Mayor's Office of Housing and Community Development

ORGANIZATIONAL CAPACITY BUILDING
REQUEST FOR PROPOSALS (#2021-05)
FY 2021-22

RFP Issued on: **February 9, 2022**
Proposals Due: **March 18, 2022 at 5:00 pm**

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Mayor's Office of Housing & Community Development

The mission of the Mayor's Office of Housing and Community Development (MOHCD) is to support San Franciscans with affordable housing opportunities and essential services to build strong communities. The department is organized into four divisions: Housing, Community Development, Homeownership and Below Market Rate (HBMR) programs, and Fiscal/Administration.

The Community Development division works with a broad network of community-based partners to create an inclusive and equitable City where all residents can thrive. Specifically, MOHCD's Community Development division:

- Manages local General Fund money to support programs that meet the essential needs of the city's most vulnerable residents.

- Administers major federal grant programs, including the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program and its Housing Opportunities for Persons with AIDS (HOPWA) program.

- Manages Housing Trust Fund to support housing stability services, as well as the Complete Neighborhoods program that supports community amenities in neighborhoods impacted by increased housing density.

MOHCD's investments support the city's most vulnerable residents by providing much needed services, strengthening civil society, and advancing individual and collective opportunity. It is imperative for the office to be intentional and explicit in meeting its goals of reducing racial disparities in service delivery and increasing social and economic opportunities within San Francisco.

Racial Equity

In partnership with city and community leaders, MOHCD seeks to advance opportunities and improve programmatic outcomes for Black, Brown, and low-income residents. As such, MOHCD assesses programs, contracts, and procurements to ensure they advance the city's racial equity goals and will be working closely with organizations to monitor the impact of investments. Capacity building will be provided, as well as clear information and the creation of channels to give and receive feedback to ensure that all parties are aligned in the expectation to create an inclusive and equitable City where all residents can thrive. MOHCD also affirms its commitment to centering its work on culturally responsive solutions developed by the people most impacted by social inequities.

Impact of Covid-19

MOHCD understands that COVID-19 disproportionately impacts Black, Indigenous, and People of Color and has deepened its partnership with organizations that have responded to the emerging needs of vulnerable residents throughout the COVID-19 response and recovery. MOHCD adjusted its funding portfolios to better align with the goals of the City's Economic Recovery Task Force while remaining grounded in the MOHCD HUD Consolidated plan.

1. **Housing Stabilization** – Addressing immediate housing needs.
2. **Anti-Displacement** - Protecting the stability of communities and families through access to legal services and supporting community-based networks to strengthen and increase service connections.
3. **Economic Self-Sufficiency** – Reaching the most vulnerable residents and providing opportunities for economic advancement.

MOHCD's Guiding Document

MOHCD's work is guided by a primary planning document called the Consolidated Plan. The Consolidated Plan serves as the application for several federal funding sources and provides additional context for MOHCD's work. The Consolidated Plan can be found on our website www.sfmohcd.org.

SUMMARY OF FUNDING OPPORTUNITIES

ORGANIZATIONAL CAPACITY BUILDING

Organizational capacity building enables nonprofit organizations and their leaders to improve their practices and infrastructure by creating new approaches, structures, or skills that can make them more effective and sustainable. Working to enrich community member's lives and solve society's challenges requires intentional investments of time and resources that go beyond program delivery and aim to address the operational structure of the nonprofit organization.

This RFP seeks proposals for one year of funding. There are two pools of funding, each with their own respective sub-categories that will provide funding for multiple grants:

	Type	Title	Eligible Applicants	Term	Funding Amount
1.	ORGANIZATIONAL CAPACITY BUILDING	(A.) General Capacity Building	Current MOHCD Grantees	6/1/22-5/31/23	$330,000
		(B.) African American Community Stabilization Capacity Building			$1,000,000

This Capacity Building RFP is grounded in MOCHD's Theory of Change and advances San Francisco's Consolidated Plan by furthering the following goals:

》》 **Communities At-Risk of Displacement Are Stabilized**
- 1D. Provide services to maintain housing stability

》》 **Communities have healthy physical, social, and business infrastructure**
- 3D. Build organizational capacity of MOHCD grantees/providers through outreach, relationship building and recruitment, organizational assessments, trainings and coaching, cohort-based and project-based work, subject matter experts, and other technical assistance methodologies

The City Works To Eliminate The Causes of Racial Disparities
- 5A. Ensure racially equitable access to programs and services, in coordination with other city departments
- 5B. Instill racial equity and trauma-informed values and practices in the work of MOHCD

Tentative RP Timeline: *Dates are subject to change*

RFP Issued	**Wednesday, February 9, 2022**
MOHCD Pre-Submission Webinar	February 16, 2022 11am-12pm
Deadline to submit questions	Friday, February 25, 2022
Response to questions issued	Wednesday, March 2, 2022
Proposals Due	**March 18, 2022 at 5:00 pm**
Intent to Award Letters Sent	Friday, April 22, 2022
Appeals period ends	Friday, April 29, 2022
Contract Term Begins	Wednesday, June 1, 2022

BACKGROUND ON CAPACITY BUILDING

Capacity building is an investment in the effectiveness and future sustainability of a nonprofit organization. MOHCD recognizes the gaps in funding and resources that exist for many nonprofits, including its own grantees. MOHCD also recognizes how practices within our sector perpetuate a cycle in which funders continually under resource the nonprofits they support.

MOHCD's proposed capacity building framework has been informed by research and best practices and community voices, including the Learning for Action (LFA) Capacity Building Landscape Study, the Human Right Commission Reallocation of SFPD Report, One SF's Economic Recovery Task Force Report, and a cohort of MOCHD funded Black-led organizations. LFA's report describes the seven nonprofit capacities that any nonprofit needs in varying degrees:

- **Vision and impact model** - A clear and detailed description of the impact the organization is trying to create, mapped to the set of organizational activities that help produce that impact (e.g., Theory of Change)
- **Governance and leadership** - A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission
- **Program delivery** - Staff, technology, facilities, and other capabilities needed to deliver programs effectively and in fidelity to the impact model
- **Resource generation** - A strong funding model to guide resource generation, and the capabilities to secure resources over time
- **Internal operations and management** - Includes technical functions such as IT, financial management, and internal/external communications, plus human resources management and strategic planning
- **Evaluation and learning** - Tools, processes, infrastructure, and culture that support continuous program and organizational improvement
- **Strategic relationships** - The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support

LFA also places capacity building interventions into two categories Focused vs. Developmental Capacity Building:

- A **focused intervention** addresses a problem or pain point, which does not require a holistic understanding of the organization's performance across the seven capacities.
- A **developmental intervention** seeks to a) understand a potential problem in the context of the organization's performance in relation to the full range of capacities, and tailor the intervention accordingly, b) strengthen the organization as a whole (across the seven capacities) in the context of its stage of development, or c) both.

MOHCD has also been engaged in intentional conversations over the last year with their African American Stabilization grantees about their strengths and capacity building needs, as well as strategies that would be effective in advancing their organizations' mission, goals and operations. The following were identified as five high priority areas that will serve as a guide to their success.

- Fund development/multi-year funding
- Bookkeeping and administrative staffing
- Board development and strategic planning
- Technology and skills upgrades
- Marketing and communications

MOHCD is appreciative to all these sources in the development of this RFP. It is our desire to make funding available that will meet the needs of our current grantees through the following described strategies.

DETAILED DESCRIPTIONS OF FUNDING OPPORTUNITIES

Through this RFP process, MOHCD is seeking proposals for the following 2 funding opportunities. The final terms and conditions of each awarded grant are subject to negotiation.

(A.) **General Capacity Building for MOHCD Grantees** *Recommended Grant Request Amount - $25,000 – $75,000 per grantee*

This funding's purpose is to assist nonprofits in achieving new levels of effectiveness and strengthen their systems as well as support their access to resources that will facilitate the organization's progress in achieving their goals.

MOHCD is seeking grant proposals to support one-year capacity building projects with San Francisco-based nonprofit organizations that are existing MOHCD grantees and are in good-standing. Distinct capacity building projects that MOHCD will prioritize are in the following areas:

1. **Board Development** –Strong board leadership is essential to the success of a nonprofit. It's important that Board members understand their duties and utilize effective good governance practices.
2. **Leadership Development**- To support organizations, MOHCD is supporting the development of new and existing executive leadership and board members to work effectively together in service of the organization's mission. Nonprofits depend on strong leaders to guide, inspire, and engage. To be successful, leaders must identify impending challenges and the leadership skills needed to overcome them — and invest in training employees who provide the services to the community.
3. **Financial Systems and Management**- Sound financial systems, practices, and oversight are necessary for an organization to receive diverse funding investments, grow, and adapt. Assessments, tools, and technology all support the development of the financial capacity of an organization.

The General Capacity Building grant program is an investment in the sustainability of San Francisco's nonprofit organizations. MOHCD has a long history of allocating City General Funds to distinct capacity building projects, such as improving building financial adaptability and communication strategies, offering training and skill-building for staff and leadership, developing a leadership succession plan, facilitating collaborations, or improving the use of technology, all of which build the capacity of nonprofits to effectively execute their mission into the future. Common capacity building interventions include connecting organizations and their staff to information; peer learning or convening (e.g. cohorts); education and training (e.g. workshops or webinars); and consulting or coaching. MOHCD will also fund organizational assessments to identify capacity challenges and/or areas for improvement in the focus areas, and to plan appropriate interventions.

General Capacity Building projects should work to address (or resolve) one or more organizational capacity challenges that will enhance your organization's impact on the vulnerable residents it serves. The proposed projects can focus on one or more of the prioritized capacity building areas. Projects outside of the capacity building areas will be reviewed for consideration.

Applicant Qualifications:

Applicants and any collaborating organizations that are existing grantees, must have the ability to provide culturally competent/humble services in appropriate languages for the communities being served, and a history of effectively serving low and very low-income individuals.

(B.) **African American Community Stabilization Capacity Building for MOHCD Grantees** *Recommended Grant Request Amount - $25,000 – $75,000 per grantee*

The African American Community Stabilization grant program made multiple awards through an RFP process in the Spring of 2020. It was grounded in a recognition of the oppressive history of racial injustice, especially in housing and community services and the structural inequities that remain today. It is a multi-year commitment of $1Million in grants to nonprofit organizations that provide essential and high-quality services to African American residents and historically black neighborhoods. MOHCD's community engagement efforts resulted in the commitment to award additional capacity building funding for Black-led organizations.

This RFP is seeking grant proposals to San Francisco-based, Black-led nonprofit organizations that are existing MOHCD grantees.

This RFP will support proposals that either propose new capacity building efforts or are seeking to implement a current strategic plan. Implementation of Current Strategic plan already created. Applicants seeking funding to implement a current strategic plan should include a copy of that plan and the background narrative that supports the organization's focused capacity building project.

Proposals should be one-year capacity building projects in the following areas:

1. **Board Development** –Strong board leadership is essential to the success of a nonprofit. It's important that Board members understand their duties and utilize effective good governance practices.
2. **Leadership Development**- To support organizations, MOHCD is supporting the development of new and existing executive leadership and board members to work effectively together in service of the organization's mission. Nonprofits depend on strong leaders to guide, inspire, and engage. To be successful, leaders must identify impending challenges and the leadership skills needed to overcome them — and invest in training employees who provide the services to the community.
3. **Financial Systems and Management**- Sound financial systems, practices, and oversight are necessary for an organization to receive diverse funding investments, grow, and adapt. Assessments, tools, and technology all support the development of the financial capacity of an organization.
4. **Program Development & Operational Infrastructure**- Establishing cross-departmental teams, programmatic planning, evaluation, and accountability as well as goal setting and understanding impact all support the programmatic operations of an organization. Similarly, the operational infrastructure of an organization benefits from capacity building efforts, such as human resources, data management, and asset management.

Applicant Qualifications:

Applicants and any collaborating organizations must have the ability to provide culturally competent/humble services in appropriate languages for the communities being served, and history of effectively serving low and very low-income individuals.

ELIGIBILITY REQUIREMENTS

MOHCD Eligibility Requirements

All applicants must meet all the following eligibility requirements to be considered for MOHCD funding.

- Applicants must be a community-based agency that is non-profit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code or apply under a valid fiscal sponsor.
- Organizations receiving a grant from this RFP must be approved City suppliers or have started the process of becoming a City Supplier at time of proposal submission.
- MOHCD contracts are administered on a cost reimbursement basis. Grantees are reimbursed after invoicing for expenses incurred.
- No City agencies or departments may apply for funding under this RFP.
- Additional requirements may be detailed under each funding opportunity description on Pages 4-5.

Audit Requirements- To be a MOHCD grantee, <u>ONE</u> of the following audit documents is required.

- **OMB A-133 Audit** – *This level of audit is required if agency expended more than the threshold amount of $750,000 or more in federal funds in the previous fiscal year.*
- **Standard CPA Audit** – A standard audit is required for all agencies with a total budget over $500,000 in the previous fiscal year.
- **CPA Financial Review**- A financial review is allowed in place of standard audit for agencies with a total budget between $250,000-$500,000 in the previous fiscal year.
- **"No Audit" Letter-** If the agency's total budget is less than $250,000 a letter can be provided stating that no audit was performed per the agency's global budget size.
- **A Fiscal Year Audit** for July 1, 2019 – June 30, 2020 should have been completed by March 31, 2021, and will cover the following period- July, 1, 2019-June 30, 2020.
- **A Calendar Year Audit** for January 1 2020 – December 31, 2020 should have been completed by September 30, 2021.

Supplier Status

Agencies funded through this RFP must be City-approved suppliers and not be on the City Supplier Debarred list before receiving funds.

- Organizations must be approved City suppliers in order to enter into contract with MOHCD. If your agency is not currently a City Supplier you must begin the process of becoming one with the submission of your proposal, in order to avoid lengthy and avoidable delays.
- Supplier application packets can be obtained from the Office of Contract Administration at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 430, San Francisco, CA 94102 or downloaded from the Office of Contract Administration website at www.sfgov.org/oca.
- More information on becoming a City supplier is available at the San Francisco City Supplier Portal, at https://sfcitypartner.sfgov.org/ .
- Subcontractors are not required to be City-approved suppliers; only the lead agency or fiscal sponsor must be City-approved.

Compliance Standards

Applicants must agree to meet Compliance Standards established by the City and MOHCD throughout the grant term and participate in fiscal and program monitoring.

- **Insurance** - General liability, workers compensation and auto insurance must be compliant and current to encumber funds and must remain current throughout the grant.
- **Equal Benefits Ordinance** - Organizations agree to administer benefits equally to employees with domestic partners and employees with spouses. More information is available at https://sfgov.org/cmd and is managed by the Office of Contract Administration.
- **SF Human Rights Commission**- Organizations must comply with prohibitions against discrimination in fair housing and equal employment opportunity.

- **Sunshine Ordinance**- Under Chapter 12L of the San Francisco administrative code, non-profits that receive more than $250,000 in city funds must comply with specific open government requirements and respond to requests for financial and meeting information from members of the public.
- **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.
- **Religious Activity**- Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long-term lease.
- **Political Activity**- No funds received through this RFP shall be used to provide financial assistance for any program that involves political activities. Applicants must comply with Section 1.126 of the San Francisco Campaign and Governmental Conduct Code.

RFP ASSISTANCE & RESOURCES

MOHCD RFP Pre-Submission Webinar

A live virtual pre-submission webinar will be offered. Staff will provide an overview of the RFP process, including eligibility criteria, MOHCD funding opportunities, and how to apply.

- To attend a webinar, you must first register. After registering, you will receive a confirmation email containing information about joining the webinar.
- To register for the pre-submission Zoom webinar, click on the links below:

[MOHCD Pre-Submission Webinar Link](#) **Click the link above to register and receive Zoom info**	**February 16, 2022, 11am-12pm**

RFP Questions

MOHCD is committed to providing as much clarity as possible during this RFP process. Please submit your questions about the RFP in writing to CommDevRFP@sfgov.org by February 25, 2022. We will do our best to issue our response to your questions on March 2, 2022 on MOHCD website.

MOHCD PROPOSAL SUBMISSION INSTRUCTIONS
HOW TO SUBMIT A GRANT PROPOSAL

1 — **REGISTER & ATTEND OUR PRE-SUBMISSION WEBINAR**

February 16, 2022, 11am-12pm

A virtual pre-submission webinar will be offered. Staff will provide an overview of the RFP process, including eligibility criteria, funding opportunities, and how to apply. We encourage you to attend the workshop before submitting a proposal. For translation or interpretation services, email CommDevRFP@sfgov.org at least 72 hours in advance. For speech or hearing-impaired callers, email CommDevRFP@sfgov.org.

2 — **PUT TOGETHER YOUR PROPOSAL PACKET**

Templates for some of the documents listed below can be found in fillable formats on MOHCD website-https://sfmohcd.org/community-development-funding-opportunities.

Proposal Packet Checklist:

[ ] Proposal Cover Sheet (see p.9 and a template posted on MOHCD website)
[ ] Board of Directors (see p.10 and a template posted on MOHCD website)
[ ] Proposal Narrative Responses (see p.11 for instructions)
[ ] Project Budget (see p.12 for instructions and a template posted on MOHCD website)
[ ] Agency-Wide Budget (see p.11 for instructions)

The following documents are also required if you are not currently funded by MOHCD:

[ ] Agency's Articles of Incorporation, including all amendments
[ ] Agency's By-Laws, including all amendments
[ ] Evidence of agency's Federal Tax Exempt 501(c)(3) status

3 — **SUBMIT YOUR PROPOSAL PACKET**

PROPOSAL DUE DATE: March 18, 2022 before 5:00 P.M.
HOW TO SUBMIT A FINAL PROPOSAL PACKET:

1. Attach all documents to one email for each proposal. Subject Line should state "MOHCD Organizational Capacity Building RFP Final Proposal" and include your agency name.
2. Send to CommDevRFP@sfgov.org before 5pm on March 18, 2022. Proposals received after 5 pm on the due date will not be considered.
3. Please send proposals early ensure the ability to address any unforeseen technical difficulties.
4. Please email CommDevRFP@sfgov.org immediately if you are experiencing any technical difficulties.

PROPOSAL COVER SHEET

A fillable Word version of this form can be found at https://sfmohcd.org/community-development-funding-opportunities.

Funding Opportunity #2021-5   and name MOHCD Organizational Capacity Building RFP FY2021-22__

Please check the funding opportunity for which proposal is being submitted

(A.) General Capacity Building	
(B.) African American Community Stabilization Capacity Building	

Agency Name:

Street Address:
       City:

       State: Zip Code:

Main Phone:

Project Name:

Project Description (one-liner):

Project Site Address (if different):
       City:

       State: Zip Code:

Executive Director/CEO:

Name: Phone: Email:

Chief Financial Officer:

Name: Phone: Email:

Chief Operating Officer:

Name: Phone: Email:

Primary Project Contact Person (if different):

Name: Phone: Email:

Total Proposal Request: $

Total FY 2021 or FY 2022 Agency Budget: $ _____

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

_____   _____

Signature of Executive Director   Date

LEAD APPLICANT'S BOARD OF DIRECTORS

A fillable Word version of this form can be found at https://sfmohcd.org/community-development-funding-opportunities.

Name	Years on Board	Home Neighborhood	Job or Relevant Experience

PROPOSAL NARRATIVE QUESTIONS

The proposal narrative should not exceed 10 total pages. MOHCD will not accept any handwritten narratives. Font size must be at least 12 point. Pages must be standard 8-1/2 by 11 and double spaced.

Proposal Narrative Questions (Up to 100 points)

(1.) **Population & Experience:** Please describe your organization, its history and experience, the populations you serve and your provision of services. This description should identify your organizations' current need and experience with capacity building. (Up to 20 points)

(2.) **Design:** Describe your proposed capacity building effort and the specific area you have selected to address and why. What are the steps of your project and timeline? How was this project and approach selected? Describe any steps that led to your proposed project. (up to 20 points)

(3.) **Staffing:** Describe the staffing plan for your proposed project including all leadership, direct service and supportive staff roles who will be involved. Include descriptions of any consultants you will be contracting with and how/why they were selected. (Up to 10 points)

(4.) **Advancing Racial Equity:** How will this capacity building project increase the impact of your work to address social and racial inequities. (Up to 15 points)

(5.) **Impact:** What will be addressed and achieved once this capacity building is completed? What will be strengthened in your organization and how will you sustain learnings? (Up to 15 points)

(6.) **Budget Narrative:** Provide a budget narrative by providing a description of your use of funds. (Up to 20 points)

PROPOSAL BUDGET ITEMS

1. For your Project Budget, please include budget items for a twelve-month period. The budget should include not only your MOHCD grant request including any other funding sources. For quick reference, below is the Project Budget Form.

2. Please provide appropriate narrative to support the budget line items in order assist the readers in understanding use of funds.

3. You can access a fillable MOHCD Project Budget form in Excel format at https://sfmohcd.org/community-development-funding-opportunities

MOHCD PROJECT BUDGET WORKSHEET

AGENCY NAME:

PROPOSAL NAME:

INSTRUCTIONS-
- Everything in blue is MOHCD's budget template.
- Everything in yellow must be filled out by the applicant.
- If applicable, include your project's two largest secured funding sources in the column headers labeled "Other Funding Amount" and insert the source's name.
- You may add rows/lines to the "Item Detail" Sections to accurately reflect your proposed budget.

LINE ITEM	ITEM/NAME DETAIL			Current Grant Request to	Other Secured Funding from [Insert Source]	Other Secured Funding from [Insert Source]	Total Project Budget
	Staff Name & Title	Rate/Hr.	# of Hrs.				
Salaries & Wages							$ -
							$ -
							$ -
							$ -
							$ -
							$ -
	Total Salaries & Wages			$ -	$ -	$ -	$ -
	SALARIES & WAGES BUDGET NARRATIVE: Please provide a detailed description of the items listed above and how they relate to						
Fringe Benefits	FICA						$ -
	SUI						$ -
	Workers Compensation						$ -
	Medical Insurance						$ -
	Retirement						$ -
	Other						$ -
	Total Fringe Benefits			$ -	$ -	$ -	$ -
Contractual Services	ITEM/NAME DETAIL			MOHCD Grant Request	Other Secured Amount from	Other Secured Amount from	Total Project Budget
							$ -
							$ -
	Total Contractual Services			$ -	$ -	$ -	$ -
	CONTRACTUAL SERVICES BUDGET NARRATIVE: Please provide a detailed description of the items listed above and how they rel						
Equipment (including leasing)	ITEM DETAIL			MOHCD Grant Request	Other Secured Amount from	Other Secured Amount from	Total Project Budget
							$ -
	Total Equipment			$ -	$ -	$ -	$ -
	EQUIPMENT BUDGET NARRATIVE: Please provide a detailed description of the items listed above and how they relate to the prop						
Other	ITEM DETAIL			MOHCD Grant Request	Other Secured Amount from	Other Secured Amount from	Total Project Budget
	Travel						
	Insurance						$ -
	Office and/or Project Space Rental						$ -
	Office and/or Project Supplies						$ -
	Telecommunications						$ -
	Utilities						$ -
	Total Other			$ -	$ -	$ -	$ -
	"OTHER" BUDGET NARRATIVE: Please provide a detailed description of the items listed above and how they relate to the propos						
Indirect	Total Indirect (no more than 15%)						$ -
	INDIRECT BUDGET NARRATIVE: Please provide a detailed description of the items listed above and how they relate to the propos						
	TOTAL			$ -	$ -	$ -	$ -

4. The Agency-Wide Budget must be submitted and is a part of your submission packet (see Page 8).

SCORING

Grant proposals that meet our Eligibility Requirements (see Page 6) will be scored, ranked, and receive a funding recommendation based on the ranking. Proposals that do not satisfy the Eligibility Criteria will be determined as non-responsive to this RFP and will not be reviewed.

Proposals will be reviewed and will be evaluated by the following criteria:

Proposal Scoring Rubric	
Proposal Section	**Point Value**
1. Population & Experience	20
2. Design	20
3. Staffing	15
4. Advancing Racial Equity	15
5. Impact	15
6. Budget Narrative	15
Total	**100**

APPEALS PROCESS

Proposals will be determined as non-responsive if they are incomplete, undelivered, or do not meet the Eligibility Requirements (see Page 6). If we determine your proposal to be non-responsive, we will inform you. Applicants may appeal a determination of non-responsiveness to this RFP by submitting notice by email to MOHCD setting forth the grounds for the appeal by no later than five (5) business days after receiving MOHCD's determination.

Organizations will be notified if a proposal was not selected for an award. If there is disagreement with the decision, organizations may file a formal appeal within five (5) business days of the award announcement. MOHCD must receive the appeal on or before the fifth business day.

The appeal must include a written statement of each of the grounds for appeal. An individual authorized to represent the respondent must submit the appeal by email to CommDevRFP@sfgov.org.   The appeal must cite all applicable laws, rules, procedures, or provisions that we did not follow faithfully, as documented in this RFP. The appeal must specify facts and evidence enough for us to determine its validity. Disagreements about program quality or value do not constitute grounds for appeal. Failure to object or appeal in the manner and within the times set forth above will constitute a complete and irrevocable waiver of any appeal of MOHCD's decision.

MOHCD will only accept appeals of non-responsiveness or an award decision by email. It is the responsibility of applicants to ensure email delivery prior to the deadline specified.

A panel selected by MOHCD will review all eligible appeals, and the panel decisions will be final. If necessary, we will schedule a meeting with the respondent within ten (10) calendar days of receiving the appeal.

APPENDIX A: MOHCD Target Populations

MOHCD's Equity Goal is to advance opportunities and improve programmatic outcomes for the most vulnerable residents utilizing population-level indicators and community-level indicators.

The results of this RFP will further focus MOHCD's investments in the highest priority areas of housing stability, anti-displacement, and economic self-sufficiency.

MOHCD TARGET POPULATIONS

1. Culturally Specific Groups:

   - Asian (including Chinese, Filipino and Southeast Asian)

   - Black and African American

   - Latino

   - Middle Eastern and North African

   - American Indian and Indigenous

   - Samoan and Other Pacific Islander

2. Very Low-Income Households that are Not Homeless

3. Very Low-Income Homeowners

4. People Experiencing Homelessness

5. Households with Low Educational Attainment

6. Limited English Proficient Households

7. Immigrants, including Undocumented Immigrants and Refugees

8. Households with Low Digital Access/Literacy

9. Public Housing, RAD and HOPE SF Residents

10. Disconnected Transitional Age Youth

11. Persons Living with HIV/AIDS

12. Seniors and Persons with Disabilities

13. LGBQ Residents

14. Transgender Residents

15. Opportunity Neighborhood Residents

16. Veterans

17. Survivors of Domestic Violence

18. Households Experiencing Violence

19. Re-Entry Population

APPENDIX B: Population-Level Indicators and Disparity Indicators

MOHCD is working to address disparities and ensure measurable outcomes for vulnerable populations in San Francisco. Below are examples of the MOHCD's '2020-2025 Consolidated Plan' strategies' alignment with the City's Economic Recovery Task Force (ERTF) Policy Recommendations. The ERTF Policy Recommendations were created in response to the Pandemic to support a coordinated recovery for San Francisco. Also included below are population-level indicators illustrating the race and ethnicity disparities MOHCD is working to address through the funding it administers as well as the programs it administers.

1. **Ensuring Families and Individuals Are Stably Housed:** (MOHCD Consolidated Plan Goal)
   Invest in Housing: (ERTF Policy Recommendation)

Race and Ethnicity	Percentage of households who own their home	Percentage of households who spend > 30% of gross income on their home	Percentage of households who spend > 30% of gross income on rent
American Indian	39.48 %	75.70 %	44.29 %
Black	30.01 %	73.09 %	58.38 %
Chinese	58.18 %	63.58 %	42.66 %
Filipino	50.15 %	70.72 %	37.43 %
Latino	27.34 %	77.88 %	54.25 %
Southeast Asian	44.53 %	70.09 %	46.17 %
Pacific Islander	54.55 %	52.62 %	26.66 %
White	39.71 %	71.06 %	40.56 %
All Other Asian	35.88 %	70.43 %	44.21 %
All Other Race	28.88 %	39.43 %	21.46 %
All San Franciscans	**41.93 %**	**70.20 %**	**44.30 %**

2018 American Community Survey 1-Year Estimates, IPUMS USA, University of Minnesota, www.ipums.org.

2. **Ensuring Families & Individuals Are Resilient & Economically Self-Sufficient:** (MOHCD Consolidated Plan Goal)
   Pursue Economic Justice: (ERTF Policy Recommendation)

Race and Ethnicity	Percentage of residents who are extremely-low or low-income	Percentage of residents who are below the federal poverty line	Percentage of residents who are considered working poor
American Indian	26.62 %	28.22 %	0.00 %
Black	51.55 %	32.83 %	16.96 %
Chinese	40.18 %	9.65 %	7.75 %
Filipino	29.48 %	7.92 %	2.95 %
Latino	47.97 %	13.15 %	11.33 %
Southeast Asian	35.19 %	13.13 %	7.47 %
Pacific Islander	20.71 %	4.00 %	0.00 %
White	21.43 %	7.67 %	2.54 %
All Other Asian	27.35 %	9.06 %	3.31 %
All Other Race	22.22 %	18.28 %	1.35 %
All San Franciscans	**32.55 %**	**10.83 %**	**5.36 %**

2018 American Community Survey 1-Year Estimates, IPUMS USA, University of Minnesota, www.ipums.org.

3. **Ensuring Families & Individuals Are Resilient & Economically Self-Sufficient** (MOHCD Con Plan Goal)
   Job Connections: (ERTF Policy Recommendation)

Race and Ethnicity	Percentage of residents who are unemployed	Percentage of residents who have attained less than a bachelor's degree	Percentage of residents who are not considered English proficient
American Indian	15.86 %	64.79 %	0.00 %
Black	3.83 %	76.00 %	0.36 %
Chinese	2.58 %	62.90 %	28.07 %
Filipino	2.25 %	56.36 %	7.94 %
Latino	3.05 %	71.30 %	12.27 %
Southeast Asian	1.96 %	67.92 %	25.60 %
Pacific Islander	1.26 %	66.25 %	3.31 %
White	2.35 %	30.40 %	0.84 %
All Other Asian	1.68 %	36.77 %	5.78 %
All Other Race	0.00 %	34.33 %	0.00 %
All San Franciscans	**2.58 %**	**49.81 %**	**9.91 %**

2018 American Community Survey 1-Year Estimates, IPUMS USA, University of Minnesota, www.ipums.org.