	1995	83,200	1	83,200			10	6
187	16	1	Private Industry Cou	117	Chinatown American Cooks Schd	1995	91,845	1	91,845			10	6
188	16	1	Private Industry Cou	122	SF Vocational Services	1995	67,840	1	67,840			10	6
189	16	1	Private Industry Cou	118	Center for Employment Training	1995	43,720	1	43,720			10	6
190	16	1	Private Industry Cou	67	Mission Hiring Hall	1995	57,320	1	57,320			10	6
191	16	1	Private Industry Cou	24	City College of SF	1995	69,489	1	69,489			10	6
192	16	1	Private Industry Cou	13	Asian Neighborhood Design	1995	170,355	1	170,355			10	6
193	16	1	Private Industry Cou	52	Career Resources Development	1995	80,676	1	80,676			10	6
194	16	1	Private Industry Cou	66	Korean Center Inc.	1995	69,505	1	69,505			10	6
195	16	1	Private Industry Cou	68	Mission Language and Vocational	1995	53,963	1	53,963			10	6
196	16	1	Private Industry Cou	93	Jewish Vocational Services	1995	109,150	1	109,150			10	6
197	16	1	Private Industry Cou	122	SF Vocational Services	1995	148,814	1	148,814			10	6
198	16	1	Private Industry Cou	12	Ariba Juniors	1995	199,800	1	199,800			10	6
199	16	1	Private Industry Cou	116	Bay Area Urban League	1995	134,203	1	134,203			10	6
200	16	1	Private Industry Cou	124	Swords to Plowshares	1995	45,000	1	45,000			10	6
201	16	1	Private Industry Cou	36	Ocean, Merced, Ingleside Comm	1995	138,312	1	138,312			10	6
202	16	1	Private Industry Cou	70	Northern California Service Leag	1995	83,200	1	83,200			10	6
203	16	1	Private Industry Cou	125	The Family School	1995	60,000	1	60,000			10	6
204	16	1	Private Industry Cou	12	Ariba Juniors	1995	152,244	1	152,244			10	6
205	16	1	Private Industry Cou	121	Renaissance Experience Plus	1995	41,580	1	41,580			10	6
206	16	1	Private Industry Cou	50	Self Help for the Elderly	1995	54,037	1	54,037			10	6
207	16	1	Private Industry Cou	66	Korean Center Inc.	1995	20,196	1	20,196			10	6
208	16	1	Private Industry Cou	73	Potero Hill Community Develop	1995	63,542	1	63,542			10	6
209	16	1	Private Industry Cou	52	Career Resources Development	1995	36,103	1	36,103			10	6
210	16	1	Private Industry Cou	62	Chinatown Youth Center	1995	12,800	1	12,800			10	6
211	16	1	Private Industry Cou	123	SF Educational Services	1995	8,889	1	8,889			10	6
212	16	1	Private Industry Cou	117	Chinatown American Cooks Schd	1995	28,290	1	28,290			10	6
213	16	1	Private Industry Cou	122	SF Vocational Services	1995	110,684	1	110,684			10	6
214	16	1	Private Industry Cou	67	Mission Hiring Hall	1995	123,534	1	123,534			10	6
215	16	1	Private Industry Cou	39	Youth Guidance Center Improver	1995	54,780	1	54,780			10	6
216	16	1	Private Industry Cou	13	Asian Neighborhood Design	1995	122,460	1	122,460			10	6
217	16	1	Private Industry Cou	47	Tides Foundation	1995	175,778	1	175,778			10	6
218	16	1	Private Industry Cou	52	Career Resources Development	1995	31,741	1	31,741			10	6
219	16	1	Private Industry Cou	68	Mission Language and Vocational	1995	69,618	1	69,618			10	6
220	16	1	Private Industry Cou	119	Glide Foundation/Vietnamese Yo	1995	28,171	1	28,171			10	6
221	16	1	Private Industry Cou	46	Community Educational Services	1995	28,000	1	28,000			10	6
222	16	1	Private Industry Cou	62	Chinatown Youth Center	1995	85,801	1	85,801			10	6
223	16	1	Private Industry Cou	12	Ariba Juniors	1995	2,619,300	1	2,619,300			10	6
224	16	1	Private Industry Cou	36	Ocean, Merced, Ingleside Comm	1995	346,000	1	346,000			10	6
225	16	1	Private Industry Cou	124	Summer Youth Employment & Tr	1995	200,000	1	200,000			10	6
226	16	1	Private Industry Cou	124	Summer Youth Employment & Tr	1995	200,000	1	200,000			10	6
227	16	1	Private Industry Cou	125	IRA Pool, Adult	1995	200,000	1	200,000			10	6

Local Economic Development Funders and CBOs

228	16	1	Private Industry Cou	125	OUT Pool, Adult	1995	225,000	1	225,000			9	6
229	16	1	Private Industry Cou	125	IR Pool, Youth	1995	125,000	1	125,000			10	8
230	16	1	Private Industry Cou	125	OUT Pool, Youth	1995	70,000	1	70,000			10	6
231	16	1	Private Industry Cou	125	NCOA Joint Project, Older	1995	41,861	1	41,861			14	8
232	16	1	Private Industry Cou	126	STEP SFUSD "SYS"	1995	35,848	1	35,848			10	8
233	16	1	Private Industry Cou	126	STEP PIC "SYS" Mentors	1995	32,887	1	32,887			10	8
234	16	1	Private Industry Cou	99	Assessment Center	1995	134,236	1	134,236			15	9
235	17	1	SF Redevelopment	99	Employment Development Program	1995	886,000	1	886,000			3	3
236	17	1	SF Redevelopment	99	Business Development Program	1995	682,000	1	682,000			3	3
237	18	1	SF Dept of Social Se	15	Children's Council of SF	1995	2,209,244	1	2,209,244			3	1
238	18	1	SF Dept of Social Se	127	EDD	1995	87,000	1	87,000			3	1
239	18	1	SF Dept of Social Se	128	SFUSD	1995	75,200	1	75,200			1	1
240	18	1	SF Dept of Social Se	123	SF Educ Services	1995	35,000	1	35,000			1	1
241	18	1	SF Dept of Social Se	24	City College of SF	1995	160,000	1	160,000			3	1
242	18	1	SF Dept of Social Se	129	Life Skills	1995	51,250	1	51,250			1	1
243	18	1	SF Dept of Social Se	99	Ancillary	1995	242,756	1	242,756			3	1
244	18	1	SF Dept of Social Se	130	TAPP CalLearn	1995	251,900	1	251,900			1	1
245	18	1	SF Dept of Social Se	99	NET	1995	99	1	99			3	1
246	18	1	SF Dept of Social Se	99	GATES	1995	99	1	99			3	1