

**Mayor's Office of Housing and Community Development**  
City and County of San Francisco



**London N. Breed**  
Mayor

**Daniel Adams**  
Director

June 14, 2024

Shanell Williams  
Executive Director  
Rafiki Coalition for Health and Wellness  
601 Cesar Chavez, San Francisco, CA 94124

**Subject: Citywide Fiscal and Compliance Monitoring of Current Contracts/Grants for Rafiki Coalition for Health and Wellness for Fiscal Year FY23-24.**

**List of Contracts Reviewed:**

<b>Department / Program</b>	<b>Contract Name / Description</b>
Mayor's Office of Housing and Community Development	Project 203998-23 Brandy Moore House
	Project 204122-23 Ujamaa Collaborative: Black-Led Organizations
	Project 204088 Brandy Moore House Elevator Project
Department of Public Health	HHS: Non Medical HIV Case Management (#1000020911)
	Health Ed: Black African American Community Wellness Health Initiative (#1000025064)
	MH-Adult: Black African American Wellness & Peer Leadership Initiative (#1000025064)
	CHEP: Health Access Point: B/AA Capacity Building (#1000024732)

Dear Shanell Williams:

This letter conveys the results of the Citywide Fiscal and Compliance Monitoring conducted for FY23-24. The monitoring was led by Dolly Sithounnolat, Mayor's Office of Housing and Community Development in conjunction with other funding City Departments. The fiscal and compliance monitoring reviewed multiple standards, including but not limited to the following categories: Agency-Wide Budget, Audited Financial Statements, Financial Reports and Invoice Review.

**Overall Assessment**

Please find the summary table below of the findings the monitoring team identified during the fiscal and compliance monitoring this fiscal year.

**Fiscal and Compliance Monitoring Findings**

**Please respond by July 15, 2024**

<b>Standard Section</b>	<b>Standard Sub-Section</b>	<b>Finding Description</b>	<b>Required Corrective Action</b>
10	c. These two meetings are announced to the general public at least 30 days in advance through the SF Public Library and the Clerk of the Board of Supervisors	Due to leadership and administration changes, the organization missed posting at least two public board meetings	Contractor must submit a response attesting that two public meetings with a quorum were announced 30 days in advance via the required sources. If this standard was not met in the monitored year, Contractor must submit a reasonable explanation, as well as a plan to ensure the Contractor will be in compliance with this standard in the future. Contractor will remain "not yet in conformance" until subsequent monitoring shows the standard has been met.
6	a. Balance Sheet: Current (as of the last three months, at least)	Organization provided a balance sheet from March 2024, however contracts/grants were only recognized once the contract is signed.	Contractor must maintain a current Balance Sheet. Balance sheet must provide an adequate and informative analysis of the fiscal condition of the agency. If the contractor does not have an appropriate template, the contractor must provide a plan (with a timeline, if necessary) for when it can produce such a document. The contractor will remain "not yet in conformance" until subsequent monitoring shows the standard has been met.
6	e. Profit and Loss Statement: Shows year-to-date (YTD) income and expense by program/ contract/ funding source, including indirect costs	P&L did not show year-to-date income and expenses by program, contract or funding source (including indirect costs).	Contractor must maintain a current Profit and Loss Statement. Statement must disclose the agency's year-to-date revenue, expenses, and resulting profit or loss by program, contract or funding source. If the contractor does not have an appropriate template, the contractor must provide a plan (with a timeline, if necessary) for when it can produce such a document. The contractor will

			remain "not yet in conformance" until subsequent monitoring shows the standard has been met.
6	f. Profit and Loss Statement: Year-to-date net income is either a positive number or the Contractor provides a sound explanation of how it will be positive by the end of the fiscal year	P&L shows a negative net income of -2,720,735.52, however staff are still updating Balance sheet & P&L. One of the explanations for this negative net income is from the delay in DPH certification.	Contractor must provide a sound explanation for how it will achieve a positive net income by the close of the fiscal year. The contractor will remain "not yet in conformance" until subsequent monitoring shows the standard has been met.

**Status Report of Previous Year’s Findings:** N/A

**Required Response by Contractor**

Please respond to this letter by the date mentioned above. In your response letter please indicate the agency’s completion of the required corrective actions. For any findings requiring additional time to address, please include your action plan and timeframe to complete the corrective actions. When the City determines that your organization has appropriately addressed the monitoring findings, you will receive a final status letter that states the initial findings have been addressed and are now in conformance.

If the findings have not been addressed by the date indicated, the final status letter will list the standard findings that are not in conformance for the monitoring period. Your funding departments will continue to work with you as your agency works to address the finding, after the monitoring period; however, your organization’s findings will be included in the City’s annual report.

Furthermore, if the City does not receive your response letter by July 15, 2024 or is not satisfied with the response, your organization is at risk of being placed on elevated concern status. Elevated concern is a designation by the City indicating a nonprofit has not responded to the City’s request for monitoring documents, has not responded to the City’s request for corrective action, has not provided a corrective action plan that is acceptable to the City, or has not complied with the implementation of its corrective action plan.

Once a nonprofit is designated as elevated concern, the agency may become less competitive for new grants or contracts from the City. Nonprofits remain on elevated concern status until a satisfactory corrective action plan is received and implemented to funding City department(s).

For more information on elevated concern status, as well as the standard monitoring and corrective action process, please review the City and County of San Francisco Citywide Nonprofit Corrective Action Policy (<http://sfcontroller.org/modules/showdocument.aspx?documentid=2824>).

If you have any questions, please do not hesitate to contact me by email at Dolly Sithounnolat;  
[dolly.sithounnolat@sfgov.org](mailto:dolly.sithounnolat@sfgov.org).

Please extend our appreciation to your staff for their preparation of the monitoring and assistance during the process. Thank you for serving the San Francisco community.

If you have any questions regarding this monitoring, please email me at [dolly.sithounnolat@sfgov.org](mailto:dolly.sithounnolat@sfgov.org).

Sincerely,

A handwritten signature in blue ink that reads "Dolly Sithounnolat". The signature is written in a cursive style with a large initial "D" and a distinct "S".

Dolly Sithounnolat  
MOHCD Fiscal & Compliance Specialist

cc: Board of Directors, Rafiki Coalition  
Tina Seng, Rafiki Coalition  
Arata Goto, MOHCD  
Wasim Samara, DPH  
Mohamed Ezzaoui Rahali, DPH