



SAN FRANCISCO CULTURAL DISTRICTS REQUEST FOR PROPOSALS

May 1, 2019 – June 30, 2020
GRANT TERM

We invite you to submit proposals for the following grant opportunities:

Grant Title	Grant Amounts
Cultural District Launch Funding	up to \$ 230,000 for each district

Eligible districts include:

- African American Arts & Cultural District – *in the Bayview*
- Calle 24 Latino Cultural District – *in the Mission*
- Compton's Transgender Cultural District – *in the Tenderloin*
- Japantown Cultural District – *in Japantown*
- Leather & LGBTQ Cultural District – *in the South of Market*
- SoMa Pilipinas – Filipino Cultural District – *in the South of Market*

Go to page 4 to learn more about what we are able to fund.

DATE ISSUED:

Monday, April 8, 2019

PROPOSAL DUE DATE:

Friday, April 26, 2019 at 5:00 p.m.

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SAN FRANCISCO CULTURAL DISTRICTS

San Francisco is a worldwide tourist destination, but a limited housing supply and high cost of living have placed a strain on some of our most vulnerable and culturally rich neighborhoods. Communities have responded to this new reality in a variety of ways. In 2018, the Board of Supervisors sponsored legislation formalizing a program that recognizes community-defined areas as Cultural Districts. Subsequently, Proposition E passed by a 75% majority in November 2018. Beginning July 1, 2019, it allocates \$3 million annually from the City's Hotel Tax to support Cultural Districts. Funds will support the City's legislated Cultural Districts listed on the cover of this RFP. The Mayor's Office of Housing and Community Development (MOHCD) administers the funding in partnership with other City Departments.

The purpose of Cultural Districts is to celebrate and strengthen the unique cultural identities of San Francisco. Through a formalized, collaborative partnership between the City and communities, the goal is to coordinate resources to assist in stabilizing vulnerable communities facing, or at risk of, displacement or gentrification. The vision is to preserve, strengthen and promote cultural assets and diverse communities. If achieved, this will enable individuals, families and the businesses that serve and employ them, as well as nonprofit, community arts and educational institutions to live, work and prosper within the city.

This Cultural District Initiative calls on City departments to collaborate and partner with community groups to establish a clear strategic plan to fulfill each District's vision and goals, resulting in a Cultural History, Housing and Economic Sustainability Strategies (CHHESS) Report. Extensive community engagement and City reports and data will inform each District's CHHESS Report so that it can serve as a roadmap to stabilize vulnerable communities facing, or at risk of, displacement or gentrification.

The Cultural District Initiative's overall strategies:

- **Cultural Heritage Conservation** (previously referred to as Historic Preservation)
To preserve, promote and develop cultural and historic buildings, businesses, organizations, traditions, arts, events and district aesthetics.
- **Tenant Protections**
To protect tenants from displacement and promote affordable housing and homeownership.
- **Arts and Culture**
To attract and support artists and cultural enterprises that embody and promote the cultural heritage of the District.
- **Economic and Workforce Development**
To promote employment, tourism and economic opportunities that stabilize the District's economy and its residents.
- **Land Use**
To create City regulations, tools and programs that support businesses and industries that advance the Cultural District.
- **Cultural Competency**
To promote culturally competent and appropriate City services, policies and narratives.

Please note that each District has the freedom to select some or all of the strategies above, as well as identify additional strategies that meet its community's needs.

ELIGIBLE PROPOSALS

We have listed eligible activities below. Under each activity area, we describe in more detail what we would like to fund.

Cultural District Launch Funding (up to \$230,000 per District)

Budget this amount over a 14-month period, from May 1, 2019 through June 30, 2020

Overall Launch Funding Goals

1. Invest in healthy, transparent and diverse community-based Cultural District entities that support the community within its geographic boundaries and those who frequent it.
2. Ensure that each District utilizes fiscally sound systems and can attain strong place-keeping outcomes.
3. Initiate the Cultural History, Housing and Economic Sustainability Strategies (CHHESS) Report process. The CHHESS Report will serve as a 3-year strategic plan for each District. It ensures that City stakeholders and the larger community within the District's geographic boundaries work together to develop and implement a roadmap of priorities and strategies.
4. Develop new tools and strategies related to cultural preservation, land use, access to affordable housing, community-based economic development, and culturally competent City services, policies and narratives.
5. Work collectively to document, share and promote an accurate history of San Francisco.

Eligible Activities

This grant will support the implementation of four primary work areas for each District:

Activity #1. Cultural District Manager

We suggest budgeting between \$50,000 and \$100,000 in this area.

A portion of the grant funding should pay for a Cultural District Manager. This position will have four primary responsibilities:

- Build and maintain the community-based governing structure, as well as navigate the scope of work and funding for the District
- Oversee the development and implementation of the CHHESS Report, in coordination with MOHCD and City staff
- Create and implement a community communications and engagement strategy that may include District-wide communication tools, protocols, and gatherings, and oversee the implementation of the launch event

- Work with MOHCD staff (and fiscal sponsor, if applicable) regarding grant management, budget management and contract compliance.

When staffing the Cultural District Manager position, a District may choose to hire one full-time equivalent (FTE) or two part-time equivalent (PTE) staff to work for the District's fiscal sponsor, or to hire a consultant on a contract basis to fulfill the roles and responsibilities of the position. The hiring process should be in coordination with City staff. City staff could be members of the hiring committee, but would only serve in an advisory role (i.e. without voting power).

We expect the Cultural District Manager to comply with all federal, state and local laws, regulations, policies and protocols applicable to receiving grant funding from the City. This includes participating in the City's annual fiscal monitoring program.

Activity #2. **CHHESS Report Development**

We suggest budgeting between \$10,000 and \$100,000 in this area.

A portion of the grant funding should pay a consultant(s) to assist the Cultural District Manager and Advisory Board with working toward a final CHHESS Report. Since consultants will need to work closely with City staff, we will participate in the District's interview and selection process. We can work together to identify and recruit someone that fits the District's unique needs and priorities.

Consultants may assist with the following activities (among others):

- Community engagement, such as facilitating large public community meetings to generate input, ideas, concerns and/or solutions
- Policy issue strategy development and prioritization
- Community or District legacy interviews and documentation, including storytelling, oral histories, and documenting other intangible elements of the District's cultural heritage
- Cultural asset inventorying and mapping, such as facilitating a process by which the community identifies and maps elements of the District's cultural heritage
- Program evaluation
- Other services

The Cultural District legislation mandates City departments and the community to work together to develop a strategic plan to fulfill each District's vision and goals. This plan is the CHHESS Report. Each District must use extensive community engagement and City data to identify and prioritize strategies for stabilizing vulnerable communities facing, or at risk of, displacement or gentrification.

First, the community within the District's geographic boundaries must outline their priorities and areas of concern. Based on this information, City departments can help by providing existing reports, studies and/or inventory data. Next, District staff and Advisory Board members will host community engagement forums to gather feedback on concerns and strategy prioritization for the District. Community engagement forums will take place with the support of City staff. The vision is to engage as broad a range of District residents, businesses, workers, artists and community organizations as possible.

City departments will actively work with each District to share information, coordinate the development of a final report, and present it to the Board of Supervisors. City departments can provide a variety of information, including the following examples:

- **The Historic Preservation Commission (HPC)** would summarize existing cultural heritage studies and reports related to the District, and describe previously identified historic resources (including buildings, sites, structures, objects, and landscapes) and other cultural heritage assets (such Legacy Businesses) located within the District. Community participatory processes may identify additional potential historic resources and intangible cultural heritage assets (e.g. businesses, organizations, traditions, practices, and events) in coordination with the District. The CHHESS Report will make recommendations regarding how the City may preserve those resources/assets and will identify areas for further research.
- **The Mayor's Office of Housing and Community Development (MOHCD)** would analyze available data on eviction and displacement trends of residents within the District, including members of the vulnerable communities that define the District. The CHHESS Report will include strategies for promoting affordable housing opportunities and homeownership within the District, and develop and strengthen new tools to prevent displacement.
- **The Office of Economic and Workforce Development (OEWD)** would describe existing businesses, nonprofit organizations and tourist activity that contribute to the culture of the District. It would also offer recommendations for how the City can strengthen and stabilize those businesses and organizations, and sustain and increase tourism. OEWD could also provide a demographic and economic profile of the District, including past, current and projected future employment and economic trends.
- **The Arts Commission, in coordination with Grants for the Arts and others,** would describe the artistic and cultural assets in the District, including fine arts, performing arts, and regular cultural events like festivals. It would offer recommendations about how the City can preserve and support those assets. These departments may also be able to identify challenges to preserving the District's unique culture.
- **The Department of Public Works** would describe and evaluate potential improvements to public amenities and infrastructure to better reflect the culture of the District, and make recommendations for potential funding sources to support those additions.
- **The Planning Department** would make recommendations regarding potential amendments to the Planning Code that could contribute to the preservation of the character of the District. It could also assist in developing appropriate City regulations, tools and programs, such as zoning and land use controls, to promote and protect businesses and industries that advance the culture and history of the District.
- **The Human Rights Commission** would evaluate and describe the cultural competency of City services that affect the District, and could propose policy changes to address deficits in those areas. It could assist in promoting cultural competency by diversifying the history of San Francisco's many cultural and ethnic communities, with an emphasis on cultures previously marginalized and misrepresented in dominant narratives. HRC could also assist in promoting culturally competent and culturally appropriate City services and policies that encourage the health and safety of the community and cultural or ethnic groups in the District.

Activity #3. District & Community Communications and Engagement

We suggest budgeting between \$1,000 and \$10,000 in this area.

The Cultural District Initiative is an innovative strategy for combating displacement and gentrification and celebrating what we love and want to maintain about our neighborhoods. Since it is a place-based strategy, it is important to create healthy and transparent mechanisms to communicate with those who live in and frequent each District. This funding will support convening at least two at-large public meetings to communicate the scope of work and raise awareness of the District. Additionally, a portion of the grant funding could also support the following examples:

- Website maintenance
- Marketing materials
- Newsletter
- Committee and working group activities
- Project-based outreach team of resident leaders
- Strengthening of existing community networks to engage, support and intersect with the District

Activity #4. Launch Project in the District

We suggest budgeting between \$3,000 and \$10,000 in this area.

A portion of the grant funding should support a kick-off celebratory event(s) for the District. The event(s) should develop broad support and clarity around the District's vision and scope of work for the coming year. We want to support events that promote healing and belonging, and help preserve the District's history and narrative. Examples of celebratory event(s) include:

- Block party
- District-wide empowerment summit or conference
- Support for (or an expansion of) a current festival that takes place within the District
- Provision of a workshop series with the goal of creating equitable access to City resources, such as tenant protections, arts and culture, economic and workforce development, and land use

Other Activities (if applicable)

A portion of the grant funding could also support District work areas not described previously.

ARE YOU ELIGIBLE TO SUBMIT A GRANT PROPOSAL?

You are eligible to submit a grant proposal if you meet all the following criteria:

1. You have a history of community-based leadership as the cultural district group that is working toward implementing one of the six Board of Supervisors-approved Cultural Districts. Each Cultural District leadership group should consist of diverse stakeholders representing various aspects of the neighborhood (e.g. business, nonprofit, youth, arts, etc.).
2. Your lead applicant or fiscal agent is a nonprofit corporation registered with the Internal Revenue Service.
3. Your lead applicant or fiscal agent is in good standing with the State of California's Registry of Charitable Trusts.
4. Your lead applicant has a project or service site located within the City and County of San Francisco.

WHAT TO EXPECT IF AWARDED A GRANT

The use of these funds is subject to many requirements, including but not limited to:

1. You must be a City-approved supplier/vendor. If you are not a City-approved supplier/vendor, begin the [certification process](#) as soon as possible. Subcontractors are not required to be City-approved suppliers/vendors. Only the lead agency or fiscal agent must be City-approved.
2. Financing is on a monthly cost-reimbursement basis. You must use our online grants management system for monthly reporting and invoicing.
3. You must sign and meet the provisions of a 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.
4. You must comply with the City's insurance requirements and provide audited financial statements or an independent financial review.
5. If fiscally sponsored, you must have a signed Memorandum of Understanding (MOU) between the parties before entering into a grant agreement with the City. We strongly encourage fiscal sponsors of a Cultural District to be rooted, geographically and/or historically, in the District. Fiscal sponsors should also have a history of fiscal compliance with the City.
6. Projects and services must be accessible to persons with disabilities. You can provide access often without having to alter the existing facility.
7. You must follow applicable federal, state and local laws and regulations for:
 - Fair housing
 - Equal employment opportunity
 - Equal benefits for domestic partners
 - Conflicts of interest
 - Purchasing goods and services
8. You cannot use these funds for religious purposes or political and lobbying activity.

HOW TO SUBMIT A GRANT PROPOSAL

1 ATTEND ONE OF OUR PRE-SUBMISSION WORKSHOPS

Wednesday, April 10, 2019

3:30 p.m. – 5:00 p.m.

1 South Van Ness Avenue, 2nd Floor

We will lead workshops to help you determine if your project is eligible. We will also help you understand how to submit a complete proposal. We encourage you to attend a workshop before submitting a proposal. The meeting room is wheel chair accessible. For translation or interpretation services, call (415) 701-5598 at least 72 hours beforehand. For speech or hearing impaired callers, please call TYY/TDD (415) 701-5503. For information on MUNI routes, call (415) 673-6864, or 511.

2 PUT TOGETHER YOUR PROPOSAL PACKET

Proposal Packet Checklist

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

- Proposal Cover Sheet (p.12, posted in Word)
- Fiscal Lead Applicant Board of Directors (p.13, posted in Word)
- Proposal Narrative (see p.14-16 for instructions)
- Project Budget Worksheet (p.17, posted in Excel)

These documents are also required if we do not currently fund you:

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

3 SUBMIT YOUR PROPOSAL PACKET

Submit your completed proposal packet 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

WE RECOMMEND HAND DELIVERY

PROPOSAL DUE DATE:

by hard-copy original and USB drive copy

April 26, 2019

at 5:00 p.m.

REVIEW PROCESS AND SCHEDULE

First, we will review all proposals to determine if they are complete and eligible. We will remove any incomplete or ineligible proposals from further consideration. Next, we will read and score all complete and eligible proposals. We will consider prior performance in our review. Prior performance includes your compliance with any previous grant or financing agreement. We will recommend proposals with the highest scores for grant awards. Last, we will notify you of our award decision. If you do not receive a grant, you may appeal our decision. If you receive a grant, we will contact you to begin the grant negotiation process.

Our proposed schedule for review and decisions is:

Friday, April 26, 2019	Proposals due to us by 5:00 p.m.
Tuesday, April 30, 2019	Award decisions sent to you
Tuesday, May 7, 2019	Five day appeals period ends
Wednesday, May 1, 2019	Earliest date grant term can begin

We reserve the right to adjust this schedule at our discretion.

PROPOSAL INSTRUCTIONS

1. Be as succinct as possible.
2. We will not accept any handwritten narratives. You must type or use a computer to write your narrative. Font size must be at least 12 point.
3. Pages should be standard 8-1/2" by 11" with 1" margins. To save paper, we recommend the narrative section be double-sided and single-spaced.
4. Original signatures must be in blue ink.
5. Use the Proposal Packet Checklist to ensure your proposal is complete.
6. Do not bind proposals, or submit extra materials not requested.
7. We will not consider any incomplete, faxed, or late proposals. We recommend hand delivery of proposals. We will not accept any proposals after 5:00 p.m. on Friday, April 26, 2019.

PROPOSAL COVER SHEET

(If legible, you may hand write this part of the proposal)

Fiscal Lead Applicant Name:

Street Address:

City:

State:

Zip Code:

Main Phone:

Fax:

District Name:

District Description (one-liner):

District Leadership Street Address (if different):

City:

State:

Zip Code:

Fiscal Lead Applicant Executive Director:

Phone:

Email:

Primary Contact Person (if different):

Phone:

Email:

Grant Applying for: Cultural District Launch Funding

Total Proposal Request (may not exceed Maximum Grant Amount): \$

Total FY 2019 Fiscal Lead Applicant Budget: \$

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

Fiscal Lead Executive Director Signature

Date

Project Lead Executive Director Signature (if different)

Date

FISCAL LEAD APPLICANT BOARD OF DIRECTORS

(If legible, you may hand write this part of the proposal)

You should have a Board of Directors with at least 7 members. We encourage representation from low-income residents and neighborhoods.

Name	Years on Board	Home Neighborhood	Job or Relevant Experience

PROPOSAL NARRATIVE

1. Cultural District Organizational Structure

- A. Describe the District. Include its geographic area, demographics, and a brief overview of your mission and goals for its residents, businesses, organizations and visitors.
- B. Summarize your District's initial stabilization priorities using the following goal categories:
 - Cultural Heritage Conservation (previously known as Historic Preservation)
 - Tenant Protections
 - Arts and Culture
 - Economic and Workforce Development
 - Land Use
 - Cultural Competency
- C. Describe any other priorities identified by the District community or Advisory Board that fall outside of the six categories listed above.
- D. In which of the following areas could your District staff and/or community benefit from additional training or information?
 - Planning Department training or information on historic preservation tools, zoning and land use, design guidelines, project entitlement process, and development agreements
 - MOHCD training or information on affordable housing opportunities and DAHLIA, and Below Market Rate and homeownership programs
 - Arts Commission and Grants for the Arts opportunities and initiatives
 - City workforce development programs
 - City small business and economic development programs
- E. Describe the District's current organizational infrastructure.
- F. Summarize your District's organizational infrastructure priorities (or goals) over the next 14 months using the following categories:
 - Office Space or Program Space Needs
 - Leadership Training
 - Fiscal Management
 - Fundraising
 - Cultural District Governance Structure Development
 - Other

2. **Financial Management**

- A. If you are using a fiscal sponsor:
 - Are they a City-approved supplier/vendor?
 - How long have you worked with them?
 - Do you plan to continue in this structure over the next two years?
 - Describe how your Cultural District program coordinates with your fiscal sponsor.
 - B. Did you have a District program budget prior to this grant opportunity? If yes, what is your current annual budget?
 - C. Do you have other direct grants for District infrastructure and programs? If yes, provide amounts and funding sources.
 - D. What type of accounting system do you (or your fiscal sponsor) use (e.g. QuickBooks)?
 - E. Summarize your District's financial management priorities (or goals) over the next 14 months (e.g. diversifying revenue, training staff).
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3. **Governance**

- A. Describe the District's current oversight, governance and/or Advisory Board structure. Include a brief overview of its history and evolution to what it is today.
- B. List the District's Advisory Board (or equivalent) members and their affiliation(s).
- C. How do you select your Advisory Board members?
- D. Do members have term limits? If yes, describe.
- E. Does your Advisory Board have formal by-laws? If not, describe your decision-making process.
- F. How often does your Advisory Board meet?
- G. Describe any committees or working groups under the Advisory Board.
- H. Do you have an Executive Committee that includes a Chairperson (or Co-Chairpersons)? If yes, describe its function.

4. **Cultural District Manager**

- A. Describe your vision for the Cultural District Manager.
- B. Share a draft job description.
- C. Who will supervise and/or oversee the work of the Cultural District Manager?
- D. What supervisory structure(s) will be in place once the Manager is hired?

5. **CHHESS Report Development**

- A. Describe or list any reports and/or engagement processes that could inform or be a starting point for your District's CHHESS Report.
- B. What are the current knowledge gaps that you would gather from the community to inform your District's CHHESS Report?
- C. Describe your vision for hiring consultants to complete the CHHESS Report. If you have a consulting firm or individual in mind, include their name(s).

6. **District & Community Communications and Engagement**

- A. Describe the District's current communications and community engagement strategy for residents, businesses, organizations and visitors. Include your key partners and relationships with other entities in, or affected by, the District.
- B. Summarize your District's current challenges with communications and community engagement.
- C. At present, how can a resident get involved with and stay aware of your District's activities?
- D. Summarize your District's communication priorities (or goals) over the next 14 months. How will you engage the various groups of people impacted by your District?

7. **Launch Project in the District**

- A. Describe your launch event(s). Include details such as goals, location, activities, etc.

8. **Other (if applicable)**

- A. If grant funds will support other work priorities besides the four described in this RFP, describe them in detail.

9. **Project Budget Worksheet**

- A. Complete a Project Budget Worksheet, including budget items for both your grant proposal and your full Cultural District program.

PROJECT BUDGET WORKSHEET

DISTRICT NAME:	
PROJECT NAME:	

Please fill in the yellow highlighted fields that apply to your Proposal and Full Project Budget. Include your project's two largest secured revenue sources in the columns labeled "Secured Amount from [Insert Source]," and sum the remaining revenue sources in the column labeled "Secured Amount from Other Sources." List the names of other revenue sources in that column header.

Line Item	Budget Item			Grant Request	Secured Amount from [Insert Source]	Secured Amount from [Insert Source]	Secured Amount from Other Sources:	Total Project Budget
	Name & Title	Rate/Hr.	# of Hrs.					
Salaries & Wages								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
Total Salaries & Wages				\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	Item							
	FICA							\$ -
	SUI							\$ -
	Workers Compensation							\$ -
	Medical Insurance							\$ -
	Retirement							\$ -
	Other							\$ -
Total Fringe Benefits				\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services	Item							
								\$ -
								\$ -
								\$ -
Total Contractual Services				\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (including leasing)	Item							
								\$ -
								\$ -
Total Equipment				\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	Item							
								\$ -
								\$ -
Total Insurance				\$ -	\$ -	\$ -	\$ -	\$ -
Other	Item							
	Travel							\$ -
	Office and/or Project Space Rental							\$ -
	Office and/or Project Supplies							\$ -
	Telecommunications							\$ -
	Utilities							\$ -
								\$ -
Total Other				\$ -	\$ -	\$ -	\$ -	\$ -
Indirect	Total Indirect (no more than 15%)							\$ -
TOTAL				\$ -	\$ -	\$ -	\$ -	\$ -

MORE ABOUT THIS RFP

1. We encourage collaborative proposals. Collaborative proposals must choose a lead agency to serve as the fiscal agent. The fiscal agent should submit documents as if it were a single agency. We prefer awarding grants to agencies who can increase their impact through collaboration. If awarded a grant, a collaborative proposal must provide us with signed agreements. These agreements will outline the scopes of work and expectations of each partner.
2. The City reserves the right to fund select components of a collaborative proposal.
3. The City reserves the right to terminate an award if actual expenses deviate from the purpose expressed in this RFP.
4. If in its best interest, the City may delay, suspend, or cancel this procurement (or any of its components).
5. In the future, the City may use this procurement to award grants for similar projects and services.

PROTEST PROCEDURES

Protest of Non-Responsive Proposal or Grant Award

Non-responsive proposals are either incomplete, ineligible, or undelivered. If we determine your proposal to be non-responsive, we will inform you. We may also issue you a notice of intent to award the grant to another, responsive proposal. In either case, if you disagree with our decision, you may submit a written notice of protest within five business days. We must receive the notice of protest on or before the fifth business day. The notice of protest must include a written statement of each of the grounds for protest. An individual authorized to represent the respondent must sign the protest. The protest must cite all applicable laws, rules, procedures or provisions. The protest must specify facts and evidence enough for us to determine its validity.

Delivery of Protests

We must receive all protests by 5:00 p.m. on Tuesday, May 7, 2019, or within five business days of our notification, whichever comes sooner. You bear the risk of non-delivery within the deadlines specified if you use a mail service. You should use a delivery method that will establish the date our office receives your protest. We will not consider any oral or e-mail protests or notices of protests.

If necessary, we will schedule a meeting with the respondent within ten (10) calendar days of receiving the protest. We will review and attempt to resolve the protest during this meeting. You may submit your protest 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