

LGBTQ YOUTH FACILITY CAPITAL PROJECT

REQUEST FOR PROPOSALS

Fall 2020

RELEASED

November 19, 2020

PROPOSALS DUE

December 10, 2020

at 5:00 p.m.



TABLE OF CONTENTS

Overview	03
Funding Guidelines	04
Request	06
Project Criteria	07
Proposal Instructions	09
Proposal Narrative	11
Scoring	13
Timeline	14
Appeal Procedure	15



OVERVIEW

The San Francisco Mayor's Office of Housing and Community Development (MOHCD) supports San Franciscans with affordable housing opportunities and essential community services. MOHCD's Community Development Division awards grants to nonprofit organizations to provide essential and high-quality services to city residents.

To help ensure the sustainability of these nonprofit organizations and the essential services they provide, the Community Development Division also awards grants for capital improvement and acquisition projects.

We recognize it can be difficult for many nonprofits to build financial reserves deep enough to pay for the common repairs and infrastructure replacements that come with operating their own program space, or in procuring a brand new space in San Francisco's expensive real estate market. We try to ease those burdens by providing gap funding for the types of capital projects that keep nonprofits in San Francisco and going strong into the future.

This Capital Projects Request for Proposals (RFP) is the vehicle by which we award grants for capital improvements and acquisitions of nonprofit facilities and space throughout the city. At this time MOHCD has \$200,000 intended to support a capital improvements project for an organization that provides services for LGBTQ youth located in the Castro Cultural District.

Support of such a project is in alignment with the LGBTQ+ Cultural Heritage Strategy issued in by the Historic Preservation Commission in August 2020, and supports the intent of the founding legislation of the Castro LGBTQ Cultural District, signed by the Mayor in July, 2019. This legislation recognized that the Castro has historically been a destination for LGBTQ from throughout the San Francisco Bay area, the U.S. and the world, in particular youth of color and transgender and gender nonconforming youth.

Sincerely,



Brian Cheu
Director, Community Development



FUNDING GUIDELINES

Eligibility

An organization is eligible to submit a grant proposal if the applicant meets all the following criteria:

1. The applicant is (or the applicant has a fiscal sponsor that is) a nonprofit, public benefit corporation tax exempt under Internal Revenue Code 501(c)(3) as a public charity.
2. The proposed project site is located within the boundaries of the Castro LGBTQ Cultural District in San Francisco.
3. The primary beneficiaries of the program are LGBTQ youth 23 and under, particularly Black, Brown, indigenous and youth of color.
4. The applicant's organization has demonstrated a sustained commitment to serving the LGBTQ youth community, particularly Black, Brown, indigenous and youth of color.

If any applicant has any questions or comments about these eligibility criteria, please email them to CommDevRFP@sfgov.org.



FUNDING GUIDELINES (cont.)

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, we are assessing programs, contracts, and procurements to ensure they advance the city's racial equity goals. We will be working closely with our partner organizations to monitor the impact of our investments. We will provide capacity building, clear information to partners organization, 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.

Mayor Breed recently established the Office of Racial Equity with the goal of transforming systems to support the collective liberation of Black, Indigenous/American Indian, and People of Color (BIPOC) in San Francisco. We continue this commitment and will continue to center our 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 given the Pandemic, diving deeply into www.racialequitytools.org with a focus on their "COVID-19 - Racial Equity & Social Justice Resources".

We understand that COVID-19 disproportionately impacts BIPOC. Even before the outbreak of the pandemic, LGBTQ youth were struggling to make ends meet. Organizations that can and have responded to the emerging needs of vulnerable LGBTQ youth will need critical support and stability in order to continue their COVID-19 response.

MOHCD will continue to partner with the Department of Public Health to protect San Francisco residents and the people who serve them during this unprecedented health crisis.



REQUEST

MOHCD is seeking grant proposals to support a capital improvements project that supports a nonprofit-owned space in the Castro LGBTQ Cultural District that serves LGBTQ youth.

This RFP will provide up to \$200,000 in total grant funding. The award will be setup as a one-time allocation through a two-year contract, starting as early as January 1, 2021. The final terms and conditions of the grant are subject to negotiation.

Grant proposals must request funding for the monthly reimbursement of expenses related to the project eligibility criteria in the Project Criteria section of this RFP.

MOHCD will prioritize eligible projects from nonprofit organizations that:

- Serve and are deeply rooted in low-income and historically-underserved communities in the Castro neighborhood.
- Clearly identify how new clients and/or audiences will be acquired and existing beneficiaries served effectively by the

proposed space. This includes administrative or office space, with a focus on retaining or engaging historically-underserved communities.

- Demonstrate a track record of deep and sustained commitment to racial equity and inclusion;
- Demonstrate a commitment to providing services according to the Department of Public Health's (DPH) COVID-19 safety guidelines. Project applicants must also demonstrate that designs will be implemented in accordance with DPH guidelines for social distancing and safety;
- Have secured recent public or philanthropic investment;
- Demonstrate support for their efforts from multiple sectors (e.g. partnerships with education, local businesses, excellence in volunteer engagement);
- Demonstrate evidence of planning to identify and mitigate financial risk.

If any applicant has any questions or comments about this request and/or the goals of this RFP, please email them to CommDevRFP@sfgov.org.



PROJECT CRITERIA

Grant proposals must request funding for the monthly reimbursement of expenses related to the following project eligibility criteria:

- Serves low and moderate-income LGBTQ youth through established, ongoing and sustainable nonprofit service programs;
- Is owned by a nonprofit organization;
- Has programs sustained through diverse, dependable funding streams;
- Has programs open to the target population during normal hours of operation; and
- Can demonstrate its ability and commitment to make a significant measurable impact through a significant portion of the target population over a sustained period of time.

In addition to capital improvement costs, eligible expenses also include certain non-construction costs, such as architectural, design and engineering services, permit fees, project management, environmental review, and legal and special inspection services. MOHCD will not fund any projects seeking only pre-development funding.

All MOHCD-funded properties are deed restricted for nonprofit use. A deed of trust and use restriction will be recorded as a lien on the property to ensure projects maintain nonprofit services at the project site for at least 5 years (“tenure period”). MOHCD has approval rights for any lease executed during the 5-year tenure period.

Grantees will be expected to comply with the grant terms throughout the 5-year tenure period. Compliance will be determined by MOHCD at its sole discretion. MOHCD alone will determine remedies for non-compliance, up to and including full recovery of the grant.

Grantees are required to submit annual audited financial statements for the property, as well as annual rent rolls if the organization leases space in the building.



PROJECT CRITERIA (cont.)

If the grant award is supplementing other City funding given to the same project, the award must not result in total City funding exceeding 90% of the total costs of the project (up to \$2 million), and 50% of the portion of the project that is in excess of \$2 million.

Expenses considered ineligible for these funds include:

- General administration
- General maintenance
- Painting
- Telecommunication systems
- Furnishings
- Sidewalk repair
- Tree pruning
- Drain cleaning
- Moveable equipment
- Inspection and re-certification of alarm systems

Once a grant agreement has been executed, all grant requirements must be met, and the grant must be closed and spent down within twenty-four (24) months.

To receive funds, grantees must meet all of the following criteria:

- The project's proposed development budget must conform to real estate industry standards for acquisition and development costs per square feet and include a contingency;
- Provide a sources and uses budget inclusive of all project costs, including a detailed construction budget and a viable financing plan to complete the project;
- Provide evidence of sufficient funding to complete the construction;
- Provide an operating budget that includes reserves sufficient to ensure the long-term viability of the project; and
- Provide evidence of completion of relevant due diligence (e.g., appraisal, environmental reports, physical needs assessment).



PROPOSAL INSTRUCTIONS

If the potential applicant meets the Eligibility Criteria (see page 4), the applicant is welcome to submit a grant proposal. If any applicant has any questions, please email them to CommDevRFP@sfgov.org.

Here are the instructions for submitting a proposal:

1. The applicant must email its proposal to MOHCD. Send the complete proposal packet to 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. The proposal packet must consist of the following information:

- Proposal Cover Sheet
- Board of Directors and Management Team Roster
- Proposal Narrative
- Project Budget Worksheet
- Three-Year Organizational Operating Budget



PROPOSAL INSTRUCTIONS (cont.)

3. The Proposal Cover Sheet and Project Budget Worksheet are posted in Word and Excel formats, respectively, on <https://sfmohcd.org/community-development-funding-opportunities> for convenience.
4. The Board of Directors and Management Team Roster must include brief bios that highlight each member's programmatic, financial and management expertise.
5. For the submitted Project Budget Worksheet, include budget items for both the grant proposal and the full project. This sources and uses budget should include estimates for any planned predevelopment and renovation expenses. If the property acquisition is part of a larger project and another entity is the developer, a budget for the entire development is also required. Developer fees, if applicable, must be consistent with the maximum allowed by other funding sources in the budget. The budget must include a contingency. Contingencies vary from 10% - 20% depending on the type and scale of the renovation. The industry standard is 15%.
6. For the applicant's Three-Year Organizational Operating Budget, include ongoing operating expenses related to the acquisition, capital reserve contributions, and debt service payments (if applicable).



PROPOSAL NARRATIVE

8. For the Proposal Narrative, please answer the following questions. The applicant's answers should not exceed 6 total pages, or 3 double-sided sheets of paper. MOHCD 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 project, including which service programs will benefit from it, and any attempts to secure other financing.
- Describe the organization's mission, service programs and impact, including how long the organization has been serving the LGBTQ youth community and the Castro neighborhood. How has the applicant prioritized service to low-income and historically-underserved LGBTQ youth in the Castro, including representation of and engagement with the Castro LGBTQ Cultural District?
- How will this project help the organization expand its reach in the Castro by serving new clients and/or audiences and ensure that existing beneficiaries will be better served by the proposed space? What will be the impact of this project on the Castro and the LGBTQ youth community as a whole?
- How has the organization contributed to racial equity and inclusion for historically underserved populations? What is the applicant's plan to ensure that all residents, particularly black, brown, indigenous and youth of color, have access to essential services and resources?
- List the neighborhoods (by zip code) served by the program(s) benefiting from the proposed project, and provide the number and percentage of clients served annually from each neighborhood. Please provide any demographic client data that can demonstrate the organization's commitment to racial equity.
- Describe how the organization receives feedback from program beneficiaries to inform its operations and governance.



PROPOSAL NARRATIVE (cont.)

- What changes has the organization made to shift its service provision in light of the pandemic? Is the applicant 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.
- Describe how the proposed renovations will contribute to improved financial and programmatic performance.
- Provide a development timeline that demonstrates the applicant's ability to complete the proposed construction. If planning approvals are needed for the intended use, the estimated dates for approval should be incorporated into the timeline.
- Provide a fundraising plan or strategy to raise any uncommitted funds included in the project budget. The fundraising plan should include the following components: fundraising team, feasibility analysis showing the ability to raise the funds, timeline for raising funds, and status of pledges/commitments to-date.
- List the current members of the project team along with a description of their relevant experience and credentials.
- Describe the financial stability of the applicant's organization and project by highlighting the absence of any significant unplanned operating deficit, a positive fund balance, and/or meaningful cash reserves over the last three consecutive years.



SCORING

Grant proposals that meet our Eligibility Criteria (see page 4) will be scored, ranked and receive a funding recommendation based on their ranking. Proposals that do not satisfy the Eligibility Criteria will be determined as non-responsive to this RFP and will not be further reviewed.

Eligible proposals will be read and scored by reviewers with relevant programmatic expertise. Each reviewer will use a scoring rubric to assign a preliminary score between 0 and 100 points to each proposal they read. The point value of each section in the scoring rubric is below.

Proposal Section	Point Value
Project Design	50
Organizational Capacity	30
Project Budget	20

MOHCD will average the preliminary scores for each proposal to generate a final score. Proposals with a final score of 70 points or higher will be considered fundable.

MOHCD staff seeks to allocate funds to one project proposal.



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 Workshop. We will publish all questions and answers by Monday, December 7, 2020. The following dates are estimates and may be subject to change.

RFP Issued	Thursday, November 19, 2020
Pre-Submission Workshop (optional) <i>(via Microsoft Teams)</i>	Tuesday, November 24, 2020 9:30 a.m. to 11:00 a.m.
Question Submission Period Ends	Thursday, December 3, 2020 at 5:00 p.m.
Answers to Questions Posted	Monday, December 7, 2020
Proposals Due	Thursday, December 10, 2020 at 5:00 p.m.
Non-Responsive Proposals Notified	Monday, December 14, 2020
Grant Award Letters Sent	Late December 2020
Appeal Period Ends	5 business days after grant letters sent



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 MOHCD determines a proposal to be non-responsive, applicants will be informed. 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, MOHCD 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 via email. 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.

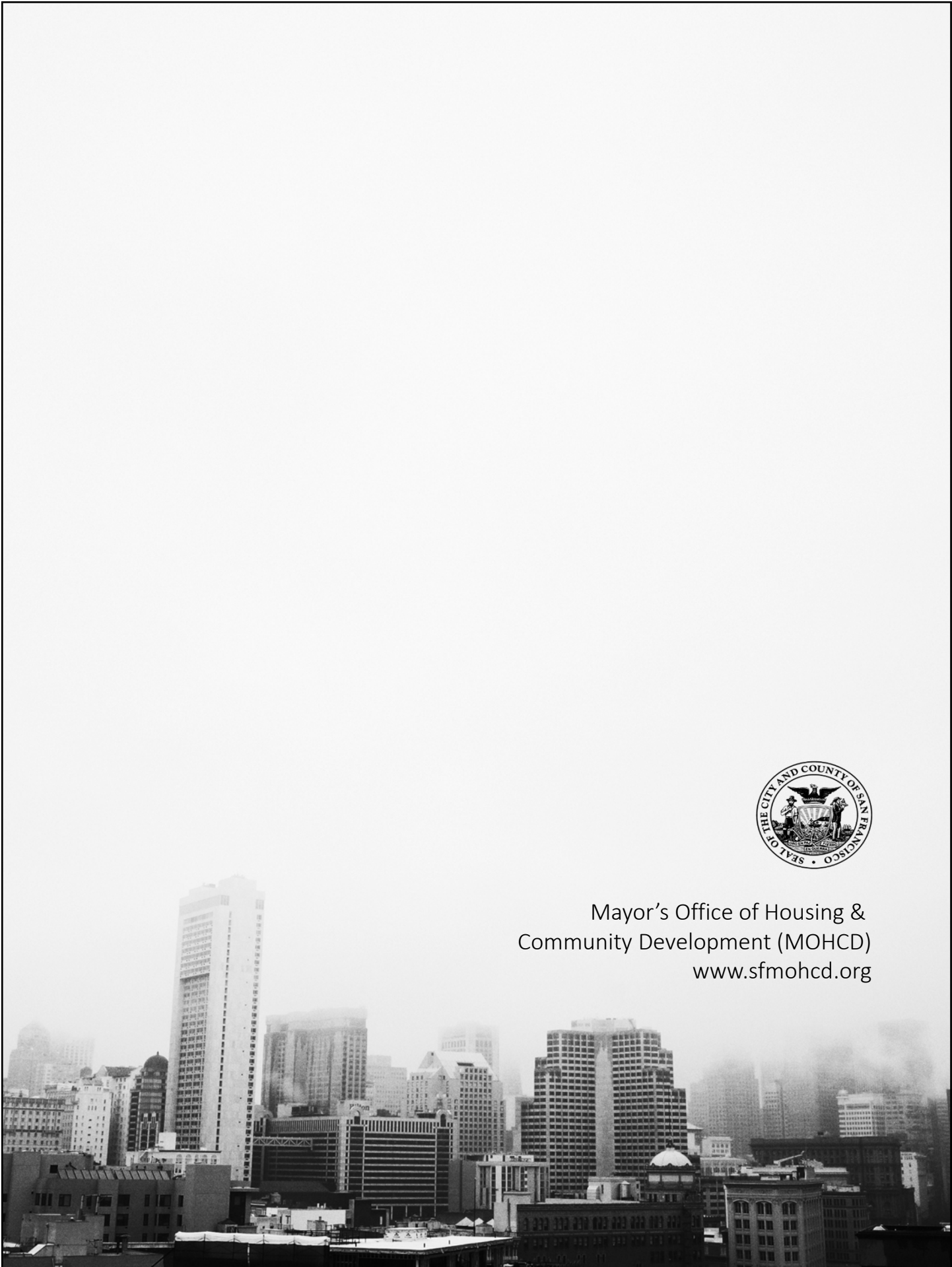
The appeal must cite all applicable laws, rules, procedures or provisions that we did not follow faithfully, as documented in this RFP. The appeal must specify facts and evidence enough for us to determine its validity. Disagreements about program quality or value do not constitute grounds for appeal.

You must submit your appeal to CommDevRFP@sfgov.org. You bear the risk of non-delivery within the deadlines specified.

A panel selected by MOHCD will review all eligible appeals, and the panel decisions will be final. If necessary, MOHCD 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.





Mayor's Office of Housing &
Community Development (MOHCD)
www.sfmohcd.org