

REVISED ON 10/5/2021, including updated timeline



# Mayor's Office of Housing and Community Development



**REQUEST FOR PROPOSALS**

**FY 2021-22**

**Due October 6, 2021**

**At 5:00 p.m.**

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## Introduction

The Mayor's Office of Housing and Community Development (MOHCD) and the SoMa Community Stabilization Fund (SoMa Fund) are pleased to announce the availability of up to \$1,250,000 to invest in initiatives that engage and support low-income residents, nonprofits, and small businesses located in the in the SOMA Project area. The SOMA project area is home to some of the most ethnically diverse neighborhoods within San Francisco and is recognized as an important center for two communities: the Filipinos and the LGBTQ communities.

Over the last ten years, the SoMa Fund has invested in housing, economic and workforce development, community cohesion, and the improvement of infrastructure with the intention of mitigating displacement. In March 2020, MOHCD and the SoMa Fund Community Advisory Committee expanded its priorities to include response and recovery from the COVID-19 pandemic.

The Request for Proposals (RFP) solicits proposals for projects that continue ongoing efforts to minimize displacement through strengthening established local institutions, affirming and expanding inclusion of local residents of all ages in programming, and implementing recommendations from the established city priorities and the [COVID-19 Economic Recovery Task Force](#). The RFP is in alignment with MOHCD's 2020-2024 Consolidated Plan, the [SF Planning Department's Central SoMa Plan](#), and the [Cultural Districts Program](#).

Housing affordability remains a primary concern for residents living within the SOMA project area, with the concern exacerbated by the economic downturn caused by the pandemic. Low-wage earners have been hit the hardest, especially those who work in the retail and hospitality industries.

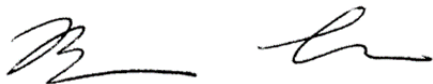
Since procuring the SoMa Stabilization grants portfolio in 2019, much has changed regarding the needs of communities we serve as well as within MOHCD. Over the last year, MOHCD worked closely with partners and the SoMa Stabilization Fund Advisory Committee to provide flexibility and better alignment of resources to address impacts of the pandemic.

The office remains committed to maintaining transparency in its processes, being intentional in realizing strategic outcomes, and supporting partner organizations with capacity building as well as funding.

We are proud and grateful to call you partners.

Sincerely,

Brian Cheu



Director, Community Development

Claudine M. del Rosario



SoMa Fund Director

## SoMa Fund Overview

The Rincon Hill Area Plan was approved in 2005, providing update land use and development policies for the area (generally bounded by Folsom Street to the north, the Embarcadero to the east, Bryant Street and the north side of the Bay Bridge to the south, and Essex Street to the west) to allow for residential development. The San Francisco Board of Supervisors approved an amendment to the Planning Code establishing the SoMa Community Stabilization Fund (SoMa Fund), through Ordinance 217-05, which addresses the economic impacts of the Rincon Hill Area Plan on the surrounding area (see map on page 6), specifically on affordable housing, economic and community development, and community cohesion in SoMa. This legislation imposed a SoMa community stabilization impact fee on residential development in the Rincon Hill Area Plan to provide community stabilization <sup>1</sup>benefits and prevent displacement of existing residents and businesses in SOMA. The legislation calls for financial assistance to existing small businesses, as well as programs to promote leadership development, community cohesion, and civic participation to ameliorate the negative economic and social consequences of the new development. The Board of Supervisors also approved a resolution, requiring the Mayor's Office of Community Development (MOCD), now the Mayor's Office of Housing and Community Development (MOHCD) to administer the Fund. The legislation also stipulates that there must be a SoMa Community Stabilization Fund Community Advisory Committee (the CAC), composed of seven members representing the SoMa community, to advise MOHCD and the Board of Supervisors on the administration and expenditure of the SoMa Fund.

Initial fees were received and procured by MOHCD, in partnership with the CAC, in 2010. Over the last ten years, the Fund has invested in initiatives to prevent the displacement of SoMa residents, nonprofits, and small community-serving businesses, guided by a Strategic Plan adopted by the Board of Supervisors in 2008.

In December 2018, the Board of Supervisors adopted the Central SoMa Plan along with additional fees allocated to the Fund for social and cultural programming as well as community facilities. The Plan lists preserving and celebrating the neighborhood's cultural heritage among its primary goals, recognizing SoMa as an important center for two culturally important communities: Filipinos and the lesbian, gay, bisexual, transgender, and queer (LGBTQ) community.

Each of these communities have established Cultural Districts formally recognized by the City, and are currently in the process of developing a Cultural, History, Housing and Economic Sustainability Strategy (CHHESS) Report to offer solutions and strategies for sustaining their cultural heritage within the neighborhood.

In 2020 MOHCD completed the 2021-26 Consolidated Plan that includes strategies and a theory of change that connect investment in housing opportunity, services, and a community building to advance opportunity for the city's most vulnerable residents. In 2020, the city completed its Equitable Recovery

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<sup>1</sup> Ordinance 217.05 states that all monies deposited in the Fund shall be used to address the impacts of destabilization on residents and businesses in SOMA including assistance for: affordable housing and community asset building, small business rental assistance, development of new affordable homes for rental units for low income households, rental subsidies for low income households, down payment assistance for home ownership for low income households, eviction prevention, employment development and capacity building for SOMA residents, job growth and job placement, small business assistance, leadership development, community cohesion, civic participation, and community based programs and economic development.

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strategies that support existing businesses and organizations, re-imagine spaces, support workers and job-seekers, protect vulnerable populations, pursue economic justice and provide housing.

Shortly after the Shelter in Place order was issued, the SoMa Community Collaborative Community conducted a survey to learn about needs that emerged in the neighborhood. Participants in the survey listed support for tenant issues, eviction prevention, support for small businesses, and access to housing as top needs.

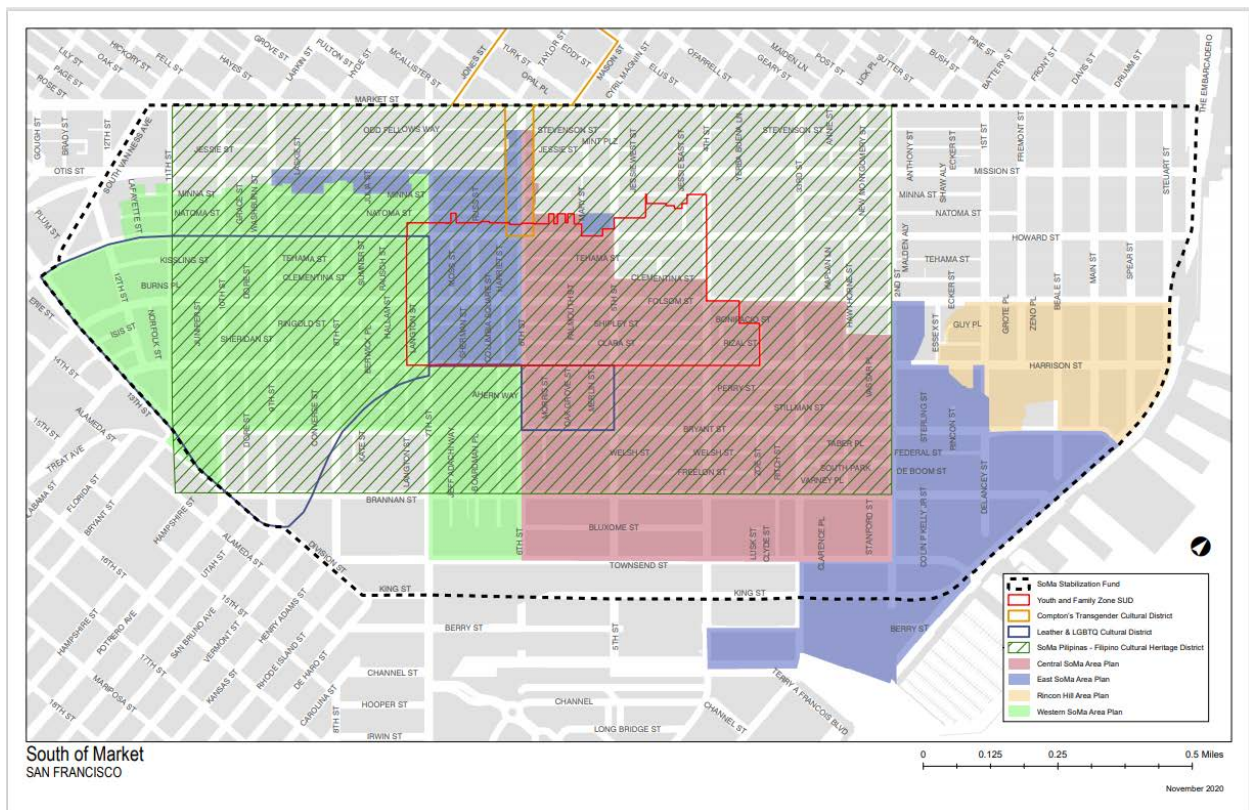
This RFP is designed to affirm and implement the priorities of the SoMa Community Stabilization Fund Strategic Plan related to Rincon Hill fees as well as immediate and COVID-19 needs.

### Priority Population and Geography

The Fund prioritizes investments in projects and programs that serve the following geographies

- the overlapping services areas that include the Children and Families Special Uses District (SUD) as well as,
- legislated Cultural Districts in in the neighborhoods, including SoMa Pilipinas, the Leather & LGBTQ District and Compton’s Transgender District.

The Fund prioritizes investments in projects and programs that low wage and small community serving businesses,<sup>2</sup> particularly populations served by the neighborhood’s Cultural Districts (SoMa Pilipinas, the Leather and LGBTQ District and Compton’s Transgender District) and the Children and Families Special Uses District (SUD).



<sup>2</sup> Small community serving businesses include businesses with less than 25 employees, particularly those owned by resident from historically marginalized communities, and with a demonstrated track record of serving SoMa’s residents and workers.

## Mission and Objectives

The **mission** of the SOMA Community Stabilization Fund Community Advisory Committee is to stabilize the community and promote equity through funding recommendations and priorities that mitigate the impact of development.

Its **vision** is that populations most vulnerable to displacement in SOMA (individuals, families, businesses that serve and employ them, nonprofit organizations, community arts, and educational institutions) are able to live, work and prosper in a neighborhood that is safe and culturally and economically diverse.

Per the Fund's Strategic Plan, investments are directed toward the following four areas:

**Housing** – Increase access to perpetually affordable housing opportunities for existing residents of SoMa.

- Resident engagement and leadership development
- Services to provide information and preparation to successfully compete for affordable units
- Invest in acquisition, rehabilitation and/or development of land and property

**Jobs and Income** – Support economic and workforce development for low-income residents and community serving businesses.

- Employer cultivation
- Job preparation
- Income support through micro business
- Asset development
- Leadership development and financial literacy programs for youth and families

**Community Cohesion and Neighborhood Communication** – Strengthen community networks and infrastructure to build neighborhood unity, self-determination; and equity in SoMa; Preserve the social heritage of the neighborhood.

- Local nonprofit community infrastructure development
- Neighborhood culture and arts that preserve existing neighborhood social heritage of the neighborhood
- Fostering resident connections across culture and income

**Physical Infrastructure** - Improve the infrastructure and physical environment of the neighborhood.

- Rehabilitation, acquisition and/or development of community facilities
- Improve public spaces and outdoor facilities to promote cohesion among diverse groups in the neighborhood.

## **Funding Guidelines**

### **Racial Equity**

In partnership with City and community leaders, MOHCD seeks to advance opportunities and improve programmatic outcomes for San Francisco’s most vulnerable residents. As such, MOHCD is assessing programs, contracts, and procurements to ensure they advance the City’s racial equity goals. MOHCD will be working closely with our partner organizations to monitor the impact of our investments.

MOHCD will provide capacity building, clear information to partner organizations, and create 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 have the opportunity to thrive.

The SoMa Fund lists as one of its key investment objectives to “strengthen community networks and infrastructure to build neighborhood unity, self-determination and equity in SoMa.” MOHCD and the SoMa Fund will continue to center its work on culturally responsive solutions developed by the people most impacted by social inequities.

### **COVID-19**

This RFP was developed through a robust research process by working with City and community leaders to identify current challenges and new trends, aligning our Consolidated Plan’s strategies with the City’s [Economic Recovery Strategies framework](#).

MOHCD understands that COVID-19 disproportionately impacts communities of color, especially Latino and Black communities. Even before the outbreak of the pandemic, many SoMa residents and workers of color struggled to make ends meet. Organizations that can and have responded to the emerging needs of vulnerable residents will need critical support and stability in order to continue their response.



### **FUNDING PRIORITIES**

MOHCD will be funding organizations in each of the funding priority areas listed below.

- Housing
- Small Business Support
- Youth and Family Support
- Community Action Grants/SoMa Community Collaborative
- Capacity Building: Trauma Informed Systems Training

Applicants must demonstrate their ability to achieve measurable outcomes and meet the minimum competencies listed with each service option.

The grant term is one year, with an option to extend based on funding availability, grantees' success in achieving outcomes and deliverables, and demonstrated community needs.

## I. Housing

### Community Needs

Since its inception, the SoMa Fund has invested to increase permanently affordable housing for current residents of SoMa. The key objective for the housing service area is to prevent the displacement of low-wage-residents through services that assist residents in

- applying for MOHCD’s Below Market Rate (BMR) Rental Program,
- identifying and acquiring existing housing sites that can be converted to permanently affordable.

This service area aligns with the SoMa Pilipinas CHHESS (Cultural, History, Housing and Economic Sustainability Strategy) priority to Increase Language and Culturally Competent Housing Readiness Support for Filipinos to get into Affordable, Below Market Rate (BMR), and Supportive Housing.

SoMa Program Area	SoMa Strategic Objective	MOHCD Consolidated Plan Outcomes
Access to Housing - Rental Housing Counseling	Increase access to perpetually affordable housing opportunities for existing residents of SoMa by investing in services to provide information and preparation to successfully compete for affordable units	<ul style="list-style-type: none"> <li>• Provide services to maintain housing stability</li> <li>• Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses</li> <li>• Reduce displacement of residents and businesses</li> <li>• Develop and maintain accessible and affordable housing</li> <li>• Make housing more affordable</li> </ul>
Small Site Identification and Tenant Counseling		

### Program Areas:

#### 1. Access to Housing - Rental Housing Counseling

This service strategy will support individual counseling and group workshops that prepare and connect residents to rental housing opportunities, with a focus on MOHCD’s Below Market Rate (BMR) and Affordable Rental opportunities. Grantees are expected to work closely with a MOHCD-identified, non-client serving lead agency to coordinate marketing, outreach, and programmatic activities that respond to the evolving needs of target populations and the rapidly shifting housing market.

### Suggested Outcome Metrics

- # of residents demonstrating increased ability to navigate the rental housing process
- # of workshops marketed in collaboration with the MOHCD-identified coordinating agency

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- # of qualified residents applying for at least one housing opportunity through DAHLIA
- # of residents creating an account on DAHLIA
- # of workshops and basic application assistance clients served in a language other than English
- # of San Francisco Unified School District (SFUSD) employees served
- # of households placed in affordable housing

### Grantee Competencies

If your agency will provide Rental Housing Counseling, it must:

- Adopt and follow the National Industry Standards for Rental Education and Counseling;
- Have a Housing Counseling Plan by July 1, 2021 that outlines its policies and procedures for client intake, counselor training, individual counseling sessions, group workshops, and client follow-up and evaluation; and
- Be willing to enter into a written agreement with a MOHCD-identified coordinating agency for rental workshop and case management coordination.

If your agency will provide Rental Housing Counseling Coordination, it must:

- Not provide direct services to clients; and
- Be willing to enter into a written agreement with all Rental Housing Counseling service providers for rental workshop and case management coordination

### 2. Small Site Identification and Tenant Counseling

MOHCD's Small Sites Program (SSP) stabilizes small rent-controlled properties vulnerable to market pressure. SSP protects tenants living in these properties by removing them from the speculative market. The properties are then converted to permanently affordable housing. SSP results in more permanently affordable housing (no longer rent-controlled), stabilized housing for current tenants, improved physical condition of these buildings, and financial sustainability.

Successful applicants within this service strategy will support the SSP by providing tenant counseling and education to residents in available (for sale) prospective small site projects in the SoMa neighborhood. Tenant counseling should include collecting information to determine whether tenants are income eligible for the SSP. This program will also require grantees to identify properties in SoMa that may be good candidates for the SSP. Grantees will be required to adhere to MOHCD Small Site guidelines and work in partnership with a local nonprofit developer and with MOHCD. Buildings are eligible for SSP if two-thirds of existing tenants have maximum incomes at 80% Area Median Income (AMI), the building is between 5-25 units, requires light to moderate renovation, and existing tenants meet per-unit subsidy limits in the program guidelines.

### Suggested Outcome Metrics

- # of residents demonstrating increased understanding of small site program and how it may benefit their building
- # of buildings identified that meet SSP guidelines
- # of buildings submitted to SSP for underwriting

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Grantee Competencies

- Applicants must have at least five years of experience working with tenants to understand their housing rights; and
- Applicants must have demonstrated commitment to coordinating efforts with nonprofit housing developers and with MOHCD

<b>Strategy</b>	<b>Allocation</b>
Access to Housing – Rental Housing Counseling	\$75,000
Small Site Identification and Tenant Education	\$75,000
Total	\$150,000

## II. Small Business Support

### Community Needs

The SoMa Fund has always prioritized supporting small, neighborhood-based businesses, recognizing their role in generating jobs and income for local SoMa residents as well as creating paths to financial self-sufficiency for SoMa entrepreneurs. These businesses are a crucial part of the neighborhood and will be a key contributor to its economic recovery.

The COVID-19 pandemic has had a profound impact on SoMa’s local economy. Jobs have been lost and businesses have closed, some permanently. According to new data compiled by the San Francisco Chamber of Commerce, the city has seen a 45% drop in the number of open small businesses since the first shelter-in-place order took effect in mid-March of last year.

In a survey conducted by the SoMa Community Collaborative, over 35% of participants identified supporting small business as a critical need in the neighborhood. According to the Leather and LGBTQ Cultural District, there were fifty-five leather businesses in SoMa in 1980. Today, they count twelve, and have lost two since the start of the pandemic. Data released by the SF Chamber of Commerce in October 2020 indicated that the South of Market (94103) had the highest percentages of businesses closed at 88%, including both temporary and permanent closures.

In addition to federal and state and resources for small businesses the City has been targeting small businesses with proprietors of color. But targeted, on-the ground support is crucial to the success of small businesses in SoMa.

SoMa Program Area	SoMa Strategic Objectives	MOHCD Consolidated Plan Outcomes
COVID-19 Emergency Assistance for Small Businesses	Support economic and workforce development for low-income residents and community serving businesses by investing in <ul style="list-style-type: none"> <li>• Employer cultivation</li> <li>• Job preparation</li> <li>• Income support through microbusiness</li> <li>• Asset development</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce displacement of residents and businesses</li> <li>• Encourage the development and sustainability of thriving locally owned businesses</li> <li>• Support the development and sustainability of robust commercial corridors in low-income neighborhoods</li> <li>• Require local hiring to the greatest extent possible</li> <li>• Implement programs that provide direct benefits resulting from neighborhood based economic growth to local communities</li> </ul>
Small Business Events		
Small Business Incubation		
SoMa allocation to SF Shines		

## **Service Options**

### **1. COVID-19 Emergency Assistance for Small Businesses**

This service strategy will provide technical assistance and/or financial support to small, SoMa community-serving businesses adversely affected by the COVID pandemic through anon-profit intermediary.

Technical assistance can include providing support for safe re-opening, access to PPE and testing for employees, assistance with communication, and moving business functions online.

Financial assistance can include support for developing safe work environments, purchasing safety equipment, etc. Businesses assisted must be located within the boundaries of SoMa or. Applicants must be able to demonstrate how the businesses served by their organization benefit SoMa priority populations (page 6). Examples include, but are not limited to, job opportunities, internships, training, and outreach to SoMa residents.

#### **Suggested Outcome Metrics**

- # of SoMa-serving businesses assisted and an economic impact achieved
- # of SoMa-serving businesses stabilized
- # of one-on-one technical assistance sessions
- # of internships, training, or jobs created for SoMa residents created

#### **Grantee Competencies**

- Applicants must have at least three years demonstrated experience providing technical assistance to small business; and
- All applicants must have a demonstrated commitment to coordinating efforts with SoMa businesses and non-profit organizations.

### **2. Small Business Events**

This service strategy will support in-person and virtual event series designed to both generate income for small SoMa-serving businesses and create economic opportunities for SoMa residents. Businesses assisted must be located within the boundaries of SoMa.

Proposed programs should support economic and workforce development for low-income residents, workers and community-serving businesses in SoMa; contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, building community capacity; develop new and innovative approaches to spur small business growth; and build community with arts, youth, senior and family service providers.

#### **Suggested Outcome Metrics**

- # of virtual and/or in-person events completed
- # of SoMa-serving businesses assisted and an economic impact achieved
- # of SoMa-serving businesses reporting increase in monthly revenue
- Annual dollar amount of increase in sales
- # of internships, training, or jobs created for SoMa residents created

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- # of SoMa residents participating in events

Grantee Competencies

- Applicants must have a demonstrated track record of planning events that generate income and visibility for small businesses; and
- All applicants must have a demonstrated commitment to coordinating efforts with SoMa small businesses and non-profit organizations.

3. Small Business Accelerator

This service strategy is designed to fund a non-profit intermediary for giving developing businesses access to mentorship, investors and other support to help them become stable, self-sufficient businesses. Funded programs shall assist SoMa residents and existing small businesses in SoMa to develop their enterprises through services that include, but are not limited to, individual consulting, business incubation services, assistance accessing capital, markets, and networking.

Suggested Outcome Metrics

- # of SoMa-serving businesses assisted and an economic impact achieved
- # of SoMa-serving businesses stabilized
- Annual dollar amount of increase in sales
- # of workshops, trainings, presentations provided
- # of one-one-one technical assistance sessions
- # of internships, training, or jobs created for SoMa residents created
- # of jobs retained

Grantee Competencies

- Applicants must demonstrate a successful track record of assisting small businesses with accounting, marketing, crowdfunding, launch support, mentorship, business development, and incubation; and
- All applicants must have a demonstrated commitment to coordinating efforts with SoMa businesses and non-profit organizations.

Strategy	Allocation
COVID-19 Emergency Assistance for Small Businesses	\$75,000
Small Business Events	\$75,000
Small Business Accelerator	\$75,000
Subtotal	\$225,000

### III. Youth and Family Support

#### Community Needs

Public schools in San Francisco have been closed since the shelter-in-place order was issued in March of 2020, leaving SFUSD students with a virtual learning as their only option. In the South of Market, the Bessie Carmichael School and the Filipino Education Center are the only public schools in the neighborhood—grappling with both low testing scores and high rates of student homelessness. The pandemic has created an even greater obstacle for student learning, with many students left on their own to learn, as their parents have returned to work and for many, no/limited access to internet for virtual learning. There has never been a more critical time to provide support for children attending Bessie Carmichael/FEC.

MOHCD and the SoMa Stabilization Fund are in alignment with the Department of Children Youth and Families, SF Recreation and Parks Department and other city agencies to ensure that public school students are provided with safe, accessible spaces to engage in school learning with support from mentors and service providers. This RFP also supports the SF Planning Department’s SoMa Youth and Family Special use District, which lists protecting and enhancing the health and environment of youth and families among its goals.

SoMa Program Area	SoMa Strategic Objectives	MOHCD Consolidated Plan Outcomes
Culturally Competent Educational Services	Strengthen community networks and infrastructure to build neighborhood unity, self-determination and equity in SoMa  Invest in mentoring, leadership development and financial literacy programs for youth and families	<ul style="list-style-type: none"> <li>• Increase access to community-based services</li> <li>• Implement policies and programs that prioritize current residents</li> <li>• Ensure adequate city services in neighborhoods where MOHCD’s affordable housing is located</li> </ul>
School Site Coordinator		
Community Hub		

#### **Service Options**

##### 1. Culturally Competent Educational Services

This service strategy will provide educational support for SoMa youth through afterschool programming and/or college preparatory services. The goal of this program is to both support youth, particularly those



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attending Bessie Carmichael School/FEC, to provide support for the whole family/household in the educational goals of their children, where appropriate and feasible.

Suggested Outcome Metrics

- # of SoMa youth receiving educational support
- # of SoMa youth enrolling in post-secondary education
- # of families supported through afterschool programming

Grantee Competencies

- Applicants must demonstrate at least five years of successful experience in providing educational support to school-aged youth; and
- All applicants must have a demonstrated commitment to coordinating efforts with the San Francisco Unified School District and Bessie Carmichael School.

2. School Site Coordinator

This service strategy will strengthen the services infrastructure at Bessie Carmichael School, the only public school in SoMa, by supporting a community-based organization to administer regular meetings of school stakeholders and coordinate supportive community services for students and their families.

**Suggested Outcome Metrics**

- # of convenings
- # of new supporting organizations and/or members contributing to better outcomes at Bessie Carmichael
- # of participating organizations
- # of supportive events completed

**Grantee Competencies**

- Applicants must have at least three years of experience supporting the Bessie Carmichael School community, including the school's Principal, faculty, staff and families.
- All applicants must have a demonstrated commitment to coordinating efforts with the San Francisco Unified School District and Bessie Carmichael School.

3. Community Hub

This service strategy will provide support to for students K-12 utilizing the SFUSD Distance Learning Curriculum (provided that virtual learning will be provided as an option for SFUSD families). Applicants must have a demonstrated track record working with SoMa children and youth who have high need.

The City utilizes a focused enrollment model for the Community Hub Initiative, and prioritizes families with these criteria:

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- Residents of HOPE SF, public housing, RVs and SROs
- Families that are experiencing homelessness
- Children in the foster care system
- English language learners
- Low-income families, with a focus on historically impacted communities, including people who identify as African American, Latino/a/x, Pacific Islander, and/or Asian.

Suggested Outcome Metrics

- # of SFUSD students served
- # of SFUSD students attending regularly
- # of supportive events completed

Grantee Competencies

- Applicants must have previously provided Community Hub services for at least one academic year.
- All applicants must have a demonstrated commitment to coordinating efforts with the San Francisco Unified School District, the Department of Children Youth and Families, and Bessie Carmichael School.

<b>Strategy</b>	<b>Allocation</b>
Culturally Competent Educational Services	\$100,000
School Site Coordinator	\$50,000
Community Hub	\$100,000
Subtotal	\$250,000

#### IV. Community Action Grants/SoMa Community Collaborative

##### Community Needs

One of the primary objectives of the SoMa Stabilization Fund is to support Community Cohesion and Neighborhood Communication. Over the past eight years, the Fund has provided support to convene stakeholders on a monthly basis to identify and prioritize emerging community needs on the ground and communicate those needs to MOHCD and the SoMa CAC.

The availability of small grants allows small groups to access resources without the costly administrative burden that would typically be involved in a grant administered through a city agency. Neighborhood stakeholders reported that the flexibility provided by the CAG program was crucial in responding to the needs that emerged during the shelter-in-place order. Funds were used to provide direct relief for feeding residents and families in need.

17% of neighborhood stakeholders who participated in a survey to assess emerging needs in SoMa reported mental health as a top concern since the start of the pandemic. Participants indicated that the neighborhood is lacking safe ways to gather and resources for community-driven wellness activities during the COVID-19 crisis.

SoMa Program Area	SoMa Strategic Objectives	MOHCD Consolidated Plan Outcomes
Community Action Grants/Community Council	<p>Strengthen community networks and infrastructure to build neighborhood unity, self-determination and equity in SoMa</p> <p>Preserve the social heritage of the neighborhood by investing in:</p> <ul style="list-style-type: none"> <li>• local nonprofit community infrastructure development</li> <li>• neighborhood culture and arts that preserve existing neighborhood social heritage of the neighborhood</li> <li>• fostering resident connections across culture and income</li> </ul>	<ul style="list-style-type: none"> <li>• Support neighborhood-based planning efforts</li> <li>• Support locally-based community building</li> </ul>

### 1. Community Action Grants/Community Council

This service strategy is intended to support a non-profit organization in providing two functions:

First, the non-profit will provide administration of a community-based small grants program with three separate funding categories, including providing technical assistance and accountability measures for grantees. The SoMa Community's Action Grants (CAG) Program has been providing small grants for community-initiated projects that focus on stabilization and anti-displacements activities for residents and small businesses. CAG recipients will be required to articulate how their project helps prevent the displacement of residents and/or businesses and stabilizes them in SoMa.

Contract monitoring and accountability will be required for all grants. For grants in the amount of \$10,000 and above, additional contracting requirements will apply, including a bidding process and approval of MOHCD grant officer.

Second, this program shall convene a community collaborative on a monthly to identify and prioritize current needs and challenges on the ground, particularly in the overlapping priority geographies as outlined on page 6. This collaborative will also provide community-based oversight for the small grants program. Funding will be provided for the following categories:

- *Community Action Grants (up to \$5K for a total of \$50K)* – Small grants for community-led initiatives that support residents in building community cohesion, housing stability, and/or jobs and income stabilization. Potential grantees can include, but are not limited to parents, teachers, resident groups, youth groups and other groups and individuals that do not possess a 501(c)3.
- *Community Wellness Grants (up to \$10K for a total of \$30K)* – These grants are intended for wellness initiatives led by small community groups or non-profit organizations that may not have the scale or capacity to compete for and receive larger grants from traditional philanthropy or city departments. Wellness may include, but are not limited to prevention services, education, and mental health services and support.
- *Arts and Culture Grants (up to \$15K for a total of \$60K)* – Arts and culture programs that celebrate and honor the diverse communities in SoMa including, but not limited to those represented by the Cultural Districts located in SoMa may apply for small grants. This funding is limited to smaller arts organizations and groups with global budgets that do not exceed \$500,000.

#### Suggested Outcome Metrics

- # of community action grants completed and supported
- # of community convenings

#### Grantee Competencies

- Applicants must have at least three years of experience managing city contracts
- Applicants must have demonstrated track record of providing technical assistance for small scale grants

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- Applicants must demonstrate a willingness and commitment to working with SoMa-based non-profit organizations
- Applicants must have at least two years of experience convening neighborhood partners and stakeholders

<b>Strategy</b>	<b>Allocation</b>
Community Action Grants/Convening add \$75K	\$250,000
Subtotal	\$250,000

## V. Capacity Building/Trauma-Informed Systems

### Community Needs

With intention of fostering healing and cohesion among SoMa providers, MOHCD and the SoMa CAC have identified Trauma-Informed Systems training and community healing as a strategy for supporting a strong social fabric, positive health outcomes, meaningful community leadership, and vibrant community institutions in the South of Market.

Institutions that provide essential services are the City’s most valuable partners in addressing the needs of vulnerable communities. The SoMa Stabilization Fund = Supporting trauma-informed practices, communication and systems within these institutions is consistent with the San Francisco Department of Health’s implementation of Trauma-Informed Practices as well as the SoMa Pilipinas draft CHHESS report which outlines a goal of supporting the operations, capacity-building, programming, and sustainability of serving community organizations to increase capacity to serve residents and to strengthen and expand the district’s cultural life and activities. Additionally, this program area is responsive to a survey conducted amongst SoMa community-based organizations in June 2020 listing mental health as a top concern for the neighborhood.

This program area is intended to support the City’s nonprofit and educational partners in SoMa in strengthening their capacity to respond to SoMa’s residents during this difficult and turbulent time in that manner that centers healing and humanization. Trauma-informed processes and environments allow community members to strengthen interpersonal relationships and create stronger social cohesion.

Trauma-informed training and practices have been underway at the Bessie Carmichael School for the last two years. Building upon the gains of that program, the Fund will continue to invest in the school, while expanding TIS into the SoMa Fund portfolio of service providers with the understanding that those working within our partner nonprofit organizations must be equipped with strategies and tools to continue serving vulnerable residents and businesses.

SoMa Program Area	SoMa Strategic Objective	MOHCD Consolidated Plan Outcomes
Trauma-Informed Community Building	Strengthen community networks and infrastructure to build neighborhood unity, self-determination and equity in SoMa by investing in local nonprofit community infrastructure development	Incorporate cultural competency, trauma-informed systems, and other equity training and resources for MOHCD’s partners Increase capacity of community-based organizations
Trauma-Informed Training and Clinical Support		

## **Service Options**

### **1. Trauma-Informed Community Building**

This service strategy will fund an organization to provide support to community-based organizations as well as to the SoMa Community Advisory Committee (CAC) in creating healthy communication practices to support the stabilization of SoMa residents, small businesses and non-profits. Funded organizations shall design and implement of trauma-informed trainings and convenings for both CBO staff and members of the CAC to ensure that communication across the supportive services infrastructure for SoMa is transparent and productive.

#### **Suggested Outcome Metrics**

- # of SoMa organizations participating in trainings
- # of SoMa CAC trainings provided
- # of collaborative projects among participating organizations completed
- # of participants demonstrating increased ability to communicate using trauma-informed principles

#### **Grantee Competencies**

- Applicants must have at least 3 years of experience providing trauma-informed systems training in organizational settings; and
- Applicants must demonstrate cultural competence in working with the SoMa Stabilization Fund's priority populations (page 6).

### **2. Trauma-Informed Training and Clinical Support**

This funding is intended to support promote school success for trauma-impacted children and youth at SoMa's Bessie Carmichael school.

Proposed services should include professional development training for all school staff on effects of stress and trauma, as well as on strategies for mitigating these effects; trauma-informed consultation to school staff and leadership to build capacity to address effects of trauma on the school; on-site psychotherapy for trauma-impacted students; and workshops for parents/caregivers on coping with stress and building resilience.

#### **Suggested Outcome Metrics**

- # of school staff and faculty demonstrating increased understanding and capacity to operate within trauma-informed principles
- # of trainings provided to staff and faculty
- # of students receiving clinical support
- # of students demonstrating improved school performance and attendance

Grantee Competencies

- Applicants must have at least 3 years of experience providing trauma-informed systems training in organizational settings; and
- Applicants must that clinical staff possess MSW or equivalent training and experience
- Applicants must have demonstrated track record of producing outcome-based results within elementary and/or middle school environments.
- Applicants must demonstrate cultural competence in working with the SoMa Stabilization Fund’s priority populations (page 6).

Strategy	Allocation
Trauma-Informed Community Building	\$150,000
Trauma-Informed Training and Clinical Support at Bessie Carmichael School	\$150,000
Subtotal	\$300,000



## APPLYING

Here are the instructions for submitting a proposal:

1. You must email your proposal to MOHCD. Send your complete proposal packet to [CommDevRFP@sfgov.org](mailto:CommDevRFP@sfgov.org). Emailed proposals will be determined as undelivered and non-responsive if the email is time-stamped at 5:01 p.m. (or after) on the submission deadline date. It is the responsibility of applicants to ensure email delivery prior to the submission deadline.
2. Your proposal packet must consist of the following information:
  - Proposal Cover Sheet
  - Project Budget
  - Proposal Narrative
3. The Proposal Cover Sheet and Project Budget are posted in Word and Excel formats, respectively, on <https://sfmohcd.org/community-development-funding-opportunities> for your convenience.
4. For your Project Budget, include budget items for **12 months** of the grant, starting October 1, 2021, for your grant proposal and your full program, showing other projected sources of funding, using the budget worksheet provided. Please also submit your agency's global budget in a separate document.

## **PROPOSAL NARRATIVE**

For your Proposal Narrative, please answer the following questions. Your answers should not exceed 12 total pages, or 6 double-sided sheets of paper. We will not accept any handwritten narratives. Font size must be at least 12 point. Pages must be standard 8-1/2" by 11".

- Describe the target population(s) you will serve with this proposed program, your experience serving them, and their key needs. In your answer, describe how your proposed program will identify and address these needs, including cultural, language, or gender responsive strategies (as evidenced by your policies, procedures, practices and staffing), as well as how the program will connect participants to additional resources. Please describe the program's approach for identifying, recruiting, and retaining its target population and why this approach is effective.
- Describe your organization's mission, service programs, and impact, including how long you have been serving the SoMa neighborhood. How have you prioritized service to low-income and historically-underserved communities of SoMa, including representation of and engagement with SoMa's Cultural Districts? How has your organization contributed to racial equity and inclusion for these populations? What is your plan to ensure that all residents, particularly black and brown SoMa community members have access to essential services and resources?
- Describe your proposed program, including the activities or types of services, how they will be provided, and your approach (such as timeline, hours and days of operation, examples, best practices, and why this model best serves your target population). Describe your agency's experience providing the types of services required by this strategy, including how long the services have been provided, any specific successes and challenges that you have experienced, and how the service delivery approach has changed over time.
- What impact will a successful project have on your existing beneficiaries, new clients and the SoMa neighborhood as a whole? How will the project stabilize SoMa residents, SoMa-serving CBOs and/or small community-serving businesses (either located in SoMa or owned by SoMa residents)?
- What changes has your organization made to shift its service provision in light of the pandemic? Are you able to provide services according to the Department of Public Health's (DPH) COVID-19 safety guidelines? If a renovation project, applicants must also demonstrate that designs will be implemented in accordance with DPH guidelines for social distancing and safety.
- List the neighborhoods (by zip code) served by the programs(s) benefiting from your project and provide the number and percentage of clients served annually from each neighborhood. Please provide any demographic client data that can demonstrate your organization's commitment to racial equity.
- Describe how your organization receives feedback from program beneficiaries to inform its operations and governance. How does your organization incorporate feedback from the broader SoMa community into its programming?

**REVISED ON 10/5/2021, including updated timeline**

- Describe the staffing plan for your proposed program, including all leadership, direct service, and supportive roles. Include job titles, brief job descriptions, and the necessary experience for each staff member, including for staff that need to be hired.
- How is your organization uniquely poised to deliver culturally competent services to existing beneficiaries, new clients, and historically underserved communities in SoMa? How is your organization prepared to provide trauma-informed services for clients as well as a trauma-informed working environment for employees?
- Describe any established and/or mutually proposed partnerships this program will maintain with other service providers or systems, including their added benefit to the program design.
- Using MOHCD's suggested metrics and targets for this strategy and/or any other indicators chosen by your agency, describe how you will measure the quantity, quality, and impact of your proposed program. Provide estimated annual targets for each activity and outcome you choose to highlight.
- What processes and systems does your agency have in place to evaluate services, program quality, and impact? Processes may include a Results Based Accountability (RBA) framework and/or pre- and post- assessments. Systems may include a Salesforce client management system and/or Excel. Describe how your agency uses data to refine and improve its delivery of services, both for the agency overall and for this proposed program.
- Please describe your agency's approach to provide professional development for your proposed program staff, including how racial equity and trauma-informed systems play a role.
- Please describe your agency's approach to hiring and supervising proposed program staff, including how racial equity plays a role.

SCORING

<b>Proposal Section</b>	<b>Point Value</b>
SoMa Target Population	15
Program Design (design is appropriate for intended populations, realistic and achievable)	20
Program and Organizational Impact (organization can demonstrate previous successful impact and describe how proposed program will achieve success)	40
Approach to COVID-19 Responsive and Recovery	15
Approach to Advance Racial Equity Goals	10

**TIMELINE**

We are committed to providing as much clarity as possible during this RFP process. Submit your questions about the RFP in writing to CommDevRFP@sfgov.org, or at the optional Pre-Submission Webinar. The following dates are estimates and may be subject to change.

RFP Issued	September 7, 2021
Pre-Submission Webinar (optional) <i>(Virtual via Zoom; please register prior to the webinar to receive the log in information)</i> <a href="#">Registration Link</a>	September 13, 2021 at 1:00 p.m.
<b>Proposals Due</b>	<b>October 6, 2021 at 5:00 p.m.</b>
Review period	October 6 - October 27, 2021
SoMa CAC Review and Recommendations	October 28, 2021
BOS Approval Process	November 16: Introduction November 30: Budget and Finance December 7: Full BOS Approval
Grant Negotiation Begins	December 8, 2021
Grant Term Start Date	January 1, 2021

Revised on 10/5/21

## WHAT TO EXPECT IF YOU RECEIVE A GRANT

These grant funds are subject to many requirements, including but not limited to:

1. You must comply with City and County of San Francisco ordinances and contracting requirements (which includes grants). For more detailed information, go to the [Office of Contract Administration website](#). The contract requirements include commercial general liability, workers compensation and auto insurance, compliance with the Equal Benefits Ordinance, and maintaining a current San Francisco business tax certificate, if applicable. You must be registered and in good standing with the State of California's [Registry of Charitable Trusts](#).
2. You must be a City-approved supplier and not on the debarred vendor list before receiving funds. You must be an approved City supplier by the release of award decisions to receive funding under this RFP. You can obtain supplier application packets from the Office of Contract Administration at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 430, San Francisco, CA 94102, or register on their [website](#).  
  
Subcontractors are not required to be City-approved suppliers, but must be identified by the applicant and approved by MOHCD. Only the lead agency or fiscal agent must be City-approved.
3. Financing is on a monthly cost-reimbursement basis. You must use our online grants management system for monthly reporting and invoicing.
4. You must sign and comply with the provisions of a grant agreement. Subcontractors will be required to comply with all terms of the grant agreement. The grant agreement includes an annual scope of work and budget. We cannot reimburse for expenses incurred before the start of the grant agreement. Our City Attorney will not approve your grant agreement if your agency has been suspended by the [California Secretary of State](#).
5. You are mandated to comply with all scheduled formal programmatic and fiscal and compliance monitoring and organizational site visits.
6. If you receive \$250,000 or more in City funds, you must comply with specific open government requirements and respond to requests for financial and meeting information from members of the public. For more detailed information, review [Chapter 12L of the San Francisco Administrative Code](#).
7. Programs and services must be accessible to persons with disabilities. You can provide access often without having to alter your existing facility.
8. You must comply with SF Human Rights Commission prohibitions against discrimination in fair housing and equal employment opportunity, and in purchasing goods and services. You must also comply with the Equal Benefits Ordinance for domestic partners. For more detailed information, go to the [Contract Monitoring Division website](#).
9. You cannot use these funds for religious purposes or political and lobbying activity. Applicants must comply with [Section 1.126 of the San Francisco Campaign and Governmental Conduct Code](#).

**REVISED ON 10/5/2021, including updated timeline**

10. If you use a fiscal agent, the fiscal agent is responsible for monitoring fiscal and programmatic performance of sponsored programs and subcontractors. This includes ensuring funds are spent on the intended purpose, as well as testing expenses on invoices, and ensuring sponsored programs and subcontractors are authorized by contract and follow their policies for procurement, timesheets, payroll tax filings, and any other fiscal management or governance practices not assumed by the fiscal agent.

## **APPEAL PROCEDURE**

Proposals will be determined as non-responsive if they are incomplete, undelivered, or do not meet the Eligibility Criteria (see page 4). 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 written notice to MOHCD setting forth the grounds for the appeal by no later than five (5) business days after receiving MOHCD's determination.

If your proposal was not selected for an award after the scoring process, we will inform you. If you disagree with our decision, you may file a formal appeal within five (5) business days of the award announcement. We must receive the appeal on or before the fifth business day.

We will only accept appeals of non-responsiveness or an award decision in writing and in hard copy (i.e., email will not be accepted). The appeal must include a written statement of each of the grounds for appeal. An individual authorized to represent the respondent must sign the appeal.

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.

You must submit your hard copy appeal 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. You bear the risk of non-delivery within the deadlines specified if you use a mail service.

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. We will attempt to resolve the appeal during this meeting.

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.