



**Mayor's Office of Housing  
& Community Development  
(MOHCD)**

**Edwin M. Lee**  
Mayor

**Kate Hartley**  
Acting Director

---

# **REQUEST FOR PROPOSALS**

## **PUBLIC SERVICES**

**FY 2017-2018  
FUNDING CYCLE**

**DATE ISSUED:**  
**DEADLINE FOR SUBMISSION:**

**Monday, August 14, 2017**  
**Friday, September 8, 2017 at 5:00 p.m.**

## NOTICE OF FUNDING AVAILABILITY

The Mayor’s Office of Housing & Community Development (MOHCD) is pleased to announce the availability of City General Funds (unless otherwise specified) for specific, pre-defined projects and services in the following program areas:

Community Building and Neighborhood Planning	\$867,000
Eviction Prevention	\$693,343
Access to Housing	\$250,000
Housing Place-Based Services	\$175,000
Legal Services	\$165,000
Foundational Competencies	\$150,000
Sustainable Homeownership	\$150,000
Organizational Capacity Building	\$100,000
Service Connection	\$100,000
Supportive Housing for PLWHA	\$50,000
Transitional Housing & Services	\$40,000
<b>TOTAL</b>	<b>\$2,740,343</b>

The grant period for awards under this notice will be from October 1, 2017 – June 30, 2018.

## TECHNICAL ASSISTANCE WORKSHOPS

MOHCD will provide 2 technical assistance workshops to assist interested applicants in determining the eligibility of proposed projects, and in completing the required elements of the proposal packet:

### Wednesday, August 16, 2017

**10:00 a.m. – 12:00 p.m.**

1 South Van Ness Avenue, 2<sup>nd</sup> Floor Atrium

For applicants interested in applying for funds in the following program areas:

- Access to Housing
- Eviction Prevention
- Housing Place-Based Services
- Legal Services
- Sustainable Homeownership
- Transitional Housing & Services

### Wednesday, August 16, 2017

**2:00 p.m. – 4:00 p.m.**

1 South Van Ness Avenue, 2<sup>nd</sup> Floor Atrium

For applicants interested in applying for funds in the following program areas:

- Community Building and Neighborhood Planning
- Foundational Competencies
- Organizational Capacity Building
- Service Connection
- Supportive Housing for PLWHA

The meeting room is wheel chair accessible. If you need translation services, a sign language interpreter, or any other accommodations, please call (415) 701-5598 at least 72 hours in advance. For speech/hearing impaired callers, please call TYY/TDD (415) 701-5503. For information on MUNI routes, please call (415) 673-6864, or 511.

# REQUEST FOR PROPOSALS (RFP) OVERVIEW

---

## **DEADLINE FOR SUBMISSION:**

by hard-copy original and USB drive copy

**September 8, 2017**

at 5:00 p.m.

One original and one USB drive copy of the completed proposal must be submitted to:

Attention: Director of Community Development  
Mayor's Office of Housing and Community Development (MOHCD)  
1 South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103

## **HAND DELIVERY RECOMMENDED**

---

### **I. ELIGIBLE PROJECTS**

Eligible projects and services under each program area can be found in the Eligible Program Areas & Programs section of this RFP (p. 7). Applicants must submit a separate proposal for each program. MOHCD reserves the option to award multiple grants to an agency during the review process.

### **II. PROCUREMENT**

This RFP procurement process, and the proposals received as a result of it, may be used to justify contract funding decisions for other similar services and/or other funding that becomes available through MOHCD or any other City department. MOHCD and/or any other City departments who use this RFP solicitation as a procurement process for other funds, reserve the right, at their own discretion, to fund select activities or partners (and remove or eliminate others) within a proposal submitted by a collaborative or group of agencies. The procurement process for this RFP or any of its component Program Areas & Programs may be delayed, suspended, or canceled if the City determines that such action is in the best interest of the City.

### **III. PRIORITIES AND ELIGIBILITY**

#### **A. Priority**

Collaborative proposals are encouraged; however, collaborative proposals must choose a lead agency to serve as the fiscal agent. The fiscal agent should submit its own organizational documentation as directed below in the same manner as if it were a single agency. Priority will be given to those collaborations/agencies that currently perform similar services and demonstrate the ability to increase impact through collaborative efforts.

#### **B. Eligibility**

1. Applicant's programs must principally benefit low- and moderate-income individuals and their families.
2. Participants of applicant's program(s) must reside within the boundaries of the City and County of San Francisco.

3. Applicants must be: (a) based in the City and County of San Francisco; (b) a 501(c)(3) nonprofit corporation registered with the Internal Revenue Service; and (c) in good standing with the State of California's Registry of Charitable Trusts.
4. Successful applicants must comply with all applicable state and local laws and government regulations.

#### IV. EVALUATION CRITERIA

1. The extent to which the applicant demonstrates an understanding of specific barriers and challenges facing its target population(s) and a successful history of effectively serving it (20%);
2. The extent to which the proposed program meets the objectives, eligible activities, and program description outlined in the RFP, demonstrates a reasonable, measurable theory for how its program activities lead to positive client and community outcomes, and utilizes partnerships to strengthen and expand program impact (50%);
3. The extent to which the applicant demonstrates a robust evaluation methodology (10%); and
4. The extent to which the applicant demonstrates staff experience and expertise required to deliver a successful program, including a budget that accurately reflects the proposal's intent, activities and outcomes (20%).

See the RFP Proposal Evaluation Form (p. 23) to understand how reviewers will be scoring proposals submitted under this RFP.

#### V. REQUIREMENTS

The use of City funds is subject to numerous local requirements. A few of the requirements are listed below and are briefly summarized:

1. **Accessibility:** Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.
2. **Non-Discrimination:** Agencies must comply with federal, state and San Francisco prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding contracts. Agencies must also comply with the Equal Benefits Ordinance for domestic partners.
3. **Procurement:** Projects must comply with federal conflict of interest regulations, and regulatory procedures for obtaining and contracting for goods and services.
4. **Ineligible Reimbursements:** Funds for activities occurring prior to the commencement date of the grant agreement cannot be reimbursed.
5. **Religious Activity:** Funds may not be used for religious purposes.
6. **Political Activity:** Funds may not be used for political activity.
7. **Grant Agreement:** Successful applicants will be required to execute and meet the provisions of a grant agreement. Additional documentation, including an annual work plan and an annual

budget, must be completed and approved by MOHCD prior to any funds being committed or spent. Financing is primarily on a monthly cost-reimbursement basis. Successful applicants will be expected to participate in MOHCD's online programmatic and financial reporting system.

## **VI. REVIEW PROCESS AND SCHEDULE**

All submitted proposals will be initially screened by a committee composed of MOHCD staff to determine completeness and eligibility. Ineligible proposals will be eliminated at this stage. MOHCD staff will evaluate all complete and eligible proposals submitted for programs listed in the Eligible Program Areas & Programs section of this RFP (p. 7). MOHCD will make the final selection of agencies/agency to be awarded grant(s) under this RFP. The preliminary schedule for review and approval is:

---

<b>Friday, September 8, 2017</b>	<b>Proposals due to MOHCD by 5:00 p.m.</b>
<b>Friday, September 15, 2017</b>	<b>Agencies notified of award</b>
<b>Friday, September 22, 2017</b>	<b>Five day appeals period ends</b>
<b>Sunday, October 1, 2017</b>	<b>Grant term begins</b>

---

Note: MOHCD reserves the right to adjust the preliminary schedule at its discretion.

## **VII. PROTEST PROCEDURES**

### **A. Protest of Non-Responsiveness Determination**

Within five business days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth business day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the respondent, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

### **B. Protest of Grant Award**

Within five business days of the City's issuance of a notice of intent to award the grant, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth business day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for

the City to determine the validity of the protest.

### C. Delivery of Protests

All protests must be received no later than 5:00 p.m. on Friday, September 22, 2017. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or via e-mail will not be considered.

If the City determines that a meeting with the party submitting the appeal is necessary, such meeting will be scheduled within ten (10) calendar days of the receipt of a protest to review and attempt to resolve the protest. Protests must be delivered to:

Attention: Director of Community Development  
Mayor's Office of Housing and Community Development (MOHCD)  
1 South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103

---

## PROPOSAL INSTRUCTIONS

1. Please be as succinct as possible. The narrative section must be no longer than five pages. Reviewers will not consider text beyond the indicated text limitation and/or space provided.
2. No handwritten proposals will be accepted. Proposals must be typed or computer generated. Font must be at least 12 point.
3. Pages should be standard 8-1/2" by 11" with 1 inch margins. All copies should be double-sided and single spaced.
4. Original signatures must be in blue ink on the original set.
5. Use the application checklist to ensure your package is complete.
6. Do not bind proposals, or submit extra materials not requested.
7. Substantially incomplete, faxed, or late applications will not be considered. Hand delivery is highly recommended. No applications will be accepted after 5:00 p.m. on Friday, September 8, 2017.

## ELIGIBLE PROGRAM AREAS & PROGRAMS

**Instructions:** Below is a list of eleven (11) program areas with specific programs listed and described. On your Program Selection sheet, please check the box that corresponds to the appropriate program area and program. A separate proposal should be submitted for each program. Each proposal should stay within the parameters of its program objective; eligible program activities are outlined below.

**Note:** The Maximum Grant Amount is the amount for the initial nine-month period, from October 1, 2017 through June 30, 2018. In order to allow grantees flexibility with potential startup costs and to align with the City's fiscal year, MOHCD will allow agencies to budget this 12-month allocation across 9 months in the first year of the grant cycle. Unless otherwise designated, funding for a second year may be available, depending upon the City's budget, overall priorities, and performance by the grantee. MOHCD reserves the right to award a second year of funding to an organization, discontinue funding, and/or issue a separate procurement in the second year based on budget, priorities, and performance. The second year of funding will be for the same amount as the initial grant, but will be allocated across the 12-month period of July 1, 2018 through June 30, 2019.

### COMMUNITY BUILDING AND NEIGHBORHOOD PLANNING

The goal of this program area is to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts that encourage strategic planning and resident engagement to address collective needs and priorities. Funded programs may promote resident involvement and leadership in strategic planning and civic engagement, coordinate and convene community based organizations and residents to promote community building, identify community assets, and maximize sharing of information and resources.

Community Building and Neighborhood Planning involves a community development frame-work and may include the following:

- Development of an engagement process such as a needs assessment, study or plan; this process should both include neighborhood residents, and ensure that the final product is reflective of their priorities and needs.
- Capacity building/training for organizational partners, residents, community members.
- Completion of a project and/or product and distribution or presentation of final project and/or product to community and stakeholders.
- Evaluation and reflection on process, areas of success and improvement.
- Final report to MOHCD including results of evaluation activities and a set of recommendations for potential next steps.

MOHCD will monitor monthly and quarterly progress towards meeting goals. MOHCD may meet on a regular basis with grantees to assist with stakeholder coordination.

MOHCD has allocated General Funds for the following purposes:

1. **Filipino Cultural District Planning (\$200,000, of which \$100,000 is available for 2017-18 only).** The primary objectives of this grant are to engage the community in the implementation of a strategic planning process to establish the first Filipino Cultural Heritage District in San Francisco

support initiatives that support the key objectives of the Cultural Heritage District, and support the ongoing work of volunteer committees that support the creation of the District. Qualified applicants will be 1) based in the South of Market Filipino community; 2) experienced in convening diverse stakeholders, including small businesses, arts and cultural organizations, service providers, and history/heritage groups; and 3) able to dedicate a project manager/appropriate staffing for the project. The successful applicant will work closely with the Planning Department, Mayor's Office of Housing and Community Development, Office of Economic and Workforce Development, and other related departments to assist in coordination with other relevant planning processes.

2. **LGBT Community Building (\$175,000 available for 2017-18 only).** Funding to a community-based organization serving the LGBT community which acts as a cultural, community and services hub for the community. The organization should foster meaningful community participation and access to arts, culture, and social services through culturally and linguistically relevant cultural programs. The organization should serve the entire age spectrum of their constituency, with a substantial percentage coming from each age population. Centers should have a strong history of serving this population in a culturally and linguistically competent way. The successful applicant will be expected to host cultural and social events and community convenings that serve the lesbian, gay, bisexual and transgender communities.
3. **Compton's Transgender Cultural District Planning (\$125,000 available for 2017-18 only).** The primary objectives of this grant are to engage the community in the implementation of a strategic planning process to establish the first Transgender Cultural Heritage District in San Francisco and coordinate initiatives that support the key objectives of the Cultural Heritage District. Qualified applicants will be 1) rooted in the transgender community and familiar with the Compton's Cafeteria/Tenderloin neighborhood; 2) experienced in convening diverse stakeholders, including small businesses, arts and cultural organizations, service providers, and history/heritage groups; and 3) able to dedicate a project manager/appropriate staffing for the project. Applicants can engage consultants if necessary to complete relevant portions of the work.
4. **Civic Engagement and Leadership Development for API Youth (\$100,000).** This funding is intended to support transitional age youth programs focusing on the Asian Pacific Islander community, particularly English language learners, immigrants, and youth identifying as lesbian, gay, bisexual, transgender, queer or questioning. This program will provide programming focused on leadership development and civic engagement for youth participants.
5. **Mission District Tenant Empowerment (\$75,000).** This program will focus on strengthening and empowering the tenant community, focusing primarily on tenants in affordable housing, RAD housing, and HOPE VI housing located on Valencia Street and west of Valencia.
6. **Filipino District Night Market (\$50,000).** This project will support the creation and ongoing operations of an evening marketplace, working closely with small businesses and merchants, and intended to serve the Filipino community in alignment with the SoMa Pilipinas ongoing planning efforts.
7. **Firearm Return Program (\$50,000).** Funding will be made available to support a program designed to incentivize the return of firearms to the City, particularly focusing on transitional age youth in the South of Market neighborhood.



8. **Richmond Neighborhood Safety Network (\$40,000).** This funding is intended to support the creation of a Neighborhood Safety Network in the Richmond District. Funded activities can include convening of individuals, organizations, and businesses focusing on neighborhood safety; creation and distribution of neighborhood safety information materials; training on safety issues; and community building to create neighborhood infrastructure to support the growth of a safe and secure neighborhood.
9. **Urban Agriculture and Greening Opportunities in the Portola District (\$30,000 available for 2017-18 only).** This neighborhood planning grant will support the following activities:
  - Enhance the community garden infrastructure of the Portola neighborhood;
  - Support the “green infrastructure” approach to managing storm water, enhancing community space, creating community gardens and beautifying the neighborhood;
  - Foster community building opportunities (through activities that engage the broader community) and cohesion through a planning process;
  - Use planning strategies to identify and leverage existing neighborhood assets and resources;
  - Increase capacity to share information, collaborate and collectively address neighborhood needs;
  - Facilitate and document community recommendations and proposed strategies related to greening and public space improvement projects in the Portola; and
  - Facilitate collaboration between people living and working in the neighborhood and community-based groups (resident, faith-based, or organizations providing direct services).

Applicants should describe how this project will be sustained beyond this one year of funding.

10. **OMI/Excelsior Action Community Action Grants Program (\$22,000).** Funding will support the Community Action Grant Program in the Excelsior/OMI neighborhood. Eligible activities include working with two established neighborhood collaboratives (one in the OMI, one in the Excelsior) to plan, design, disseminate, administer and evaluate community action grants and provide grantees with linguistically and culturally appropriate technical assistance and support, and ensure residents convene and build social capital. Strong applicants are agencies that have experience with grant-making as well as knowledge of the Excelsior/OMI communities. Funding is expected to cover project management expenses and is not intended to be used for additional action grants. The grantee may use \$10,000 towards these project management expenses. Additionally, \$5,000 is intended to support the annual Excelsior Festival through either direct programming or sub-granting these funds to an intermediary; and \$7,000 is intended to support community event-related expenses that maximize diverse community participation such as on-site interpreting, refreshments for participants, and event publicity. Grantee is expected to develop an application and review process to evaluate community event expenses that are submitted for reimbursement under this latter program.

## EVICTION PREVENTION AND HOUSING STABILIZATION

Organizations that apply under this program area provide counseling, legal services, rental assistance and other services to prevent evictions and stabilize the housing of low-moderate income San Francisco residents. These services may include:

- Tenant counseling and education;
- Legal representation;

- Rental assistance; and
- Referral to other legal, counseling or social services.

These services may have as their goals: avoiding eviction; resolving landlord tenant conflicts, resolving habitability or accessibility issues; assisting with recertification, rent calculation and eligibility issues for tenants of subsidized/public housing; resolving housing discrimination issues; and helping residents move into more stable housing (including providing move-in assistance to those at imminent risk of homelessness).

MOHCD has allocated General Funds for the following purposes:

1. **Section 8 Program Participant Services and Program Enhancements (\$248,343 total, of which \$48,343 is available for 2017-18 only).** A portion of the \$48,343 available in 2017-18 only is Community Development Block Grant (CDBG) funding, and as such, federal regulations will apply to successful applicants who receive these funds.

This entire amount may be used to fund any combination of one or more of the three funding areas described below:

- MOHCD seeks to fund services that assist Section 8 program participants in accessing housing opportunities and/or stabilizing their existing housing. Services may include but are not limited to: eviction prevention legal services and tenant counseling; housing search and placement; housing stability case management; and financial assistance.
  - Also, MOHCD in partnership with the San Francisco Housing Authority (SFHA) seeks enhancements to the Housing Choice Voucher (Section 8) program that help expand the supply of available housing through landlord outreach, education, marketing, and/or ongoing engagement.
  - Additionally, this partnership seeks technological solutions that improve the operational efficiency of the Section 8 program, particularly in SFHA internal workflow and landlord-facing portals. Scope could include: assessment of existing systems, prioritization of desired workflow functionality (e.g., rent increase/payment standard determinations, household income reexamination, inspection scheduling, etc.), system enhancement planning, and implementation. Respondents are encouraged to present their proposed scope in modules that can stand alone, as depending on funding availability, MOHCD may fund a single module or multiple modules.
2. **Tenant and landlord outreach and education in the Lower Polk neighborhood (\$180,000).** Program is expected to provide advocacy, educational, and/or legal services that include development and distribution of educational/outreach materials, and tenant counseling. Program should include outreach to tenants in single room occupancy hotels in the Lower Polk neighborhood in the target population. A separate program providing outreach and education to landlords is also to be supported with these funds. Up to two programs will be funded.
  3. **Tenants' rights and outreach to the API community, particularly monolingual Chinese seniors in Chinatown (\$97,500 available for 2017-18 only).** Program supports an in-language housing community advocate to increase outreach and "know your rights" to prevent unlawful evictions of monolingual immigrants who are facing increased eviction pressures. Applicants should describe how this project will be sustained beyond this one year of funding.

4. **Access to Housing Counseling – Filipino Community in Excelsior/OMI (\$75,000).** This funding seeks to support services to Filipino tenants including culturally competent outreach and education on tenant rights; translation support, referral to pro-bono lawyers; support in accessing the Rent Board including process to resolve habitability issues they face in their unit; and ongoing tenant support. In addition, this program should convene community meetings for tenants and nonprofits serving the Filipino community to conduct education, training on how to approach multiple tenant issues and how to access the different resources that the City has to offer.
  
5. **Housing-Related Legal Services and Eviction Prevention to the Asian Pacific Islander community, particularly in the South of Market (\$70,000 available for 2017-18 only).** Program targets low-moderate income SOMA residents in need of legal representation with a focus on Filipino and Southeast Asian seniors and families. Services will include: legal representation of API tenants at immediate risk of eviction; counseling, information, and referrals for residents and workers of SOMA; and outreach in the form of multi-lingual workshops. Applicants should describe how this project will be sustained beyond this one year of funding.
  
6. **Tenant counseling, outreach and education primarily to residents of the Richmond District (\$22,500).** Eligible activities include 1) training, outreach, education, and referrals; 2) tenant counseling; and 3) promotion of resident participation in community planning processes.

## ACCESS TO HOUSING

Organizations that apply under this program area will provide housing placement and access to housing services to individuals in disadvantaged communities, such as underrepresented members of communities of color, monolingual non-English speakers, people with disabilities, and the elderly. Activities include providing information regarding local affordable housing systems, identifying suitable rental opportunities, identifying barriers to eligibility, providing financial education and coaching, and assistance completing and filing applications for rental housing. Organizations providing certain access to housing direct services to residents will be required to prepare for the newly established HUD certification for housing counseling agencies if the services provided fall within the relevant HUD guidelines.

MOHCD has allocated General Funds and Community Development Block Grant (CDBG) funds for the following purposes:

1. **Access to Housing Counseling – Latino Community (\$100,000 from General Fund).** Organizations that apply under this program area will conduct outreach and provide assistance to members of the Latino community in identifying suitable rental and ownership opportunities, particularly focusing on below-market-rate units, assistance with applications, knowledge of the San Francisco Bay Area's affordable housing systems, assistance with wait lists, credit counseling and financial education, tenant and homeowner education, and general information and referral regarding appropriate rental and ownership opportunities.
  
2. **Online Social Services Guide (\$100,000 from CDBG).** San Francisco offers a broad array of social services through a wide variety of providers, but a lack of a reliable, accurate and current guide to those services makes connecting with them difficult. This program will create and maintain a centralized updated services guide with an online presence. The selected organization(s) would provide a website with provider and service information, and a means for keeping the data up to date.

- 3. DAHLIA-Focused Digital Inclusion Pilot (\$50,000 available for 2017-18 only from CDBG).** Recognizing that digital literacy is increasingly important to accessing resources, including housing, MOHCD seeks to provide San Franciscans with the digital skills necessary to effectively utilize the DAHLIA Housing Portal. The selected provider will provide technical assistance and training (e.g., assessment, curriculum development, “train the trainer” programming, outreach planning, evaluation, etc.) to MOHCD’s DAHLIA Housing Portal development team and its Access to Housing grantees. The provider will also deliver select digital skills programming directly to members of the public interested in utilizing the DAHLIA Housing Portal.

## HOUSING PLACE-BASED SERVICES

This program area supports community building, service connection, and neighborhood collaboration services focused on specific housing developments such as the RAD and HOPE SF initiatives.

MOHCD has allocated General Funds for the following purpose:

- 1. Service connection to Ping Yuen residents (\$150,000).** This funding will support efforts to provide residents of the Ping Yuen RAD development in Chinatown with service connection activities. These activities should strengthen individuals and families residing within the Ping Yuen development, with a focus on housing stability, economic mobility and job readiness, education, health outcomes, and safety. While not contemplated as intensive case management, these services may include:
  - Conducting outreach to engage residents and families;
  - Provide navigational support and tools that assist residents in meeting basic needs and navigating complex systems. May integrate approaches such as Family Coaching, Smart Money Counseling, and service plan creation;
  - Developing individual services plans, and assisting residents to meet the goals of these plans, particularly related to housing stability;
  - Matching participant needs to opportunities by providing mechanisms to make enhanced referrals to services;
  - Additional wrap-around supports to encourage residents’ successful engagement with services, including assistance in program enrollment, coordination of transportation, and celebration of milestones achieved; and
  - Actively collecting and reporting data on referrals, progress, and outcomes.
- 2. Sunnydale Family and Youth Field Trips (\$25,000 available for 2017-18 only).** Funding to support field trips for at-risk youth and families in the Sunnydale community. Field trips will have a focus on health and wellness, employment, education, and violence prevention. Funding is available to support transportation, admission fees, activity supplies and food.

## LEGAL SERVICES & EMPLOYMENT RIGHTS

Organizations that apply under this program area will provide services that address specific barriers to economic self-sufficiency, through professional legal services and employment rights education. These services may address barriers and issues including immigration status, domestic violence and personal

safety, employment rights, benefits advocacy, consumer rights and legal protections, and issues of discrimination.

MOHCD has allocated General Funds for the following purposes:

1. **Legal services to Bayview Hunters Point residents (\$100,000).** This funding will support efforts to provide residents of Bayview Hunters Point with legal services across a variety of issue areas, such as eviction prevention, consumer affairs, habitability, and domestic violence.
2. **Economic Security for Domestic Violence Survivors (\$65,000 total, of which \$50,000 is available in 2017-18 only).** Survivors of domestic violence often face significant legal and economic challenges after they seek assistance in leaving the battering environment. This funding is intended to provide a combination of legal advice and representation combined with wrap-around support services to move the individual towards economic self-sufficiency and housing stability, focusing particularly on the Asian Pacific Islander community.

## FOUNDATIONAL COMPETENCIES

Organizations that apply under this program area will provide access to services that will improve foundational competencies for disconnected populations associated with one or multiple competency tiers referenced below. Foundational competencies are those which provide the foundation for success in school and the workplace, and include personal effectiveness (also known as “soft skills”), academic skills (including achievement of high school diploma, GED, and/or enrollment in post-secondary programs) and job readiness (including removing barriers and providing skills which make an individual ready and eligible to enroll in a city-funded sector academy, or for placement in unsubsidized employment).

The three tiers of Foundational Competencies are defined and described through the Department of Labor’s Competency Model Clearinghouse, available online at: <http://www.careeronestop.org/COMPETENCYMODEL/>.

Foundational Competencies address the abilities identified as being pre-requisites for success in work and school. To understand the general framework for this program area, please review these three competencies as described in the Competency Model below:

### Tier 1: Personal Effectiveness

Personal Effectiveness Competencies are essential for all life roles—those roles as a member of a family, of a community, and of the larger society. Personal Effectiveness Competencies may include, but are not limited to:

- Interpersonal skills;
- Professionalism;
- Initiative;
- Dependability & reliability; and
- Willingness to learn.

### Tier 2: Academic Competencies

The Academic Competencies domain contains critical competencies primarily learned in an academic setting, as well as cognitive functions and thinking styles. These competencies may include, but are not limited to:

- Reading;
- Writing;
- Mathematics;
- Science & technology;
- Communication - listening & speaking;
- Critical & analytic thinking;
- Active learning; and
- Basic computer skills.

### Tier 3: Workplace Competencies

Workplace Competencies include skills and abilities that allow individuals to function in an organizational setting. These competencies may include, but are not limited to:

- Teamwork;
- Adaptability/flexibility;
- Customer focus;
- Planning & organizing;
- Creative thinking;
- Problem solving & decision making;
- Working with tools & technology;
- Workplace computer applications;
- Scheduling & coordinating;
- Checking, examining & recording; and
- Business fundamentals.

MOHCD has allocated General Funds for the following purposes:

1. **Foundational competencies primarily for at-risk transitional-age youth (\$150,000).** Funding will support job readiness skills for youth moving out of the SFUSD high school system into full-time employment. Programs should include post-secondary vocational training and job placement, preferably leveraging the community college system and providing opportunities for degree and certificate programs in relevant employment sectors.

## SUSTAINABLE HOMEOWNERSHIP

MOHCD has allocated General Funds for the following purpose:

1. **Preserving Affordable Housing through Cooperative Ownership (\$150,000).** Funding will support a Western Addition at-risk cooperative development to pay for technical assistance. The successful entity will be expected to engage 3<sup>rd</sup> party consultants to produce a feasible operating and development plan of action acceptable to a majority of the shareholders and approved by the coop's board. The consultant(s) would be responsible for the following activities:

- Assist at-risk cooperatively owned, limited equity housing development by conducting or overseeing the development of physical needs assessments; developing a scope of work to address capital needs; and developing financing plans to address capital needs and/or debt refinancing.
- Facilitate a structured community building and collective decision-making process. Three of the primary objectives are:
  - Increased property revenue and reduced property costs;
  - Physical, economic, and social revitalization; and
  - Social and economic advancement of all residents.

## ORGANIZATIONAL CAPACITY BUILDING

MOHCD has allocated General Funds for the following purposes:

1. **Capacity building for a community-based organization serving the Asian Pacific Islander population in the Portola neighborhood (\$50,000 available for 2017-18 only).** This funding is intended to support capacity building services to community based organizations serving Asian Pacific Islander residents in the Portola, particularly focusing on monolingual Chinese speakers. Funding is intended to support consultant costs related to capacity building and cannot be used for general operating support.
2. **Capacity building for youth agencies contemplating a merger (\$50,000 available for 2017-18 only).** Funding available to support a merger process between youth organizations. Funds can support expenses associated with moving in together, such as upgrades to finance/HR, strategic planning, marketing, business planning, and legal expenses.

## SERVICE CONNECTION

The goal of the Service Connection program area is to support agencies that serve as intermediaries to a network of social services through intensive linkages. Service Connection is designed to connect people with additional support, address the whole range of a person's or family's needs, and help people build their capacity to improve their lives and move toward self-sufficiency. Service Connection involves a Case Management framework and includes the following:

- Intake and assessment;
- Individual services planning and follow up;
- Enhanced referral and/or placement to services including, but not limited to: Employment, Health, Education, Family support services for homeless youth, Respite services, Substance abuse services, Victim services, Mental health services; and
- Follow up and developing next steps.

MOHCD has allocated General Funds for the following purposes:

1. **Leadership development and service connection primarily to Latinas in the Tenderloin, outreach, education and information on supportive services (\$50,000).** Eligible activities include 1) involving residents in community activities which promote social connection, build leadership skills, and improve neighborhood conditions; 2) providing individuals and families with life skills and leadership development training; 3) ESL instruction; and 4) providing residents with

education and information on culturally/linguistically relevant supportive services and opportunities, including housing resources and immigration resources.

2. **Mental Health and Family Support Services in Visitacion Valley (\$50,000 available for 2017-18 only).** Funding to support expanded mental health and trauma counseling services in Visitacion Valley, particularly targeting young children living in Sunnydale and working in partnership with Visitacion Valley Elementary School. Applicants should describe how this project will be sustained beyond this one year of funding.

## **SUPPORTIVE HOUSING FOR PEOPLE LIVING WITH HIV & AIDS**

MOHCD has allocated federal HOPWA (Housing Opportunities for Persons with AIDS) funds for the following purpose:

1. **RCFCI Case Management (\$50,000).** Residential Care Facilities for the Chronically Ill (RCFCIs) were created in the 1990s largely in response to the need for hospice care for persons with HIV/AIDS. With advances in treatment and generally better health outcomes, medically-stabilized clients can be moved to other housing to allow persons in need to access RCFCI-level care. This program will fund a social services partner to facilitate those transitions for eligible clients. The partner will help identify clients for transition and provide extensive case management services to house individuals to ensure their success in new housing placement.

## **TRANSITIONAL HOUSING**

The goal of the transitional housing program area is to provide ongoing support to the operations and services of transitional housing programs that specifically serve vulnerable populations. These populations may include survivors of domestic violence and sex trafficking, homeless men and women, and people living with HIV/AIDS.

MOHCD has allocated General Funds for the following purpose:

1. **Mental Health Services for survivors of sex trafficking and domestic violence (\$40,000).** Funding is available to support a program designed to provide clinical mental health services to women in transitional housing who are survivors of sex trafficking and may also have survived domestic violence, particularly focusing on immigrant women. These services are expected to complement and expand already existing case management services being provided to these women.



# AGENCY CHECKLIST

## Application Packet

(One original signed in blue ink and one USB drive copy)

- Proposal Cover Sheet (p.18)
- Board of Directors (p.19)
- Program Selection (p.20)
- Proposal Narrative (see p.21 for instructions)
- Program Budget Worksheet (p.22 and posted in Excel)

### **Additional required items for applicants not currently receiving funding from MOHCD:**

- Articles of Incorporation, including all amendments
- Organization By-Laws, including all amendments
- Evidence of Federal Tax Exempt 501(c)(3) status

---

## **DEADLINE FOR SUBMISSION:**

by hard-copy original and USB drive copy

**September 8, 2017**

at 5:00 p.m.

One original and one USB drive copy of the completed proposal should be submitted to:

Attention: Director of Community Development  
Mayor's Office of Housing and Community Development (MOHCD)  
1 South Van Ness Avenue, 5th Floor  
San Francisco, CA 94103

**HAND DELIVERY RECOMMENDED**

---

## **RFP QUESTIONS?**

Brian Cheu  
(415) 701-5584  
[brian.cheu@sfgov.org](mailto:brian.cheu@sfgov.org)

## **ALTERNATIVE FORMATS FOR PERSONS WITH DISABILITIES**

Eugene Flannery  
(415) 701-5598  
[eugene.flannery@sfgov.org](mailto:eugene.flannery@sfgov.org)

# PROPOSAL COVER SHEET

(You may neatly hand write this portion of the proposal)

---

Organization Name:

Street Address:

City:

State:

Zip Code:

Main Phone:

Fax:

---

Program Name:

Program Street Address (if different):

City:

State:

Zip Code:

---

Executive Director:

Phone:

Primary Contact Person (if different):

Phone:

Fax:

Email:

---

Total Proposal Request (may not exceed Program Selection amount on page 20): \$

Total FY 2017-18 Projected Agency Budget: \$

---

I certify that the information provided in this application is true.

---

Signature

Date



# PROGRAM SELECTION

(Check the box for both the Program Area and the Program for which you are applying)

<input type="checkbox"/>	<b>Community Building and Neighborhood Planning</b>
<input type="checkbox"/>	1. Filipino Cultural District Planning (\$200,000)
<input type="checkbox"/>	2. LGBT Community Building (\$175,000)
<input type="checkbox"/>	3. Compton's Transgender Cultural District Planning (\$125,000)
<input type="checkbox"/>	4. Civic Engagement and Leadership Development for API Youth (\$100,000)
<input type="checkbox"/>	5. Mission District Tenant Empowerment (\$75,000)
<input type="checkbox"/>	6. Filipino District Night Market (\$50,000)
<input type="checkbox"/>	7. Firearm Return Program (\$50,000)
<input type="checkbox"/>	8. Richmond Neighborhood Safety Network (\$40,000)
<input type="checkbox"/>	9. Urban Agriculture and Greening Opportunities in the Portola District (\$30,000)
<input type="checkbox"/>	10. OMI/Excelsior Action Community Action Grants Program (\$22,000)
<input type="checkbox"/>	<b>Eviction Prevention</b>
<input type="checkbox"/>	1. Section 8 Program Participant Services and Program Enhancements (\$248,343)
<input type="checkbox"/>	2. Tenant and landlord outreach and education in the Lower Polk neighborhood (\$180,000)
<input type="checkbox"/>	3. Tenants' rights and outreach to the API community...in Chinatown (\$97,500)
<input type="checkbox"/>	4. Access to Housing Counseling – Filipino Community in Excelsior/OMI (\$75,000)
<input type="checkbox"/>	5. Housing-Related Legal Services and Eviction Prevention...in the South of Market (\$70,000)
<input type="checkbox"/>	6. Tenant counseling, outreach and education primarily to...the Richmond District (\$22,500)
<input type="checkbox"/>	<b>Access to Housing</b>
<input type="checkbox"/>	1. Access to Housing Counseling – Latino Community (\$100,000)
<input type="checkbox"/>	2. Citywide Resource Guide (\$100,000)
<input type="checkbox"/>	3. DAHLIA-Focused Digital Inclusion Pilot (\$50,000)
<input type="checkbox"/>	<b>Housing Place-Based Services</b>
<input type="checkbox"/>	1. Service connection to Ping Yuen residents (\$150,000)
<input type="checkbox"/>	2. Sunnysdale Family and Youth Field Trips (\$25,000)
<input type="checkbox"/>	<b>Legal Services</b>
<input type="checkbox"/>	1. Legal services to Bayview Hunters Point residents (\$100,000)
<input type="checkbox"/>	2. Economic Security for Domestic Violence Survivors (\$65,000)
<input type="checkbox"/>	<b>Foundational Competencies</b>
<input type="checkbox"/>	1. Foundational competencies primarily for at-risk transitional-age youth (\$150,000)
<input type="checkbox"/>	<b>Sustainable Homeownership</b>
<input type="checkbox"/>	1. Preserving Affordable Housing through Cooperative Ownership (\$150,000)
<input type="checkbox"/>	<b>Organizational Capacity Building</b>
<input type="checkbox"/>	1. Capacity building for a community-based org....in the Portola neighborhood (\$50,000)
<input type="checkbox"/>	2. Capacity building for youth agencies contemplating a merger (\$50,000)
<input type="checkbox"/>	<b>Service Connection</b>
<input type="checkbox"/>	1. Leadership development and service connection...in the Tenderloin (\$50,000)
<input type="checkbox"/>	2. Mental Health and Family Support Services in Visitacion Valley (\$50,000)
<input type="checkbox"/>	<b>Supportive Housing for People Living with HIV/AIDS</b>
<input type="checkbox"/>	1. RCFI Case Management (\$50,000)
<input type="checkbox"/>	<b>Transitional Housing &amp; Services</b>
<input type="checkbox"/>	1. Mental Health Services for survivors of sex trafficking and domestic violence (\$40,000)

# PROPOSAL NARRATIVE

(Must not exceed 5 pages)

## 1. **Background and Need** (2-4 paragraphs suggested)

This section should demonstrate a broad understanding of the barriers and challenges faced by the target population(s) indicated in the selected program description.

- What specific barriers and challenges exist for the target population(s)?
- What is your organization's history of providing similar services to the target population(s)?

## 2. **Proposed Program Design** (7-9 paragraphs suggested)

This section should describe the implementation of activities prioritized by the selected program, and provide detail about program design and service delivery strategies. This section should also list activities and outcomes for your proposed program. MOHCD's assigned activities and outcomes within each program area have been included for your reference on p.25 of this RFP.

- What is the proposed program design? Describe how it incorporates best practices.
- Who will your program target for services, how many individuals will it serve, and how does it propose to reach them?
- Describe the activities and outcomes that your program plans to track.
- Each client activity must be linked to specific outcome(s) and should be supported by evidence-based practice. Non-client based activities (e.g., organizational capacity building) are not required to have corresponding outcomes. You may elect to include a schedule or calendar to illustrate your activities, a logic model, or another graphic that illustrates how your program's activities lead to positive client and community outcomes.
- Your proposal should also include the expected number of people to be served per activity, and the number of people expected to achieve the corresponding outcome(s).
- What other organization(s), including City government entities, does your program partner with, and how does this partnership impact its reach/activities/services? Please describe the level of partnership (e.g., shared services or decision making versus referrals).
- How will your program involve the community, or connect with community-based knowledge and experience, to inform program design?

## 3. **Evaluation** (2-3 paragraphs suggested)

This section should describe how your organization will evaluate the impact of the proposed activities on the target population(s).

- How will your organization track progress and measure program impact on the target population(s)?
- How will your organization evaluate and inform program design?

## 4. **Organizational Capacity and Budget** (2-3 paragraphs suggested)

Describe the skills and experience of key agency staff.

- Identify the individual(s) who will work on this project on behalf of your organization. Include name, job title, skills and experience for each individual.
- Provide a brief narrative for your program budget; highlight any unique and/or substantial budget items reviewers should understand.

## PROGRAM BUDGET WORKSHEET

Line	Budget Item			Requested Amount from MOHCD	Total Program Budget
Salaries & Wages	NAME & TITLE	Rate/Hr.	# of Hrs.		
1				\$	\$
2				\$	\$
3				\$	\$
4				\$	\$
5				\$	\$
6				\$	\$
7	<b>Total Salaries (Lines 1 thru 6)</b>			\$	\$
<b>Fringe Benefits</b>	<b>Item</b>				
8	FICA			\$	\$
9	SUI			\$	\$
10	Workers Compensation			\$	\$
11	Medical Insurance			\$	\$
12	Retirement			\$	\$
13	Other			\$	\$
14	<b>Total Fringe Benefits (Lines 8 thru 13)</b>			\$	\$
<b>Contractual Services</b>	<b>Item</b>				
15				\$	\$
16				\$	\$
17				\$	\$
18	<b>Total Contractual Services (Lines 15 thru 17)</b>			\$	\$
<b>Equipment</b>	<b>Item</b>				
19				\$	\$
20				\$	\$
21	<b>Total Equipment (Lines 19 thru 20)</b>			\$	\$
<b>Insurance</b>	<b>Item</b>				
22				\$	\$
23				\$	\$
24	<b>Total Insurance (Lines 22 thru 23)</b>			\$	\$
<b>Other</b>	<b>Item</b>				
25	Travel & Conferences			\$	\$
26	Office and/or Program Space Rental			\$	\$
27	Office and/or Program Supplies			\$	\$
28	Telecommunications			\$	\$
29	Utilities			\$	\$
30				\$	\$
31	<b>Total Other (Lines 25 thru 30)</b>			\$	\$
<b>Indirect</b>	<b>Total (no more than 15%)</b>			\$	\$
<b>TOTAL</b>	<b>(Line 7+14+18+21+24+31+Indirect)</b>			\$	\$

# RFP PROPOSAL EVALUATION FORM

(For reviewer use and applicant reference)

## 1. Background and Need:

- Applicant clearly describes specific barriers and challenges that exist for its target population(s)?
- Applicant describes a successful history of effectively serving the target population(s)?

Score: \_\_\_\_\_/20

## 2. Proposed Program Design:

- Applicant clearly describes its program design and articulates how the proposed design is best suited to address the needs of the target population(s) and the objectives of the RFP?
- Applicant incorporates best practices into its program design?
- Applicant clearly describes a reasonable, measurable theory for how its program activities lead to positive client and community outcomes?
- Applicant articulates the expected number of people to be served per activity, and the number of people expected to achieve the corresponding outcome(s)?
- Applicant clearly describes partnerships that strengthen and expand program impact?

Score: \_\_\_\_\_/50

## 3. Evaluation:

- Applicant clearly describes how the proposed program will track progress and measure impact?
- Applicant clearly describes how its evaluation framework will inform program design?

Score: \_\_\_\_\_/10

## 4. Organizational Capacity and Budget:

- Applicant clearly identifies program staff who are commensurate with the scope and objectives of the proposed program?
- Applicant clearly describes the program budget and includes reasonable explanations for unique and/or substantial budget items?
- Applicant's Board of Directors reflect the constituency of the target population(s) and demonstrate the appropriate expertise in the services to be provided and/or to be a high-functioning Board (e.g. fundraising, fiscal management, and similar skills)?

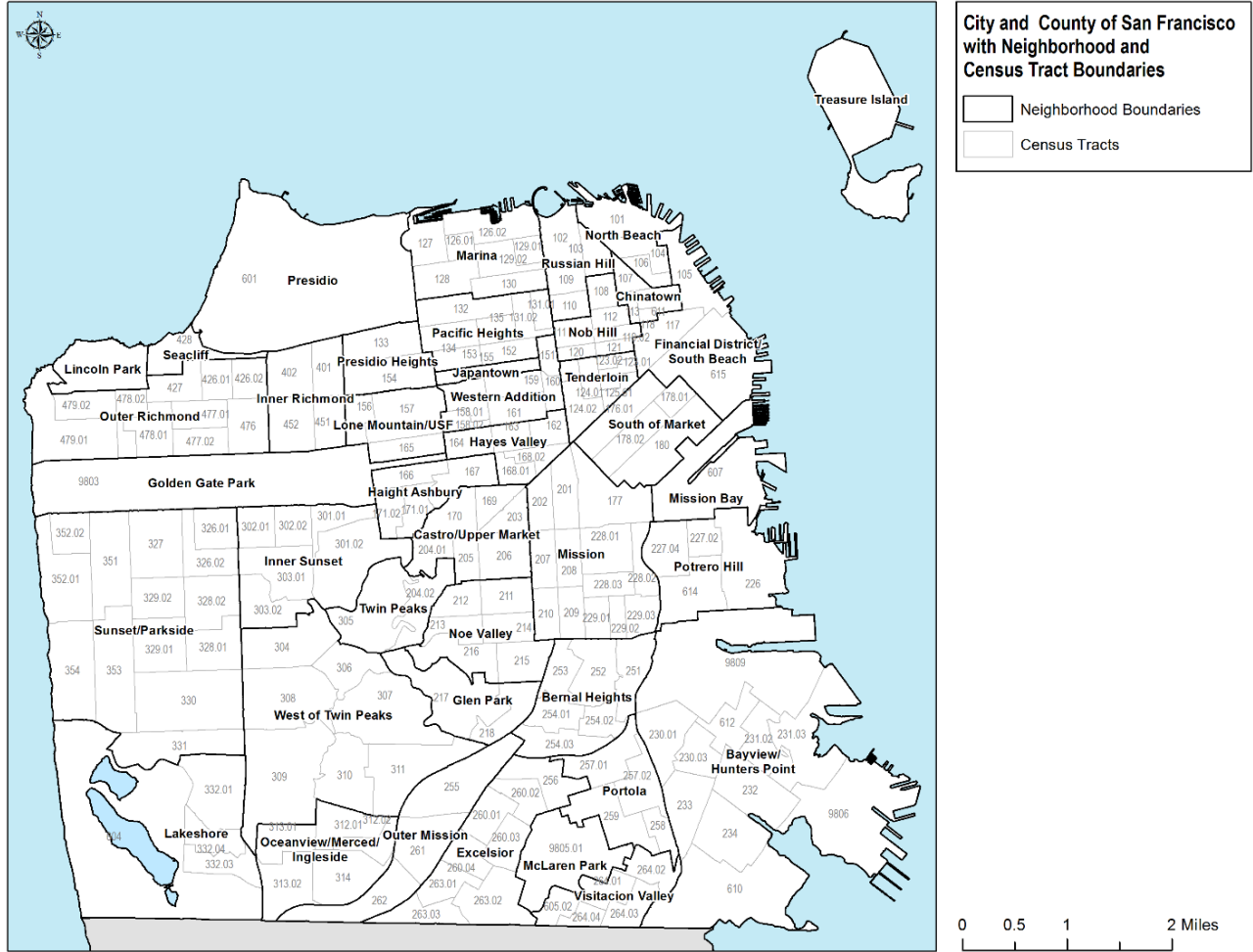
Score: \_\_\_\_\_/20

---

Total Score: \_\_\_\_\_/100

Recommend for Funding:  YES  NO

# MAP OF MOHCD-DEFINED SAN FRANCISCO NEIGHBORHOODS





## MOHCD ACTIVITIES AND OUTCOMES BY PROGRAM AREA

Note: the measurement unit for all outcomes is “number of persons,” except for two activities under the Organizational Capacity Building program area where “number of organizations” is the measurement unit.

Program Area	Activity	Outcome
Access to Housing	1. Applications for Affordable Rental Units	Placed in Rental Housing
	2. Counseling	Better Understanding
	3. Financial Counseling and Education	Individuals Demonstrating Increased Knowledge, Skills and Abilities
Community Building and Neighborhood Planning	1. Residents Engaged in Community Grant-making Process	N/A
	2. Residents Participating in Civic Engagement Activities	Residents Who Report Increased Opportunities for Neighborhood Involvement and Civic Engagement
Eviction Prevention	1. Case Management	Achieve 75% of Goals from Individual Service Plan
		Complete First Individual Service Plan and Progress to Second
	2. Counseling	Better Understanding
		Stably Housed 3 Months Later
	3. Financial Assistance (moving costs, security deposits, utilities, last month's rent)	Stably Housed 9 Months Later
		Stably Housed 3 Months Later
		Stably Housed 9 Months Later
		Stably Housed 9 Months Later
	4. Information & Referral	Information & Referral, Successfully Connected
	5. Legal Representation	Avoid Eviction
6. Rental Assistance	Stably Housed 3 Months Later	
	Stably Housed 9 Months Later	
	Stably Housed 3 Months Later	
	Stably Housed 9 Months Later	
Foundational Competencies	1. Individuals Receiving Training to Improve Academic Competencies	Individuals Demonstrating Increased Knowledge, Skills and Abilities
		Individuals Receiving High School Diploma, GED, and/or Enrolling in Post-Secondary Education Program
	2. Individuals Receiving Training to Improve Personal Effectiveness/Soft Skills	Individuals Demonstrating Increased Knowledge, Skills and Abilities
		Individuals Demonstrating Increased Knowledge, Skills and Abilities
3. Individuals Receiving Training to Improve Workplace Competencies	Individuals Enrolling in a Sector-Specific Job Training Program, or Placed in Unsubsidized Employment	
Housing Place-Based Services	1. Case Management	Achieve 75% of Goals from Individual Service Plan
		Complete First Individual Service Plan and Progress to Second
	2. Information & Referral	Information & Referral, Successfully Connected
	3. Involvement in Planning and/or Community Building	N/A
	4. Leadership Development Training and Opportunities	Complete Goal Setting and List of Action Steps
Complete 75% of Action Steps		

	5. Resident education and/or workshops (including health and wellness, housing stability and tenancy expectations, economic self-sufficiency and public safety)	Attend 75% of the workshops/classes
		Clients Report Changed Behavior
	6. Service Connection	Needs Assessment Completed
		Engagement with External Resources, including Barrier Removal and Follow Through
Legal Services	1. Case Management	Achieve 75% of Goals from Individual Service Plan Complete First Individual Service Plan and Progress to Second
	2. Counseling	Better Understanding
	3. Employment Rights Education and Counseling	Individuals Demonstrating Increased Knowledge, Skills and Abilities
	4. Information & Referral	Information & Referral, Successfully Connected
	5. Legal Representation	Legal Issue Successfully Resolved , or One or More Legal Goals Successfully Achieved
	6. Processing of Documents or Applications	Applications and/or Documents Submitted
Organizational Capacity Building	1. Nonprofit Staff Trained	N/A
	2. Organizations Participating in Collaborative Planning Process	N/A
	3. Organizations Receiving Technical Assistance	N/A
Service Connection	1. Case Management	Achieve 75% of Goals from Individual Service Plan Complete First Individual Service Plan and Progress to Second
	2. Information & Referral	Information & Referral, Successfully Connected
Supportive Housing for PLWHA	1. Case Management	Achieve 75% of Goals from Individual Service Plan Complete First Individual Service Plan and Progress to Second
	2. Long-Term Housing and Essential Services	N/A
	3. Long-term Rental Assistance	N/A
	4. Short-term Rental Assistance	N/A
	5. Transitional Housing and Essential Services	Successfully Transitioned to Permanent Housing
Sustainable Homeownership	1. Information & Referral	Information & Referral, Successfully Connected
	2. Home Modifications Installed	N/A
	3. Pre-Purchase Counseling	Pre-Purchase Better Understanding
		Homeowners Created
	4. Post-Purchase Counseling	Foreclosure Averted/Favorable Resolution
		Post-Purchase, Better Understanding
		Post-Purchase, Better Understanding
Transitional Housing	1. Case Management	Achieve 75% of Goals from Individual Service Plan Complete First Individual Service Plan and Progress to Second
	2. Transitional Housing and Essential Services	Successfully Transitioned to Permanent Housing