

**MAYOR'S OFFICE OF HOUSING  
CITY AND COUNTY OF SAN FRANCISCO**



**EDWIN M. LEE**  
MAYOR

**OLSON LEE**  
DIRECTOR

**REQUEST FOR PROPOSALS**

**SOUTH OF MARKET COMMUNITY STABILIZATION FUND**

Deadline for Submitting Applications:  
5:00 p.m., Monday, August 13, 2012  
One original and 3 copies of the completed proposal should be submitted to:  
Mayors' Office of Housing  
1 South Van Ness Avenue, 5<sup>th</sup> Floor  
Attention: Claudine M. del Rosario  
**HAND DELIVERY RECOMMENDED**

**Bidders Conference**

The Mayor's Office of Housing (MOH) will conduct a Bidders Conference to assist interested applicants in determining the eligibility of proposed projects, and completing the required elements of the proposal packet. This meeting will be held:

Wednesday, July 11, 2012 at 10:00 AM  
1 South Van Ness Avenue, 5<sup>th</sup> Floor

## **RFP Overview**

This overview is to assist grant applicants in better understanding the focus of the 2012-2014 South of Market (SoMa) Community Stabilization Fund Program. Please read this introduction carefully, along with the RFP, to determine whether your organization and your proposed project align with the goals and priorities outlined in this RFP. It is important to keep in mind that these documents will be the basis upon which all funding decisions are made.

## **Introduction**

### **The Fund**

In August 2005 the Rincon Hill Area Plan was approved, effectively rezoning 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) for residential development. The San Francisco Board of Supervisors approved an amendment to the Planning Code (Ordinance 217-05), establishing the SoMa Community Stabilization Fund (the Fund). This legislation imposes a SoMa community stabilization impact fee of \$14 per square foot on residential development in the Rincon Hill Area Plan to provide community stabilization benefits in SOMA including affordable housing, economic development and community cohesion. In addition, approximately \$6 million of the Rincon Hill Community Improvements Fund (\$11 per square foot), will be transferred to the Fund.

In concert with Ordinance 217-05, 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.

### **Mayor's Office of Housing and the Community Advisory Committee**

The Board of Supervisors approved Resolution 162-06, requiring the Mayor's Office of Community Development (MOCD), now the Mayor's Office of Housing (MOH) to administer the Fund. The Ordinance also stipulates that there should be a SoMa Community Stabilization Fund Community Advisory Committee (the Committee), composed of seven members of the SoMa community, to advise MOH and the Board of Supervisors on the administration and expenditure of the Fund.

### **Strategic Plan**

The Committee developed a strategic plan in 2008 to guide expenditures of the Fund. Using this plan as a framework, the Fund released a first round of grants in 2009. In 2011, the CAC revised and refined the strategic plan for the Fund in order to focus its future investments, with consideration for the changing economic conditions and rapid rate of development in the neighborhood.

The CAC identified the following **conditions and causes** that impact the strategic direction of the Fund.

- The impact and aftermath of skyrocketing housing costs in the South of Market Community exposed longstanding inequities and continues to destabilize vulnerable families and workers. Over the last decade the South of Market community has had and is expected to continue to have the highest rate of real estate development in the City of San Francisco during the current decade.
- The South of Market Stabilization Fund is an important tool designed to focus on and support economic stability and choice for vulnerable community members.
- At core, the Fund's long-term investment will address systemic inequity by helping vulnerable people have voice and input into policy decision-making and practice. These community voices will impact legislative and administrative policy with a particular focus on housing and income generation.
- The South of Market Community is a gateway in San Francisco for newcomers to the City of San Francisco as well as the United States. It is steeped in a deep cultural history and thriving cultural expression. Significant community strength and connectedness can grow from culture.

The Fund's **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.

- All South of Market Neighborhood residents have access to information and can be involved in the decisions that affect their lives in the South of Market Community and beyond.
- All its residents, low-wage workers and small community-serving businesses can contribute to and benefit from the South of Market Community.
- Mutual respect and support is practiced by all the South of Market Communities.

The CAC defined the following **indicators** to determine future progress against the above vision.

- South of Market priority stakeholders, vulnerable residents, low-wage workers and small businesses are able to access information to improve their long-term financial condition.
- Organizations that seek community stabilization and economic well being for community members will have connected, (organization to organization) and developed an infrastructure with the information sharing and resident leadership that is recognized as a driver of positive change by local government and key decision-makers.
- Current residents are prepared to take advantage of housing opportunities within the South of Market Community, if desired.
- Policy impacts of constituents seeking community stabilization and economic well-being consider development policy as well as local family and community policy.

- Regional and local funders will support organizations promoting community stabilization as the indicators described above.

The CAC defined the following **strategies** to move towards its vision in the neighborhood:

- Grantmaking to organizations with a track record of success and/or credible intent to promote equity, cultivate stability and support resident-led housing choice as well as strengthen the pathways to income growth.
- Positioning the Fund and its Community Advisory Committee as an influential leader among local entities that provide resources and shapes public policy (local funders, business leaders, community college system, etc.)
- Promote infrastructure/forum and coordination among nonprofit organizational leaders.

The strategic plan outlines the following **performance measures** to provide a framework for evaluating grantee performance. (Please note that each approved project will work with MOH staff to agree upon specific performance measures for each grant.)

- Jobs and community economic development strategy and CAC monitoring system in place
- # of housing units leveraged (developed as well as accessed by priority community members)
- # of small business expansions and stabilizations
- # of public policy engagements that produce positive results consistent with plan
- Community-led grantee infrastructure to promote collective policy work
- \$ the Fund is able to grant directly and/or influence other grantors to contribute

The Fund’s **priority populations** are low income residents and small community-serving businesses in South of Market. Please visit the Mayor’s Office of Housing website for resident income guidelines at [www.sf-moh.org](http://www.sf-moh.org). Community-serving business is defined as a business that:

**Either**

Hires part-time, temporary, contractors, or full-time employees that reside in SoMa

**Or**

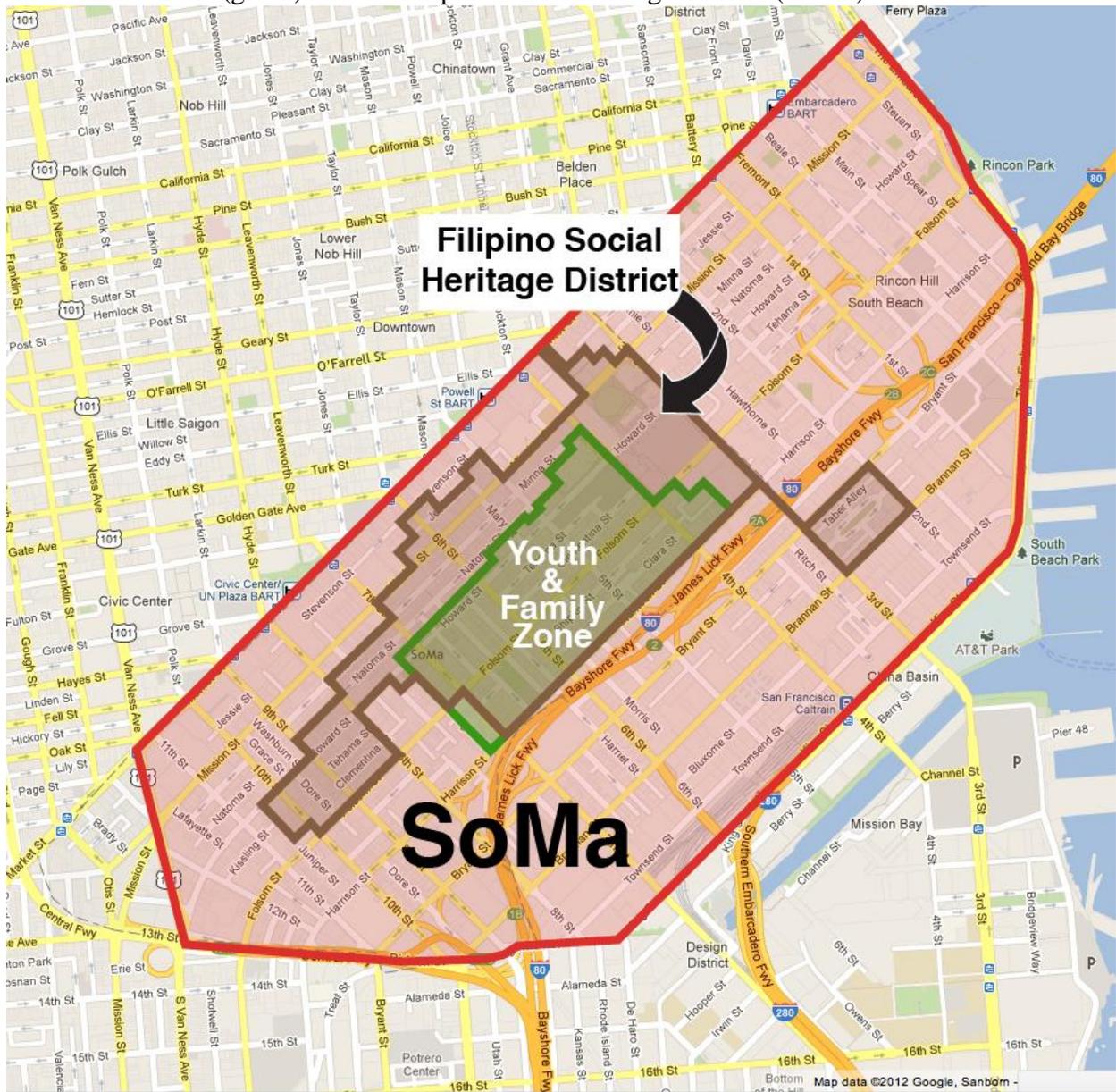
Commits to at least two of the following:

- Provides affordable food, products or services to residents
- Provides healthy or organic foods
- Provides food, products or services that reflect the cultural needs or diversity of the neighborhood
- Provides food, products or services that bring business diversity to the area
- Provides food, products or services that are requested by the community
- Provides special pricing or discounts for SoMa customers
- Provides free or affordable event space for SoMa serving non-profit organizations
- Provides affordable event menus for SoMa serving non-profit organizations

- Provides safe, dry places for individuals or community members to gather
- Provides a family-friendly environment
- Provides space for SoMa artists to exhibit or perform
- Participates in community watch or community safety
- Demonstrates a concerted effort to hire from the SoMa neighborhood
- Operates a “green” or environmentally sustainable business

For guidelines on the definition of small business, please refer to SBA’s website at <http://www.sba.gov/category/navigation-structure/contracting/contracting-officials/eligibility-size-standards>. Please note that priority will be given to organizations that work with businesses employing 20 or fewer employees.

While the impact area is the larger South of Market area (as defined by the boundaries in red below) **geographic priority** will be given to overlapping impact areas that include the Children and Families Zone (green) and the Filipino Social Heritage District (brown).



The plan identifies three strategic directions for the Fund. All proposals must align with at least one of the following areas:

- Housing
  - Resident engagement
  - Information and preparation to successfully compete for affordable units
  - Direct land investment (extremely limited)
- Jobs and Income
  - Employer cultivation
  - Job preparation
  - Income support through micro business
  - Asset development
- Community Cohesion and Neighborhood Communication
  - Local nonprofit community infrastructure development
  - Resident connections across culture and income
  - CAC positioning and leadership

**Special Considerations for Specific Program Areas**

There are four program areas that will be funded for this RFP cycle: 1) Development and Housing Coordination; 2) Neighborhood and Business Coordination; 3) Community Council; and 4) Community Action Grants Coordinator. Criteria for each program area are described in this document. Questions regarding these issues will be addressed at the bidder conference.

**Review Process**

Proposals will be reviewed by MOH and presented to the Community Advisory Committee for transmission to the Board of Supervisors and the Mayor. The Board of Supervisors will make the final recommendations for funding. Below is an approximate timeline for key elements of the review process.

RFP Release	July 9, 2012
Bidder’s Conference	July 11, 2012 at 10:00 a.m.
Proposal Deadline	August 13
Preliminary Recommendations to BOS and Mayor	Mid-September 2012
Public Meeting on Preliminary Recommendations	Late September 2012
Recommendations to BOS Finance Committee	Early October 2012
Consideration by BOS	Mid/Late October 2012
Mandatory orientations for funded agencies	Early November 2012
Contract/Workplan negotiation	November 2012
Execution of grant agreements	November-December 2012
Projects begin	January 2013

<p><b>Development and Housing Coordination Program</b>  Coordinate with city agencies, CBOs and developers to provide analysis of SoMa housing stock, planned development and potential displacement. Facilitate and provide leadership development/civic engagement training curriculum for South of Market low-income residents to increase awareness and involvement in neighborhood housing and development issues.</p>	
<p>Proposal Type</p>	<p>A grant will be made available to a community-based organization to develop and implement a program that provides the following functions:</p> <ol style="list-style-type: none"> <li>1. Analysis and communication of housing landscape and asset mapping in the South of Market.</li> <li>2. Resident engagement and leadership development training program primarily focused on navigating the affordable housing system</li> </ol>
<p>Description/Mandatory Elements</p>	<ol style="list-style-type: none"> <li>1. Organizations that apply under this program area will be required to coordinate and communicate with City departments, community based organizations and housing developers to conduct continuous analysis of the rapidly evolving housing and development landscape in the South of Market. <ul style="list-style-type: none"> <li>• Increase stakeholder understanding of goals of the SoMa Youth and Family Zone, and work toward forwarding those goals</li> <li>• Conduct asset mapping of current housing stock, including, but not limited to, for-profit residential properties with high numbers of low-income residents</li> <li>• Develop strategies for protecting low-income tenants (priority individuals, organizations and businesses) from displacement</li> </ul> </li> <li>2. Organizations will provide neighborhood outreach, education and leadership development to individuals living and working in the South of Market. <ul style="list-style-type: none"> <li>• Establish relationships with residents and other organizations that serve the Fund’s priority populations</li> <li>• Identify and develop leadership among priority populations</li> <li>• Establish a process for successful leadership development and training</li> <li>• Identify areas of potential committee development to facilitate participation by residents</li> <li>• Establish a replicable educational training component and curriculum (including, but not limited, to the following areas: public speaking, campaign development, working with media, etc.)</li> </ul> </li> </ol>
<p>Agency Requirements</p>	<ol style="list-style-type: none"> <li>1. Analysis <ul style="list-style-type: none"> <li>• Comprehensive experience and understanding of real estate development and finance, particularly “affordable” and “market rate” housing.</li> <li>• Experience working with for-profit and non-profit entities on behalf of community interests</li> </ul> </li> <li>2. Coordinator <ul style="list-style-type: none"> <li>• Demonstrated ability to work effectively with South of Market priority populations</li> <li>• Experience working with City agencies and institutions involved in housing policy decisions such as the Planning Department, the Mayor’s Office of Housing, and the Board of</li> </ul> </li> </ol>

	<p>Supervisors.</p> <ul style="list-style-type: none"> <li>• Demonstrated track record in working with South of Market community groups and issues facing the diverse range of South of Market priority populations</li> <li>• Experience with community organizing and outreach among community residents and local and small businesses</li> <li>• Proven ability to develop and implement leadership development curriculum</li> <li>• Must demonstrate an ability to track program progress and impact on a monthly basis</li> <li>• Ability to work closely and meet with city staff on a quarterly basis</li> </ul>
<p>Required Outcomes/Reporting</p>	<p>Grantees will be expected to report monthly on the following impact measures:</p> <ul style="list-style-type: none"> <li>• # and % of residents attending training sessions</li> <li>• Increased community participation in discussions with business and development neighbors</li> <li>• Policy decisions that reflect the increased consideration of, and understanding and engagement among priority populations</li> <li>• Increased civic engagement among residents</li> <li>• Systematized information flow to CBOs, residents and businesses in SoMa regarding impact of development</li> </ul> <p>Grantees will be expected to report annually to document activities, the quality of the activities and the impact of the funded program.</p>
<p>Leveraging</p>	<p>Leveraging of resources required. Grantees should include in their application a plan for how this program will be funded beyond the term of this grant/how the Fund’s investments will be leveraged to ensure continuity of the program.</p>
<p>Eligibility</p>	<p>Eligible Applicants include:</p> <ul style="list-style-type: none"> <li>• 50(c)(3) registered non-profit corporations with proposed program based in San Francisco. Applicants should have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served;</li> <li>• Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco’s government (e.g. SF Housing Authority);</li> <li>• Churches and religious organizations that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS; and</li> <li>• Institutions of higher education</li> </ul> <p>All community-based organization must become City-approved vendors before receiving funding. Organizations that are not yet City-approved vendors should begin the certification process as soon as possible in order to ensure that they are able to meet this requirement if awarded a grant. The City’s Office of Contract Administration offers all the necessary forms on their website, which can be found at <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a>. Subcontractors are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved.</p>
<p>Board of Directors</p>	<ul style="list-style-type: none"> <li>• Board and staff must have broad based experience and skills to satisfactorily manage and guide the organization;</li> <li>• The Board of Directors must provide vision, oversight and direction to</li> </ul>

	<p>the organization;</p> <ul style="list-style-type: none"><li>• The Board of Directors should include San Francisco residents or demonstrate knowledge of the needs of low income San Franciscans. Representation on the board of low income residents and from the priority population is encouraged.</li></ul>
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<p><b>Neighborhood and Business Coordination Program</b>  Develop, implement and administer a program that connects South of Market residents, CBOs and small businesses located within the neighborhood to create employment opportunities and other connections to achieve neighborhood cohesion.</p>	
<p>Proposal Type</p>	<p>A grant will be made available to a collaborative of two community-based organizations--one to engage residents and one to engage small businesses in SoMa--with the purpose of developing and implementing an innovative program that will institutionalize linkages between the residents (including youth), community-based organizations and the small business community in the South of Market.</p>
<p>Description/Mandatory Elements</p>	<p>Organizations that apply under this program will partner with the South of Market Community Advisory Committee (the CAC) and other South of Market groups to identify opportunities for connecting small businesses with neighborhood residents to</p> <ul style="list-style-type: none"> <li>• Facilitate relationships and build neighborhood infrastructure among small community-serving businesses, non-profit organizations and residents;</li> <li>• Cultivate South of Market small community serving businesses to serve and/employ local residents;</li> <li>• Coordinate between CBOs and small community-serving businesses to prepare and place SoMa residents in jobs and/or training programs;</li> <li>• Cultivate community based organizations to conduct appropriate outreach and prepare SoMa residents for employment and/or training opportunities in local community-serving businesses; and</li> <li>• Act as a liason to the Mayor’s Office of Housing (MOH)-Community Development Division and the Office of Economic and Workforce Development (OEWD)</li> </ul>
<p>Agency requirements</p>	<p>Community-Based Organization with resident client base</p> <ul style="list-style-type: none"> <li>• Ability to work effectively with South of Market priority populations/cultural competency</li> <li>• Demonstrated existing relationships with community-based organizations that serve SoMa</li> <li>• Ability to troubleshoot challenges</li> <li>• Demonstrated understanding of the cultural landscape and barriers to employment in SoMa</li> <li>• Understanding of case management services</li> <li>• Ability to conduct analysis of employment, hiring and training needs in the neighborhood</li> </ul> <p>Community-Based Organization with small-business client base</p> <ul style="list-style-type: none"> <li>• Must have a track record of successfully engaging with small businesses</li> <li>• Must demonstrate an understanding of community-serving criteria as defined by MOH and the SoMa Community Stabilization Fund CAC below</li> <li>• Demonstrated track record of innovation and willingness to engage with the local community, particularly the priority populations.</li> </ul> <p>*Note – While the expectation is that this program should be operated by a collaborative of two different kinds of organizations, one of the organizations should be selected to serve as the fiscal sponsor. That fiscal sponsor will be responsible for monthly reporting to the Mayor’s Office of Housing-</p>

	Community Development Division.
Required Outcomes/Reporting	<p>The selected organization will be expected to report monthly on the following impact measures:</p> <ul style="list-style-type: none"> <li>• # CBOs engaged in the program</li> <li>• # of businesses engaged in the program</li> <li>• # of low/mod-income SoMa residents placed in job opportunities as a result of this program</li> <li>• # of low/mod-income SoMa residents placed in training programs or other educational opportunities as a result of this program</li> <li>• # training/education opportunities generated as a result of this program</li> <li>• # and quality of institutionalized linkages created as a result of this program</li> <li>• # of community events conducted to promote cohesion among residents, CBOs and businesses</li> </ul>
What is a small community serving business?	<p style="text-align: center;"><b>Either</b></p> <p>Hires part-time, temporary, contractors, or full-time employees that reside in SoMa (this requirement is strongly encouraged)</p> <p style="text-align: center;"><b>Or</b></p> <p>Commits to at least two of the following:</p> <ul style="list-style-type: none"> <li>• Provides affordable food, products or services to residents</li> <li>• Provides healthy or organic foods</li> <li>• Provides food, products or services that reflect the cultural needs or diversity of the neighborhood</li> <li>• Provides food, products or services that bring business diversity to the area</li> <li>• Provides food, products or services that are requested by the community</li> <li>• Provides special pricing or discounts for SoMa customers</li> <li>• Provides free or affordable event space for SoMa serving non-profit organizations</li> <li>• Provides affordable event menus for SoMa serving non-profit organizations</li> <li>• Provides safe, dry places for individuals or community members to gather</li> <li>• Provides a family-friendly environment</li> <li>• Provides space for SoMa artists to exhibit or perform</li> <li>• Participates in community watch or community safety</li> <li>• Demonstrates a concerted effort to hire from the SoMa neighborhood</li> <li>• Operates a “green” or environmentally sustainable business</li> </ul> <p>For guidelines on the definition of small business, please refer to SBA’s website at <a href="http://www.sba.gov/category/navigation-structure/contracting/contracting-officials/eligibility-size-standards">http://www.sba.gov/category/navigation-structure/contracting/contracting-officials/eligibility-size-standards</a>. Please note that priority will be given to organizations that work with businesses employing 20 employees or less.</p>
Leveraging	Leveraging of resources required. Grantees should include in their application a plan for how this program will be funded beyond the term of this grant/how the Fund’s investments will be leveraged to ensure continuity of the program.

Eligibility	<p>Eligible Applicants include:</p> <ul style="list-style-type: none"> <li>• 501(c)(3) registered non-profit corporations with proposed program based in San Francisco. Applicants should have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served;</li> <li>• Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco’s government (e.g. SF Housing Authority);</li> <li>• Churches and religious organizations that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS; and</li> <li>• Institutions of higher education</li> </ul> <p>All community-based organization must become City-approved vendors before receiving funding. Organizations that are not yet City-approved vendors should begin the certification process as soon as possible in order to ensure that they are able to meet this requirement if awarded a grant. The City’s Office of Contract Administration offers all the necessary forms on their website, which can be found at <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a>. Subcontractors are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved.</p>
Board of Directors	<ul style="list-style-type: none"> <li>• Board and staff must have broad based experience and skills to satisfactorily manage and guide the organization;</li> <li>• The Board of Directors must provide vision, oversight and direction to the organization;</li> <li>• The Board of Directors should include San Francisco residents or demonstrate knowledge of the needs of low income San Franciscans. Representation on the board of low income residents and from the priority population is encouraged.</li> </ul>

<b>Community Council</b> Form and administer a neighborhood collaborative to provide support and infrastructure for stabilization and community cohesion in the South of Market	
Proposal Type	Organizations that apply under this program area will develop a neighborhood community council to meet regularly, discuss issues affecting stabilization in the neighborhood, and develop collaborative strategies for addressing them.
Description/Mandatory Elements	Organizations that apply under this program area will work with the Mayor's Office of Housing (MOH) and the South of Market Community Stabilization Fund Community Advisory Committee (CAC) to identify neighborhood partners (comprised of broad cross-sectoral representation) that will commit to convening on a regular basis to discuss and address stabilization issues in the neighborhood. <ul style="list-style-type: none"> <li>• Recruit neighborhood groups</li> <li>• Provide or coordinate a regular meeting space for the collaborative</li> <li>• Design a process for meetings and communication</li> <li>• Document the collaborative's meeting minutes and projects</li> <li>• Serve as the liaison between the collaborative and MOH/CAC</li> </ul>
Agency Requirements	<ul style="list-style-type: none"> <li>• Demonstrated track record in working with South of Market community groups and the issues facing the diverse range of South of Market priority populations</li> <li>• Ability to troubleshoot challenges</li> <li>• Demonstrated existing relationships with community-based organizations that serve SoMa</li> <li>• Proven ability to convene SoMa stakeholder groups</li> <li>• Demonstrated understanding of the cultural landscape and threats to stabilization in SoMa</li> <li>• Must demonstrate an ability to track program progress and impact on a monthly basis</li> <li>• Ability to work closely and meet with city staff on a quarterly basis</li> </ul>
Required Outcomes/Reporting	Grantees will be expected to report monthly on the following impact measures: <ul style="list-style-type: none"> <li>• # and frequency of convenings held</li> <li>• # of community groups recruited to participate and % retention</li> <li>• # and % of community issues addressed/resolved as a result of convenings</li> <li>• # and names of new entities engaged in SoMa stabilization</li> </ul> Grantees will also be expected to report annually to document the activities, the quality of the activities and the impact of the funded program. Specifically, the agency should be prepared to describe how the program has made an impact on stabilization of the priority populations in the neighborhood.
Leveraging	Leveraging of resources required. Grantees should include in their application a plan for how this program will be funded beyond the term of this grant/how the Fund's investments will be leveraged to ensure continuity of the program.
Eligibility	Eligible Applicants include: <ul style="list-style-type: none"> <li>• 501(c)(3) registered non-profit corporations with proposed program based in San Francisco. Applicants should have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served;</li> <li>• Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San</li> </ul>

	<p>Francisco’s government (e.g. SF Housing Authority);</p> <ul style="list-style-type: none"> <li>• Churches and religious organizations that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS; and</li> <li>• Institutions of higher education</li> </ul> <p>All community-based organization must become City-approved vendors before receiving funding. Organizations that are not yet City-approved vendors should begin the certification process as soon as possible in order to ensure that they are able to meet this requirement if awarded a grant. The City’s Office of Contract Administration offers all the necessary forms on their website, which can be found at <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a>. Subcontractors are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved.</p>
Board of Directors	<ul style="list-style-type: none"> <li>• Board and staff must have broad based experience and skills to satisfactorily manage and guide the organization;</li> <li>• The Board of Directors must provide vision, oversight and direction to the organization;</li> <li>• The Board of Directors should include San Francisco residents or demonstrate knowledge of the needs of low income San Franciscans. Representation on the board of low income residents and from the priority population is encouraged.</li> </ul>

<b>Community Action Grants Coordinator</b> Implement and administer a community-based, small grants program focused on the South of Market community	
Proposal Type	A grant will be made available to one community-based organization to administer small grants in the South of Market community to foster community cohesion.
Description/Mandatory Elements	Organizations that apply under this program will partner with the South of Market Community Advisory Committee (the CAC) and other South of Market groups to identify, implement and administer small community-based grants. The selected organization will be responsible for overall implementation of the grant program and will distribute the grant payments to the selected groups. <ul style="list-style-type: none"> <li>• Individual grants will range from \$1000-\$5000.</li> <li>• Grants must demonstrate alignment with the South Of Market Community Stabilization Fund’s strategic goals and direction.</li> <li>• Coordinator will assist groups with initial planning, project budgeting, implementation and reporting.</li> <li>• Community action grant recipients may include neighborhood groups, teachers, parents, residents and workers and should represent the Fund’s priority populations.</li> </ul>
Agency requirements	<ul style="list-style-type: none"> <li>• Demonstrated ability to work with South of Market priority populations</li> <li>• Ability to work closely with city staff, the CAC and SoMa community (potentially a SoMa Community Council) for design and implementation of grant program</li> <li>• Demonstrated ability to design project timeline and report against key milestones</li> <li>• Provide project management training and one-on-one technical assistance to Community Action Grant recipients. (E.g., develop scopes of work, timeline and estimated budgets)</li> <li>• Develop and provide project management tools</li> <li>• Trouble shoot challenges</li> <li>• Process grant expense checks</li> <li>• Assist will follow up and support progress</li> <li>• Ability to administer funds, collect all back-up documentation for project related expenses and report monthly to the Mayor’s Office of Housing-Community Development Division</li> </ul>
Required Outcomes/Reporting	The selected organization will be expected to report monthly on the following impact measures: <ul style="list-style-type: none"> <li>• # of grant applications received</li> <li>• # and % applications funded</li> <li>• Clearly demonstrate how each grant funded meets the Fund’s objectives and serves its priority populations</li> <li>• # of priority population individuals served by each grant</li> <li>• # of total individuals served by each grant</li> </ul>
Leveraging	Leveraging of resources required. Grantees should include in their application a plan for how this program will be funded beyond the term of this grant/how the Fund’s investments will be leveraged to ensure continuity of the program.
Eligibility	Eligible Applicants include: <ul style="list-style-type: none"> <li>• 501(c)(3) registered non-profit corporations with proposed program</li> </ul>

	<p>based in San Francisco. Applicants should have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served;</p> <ul style="list-style-type: none"> <li>• Governmental entities, including public agencies, commissions or authorities that are independent of the City and County of San Francisco’s government (e.g. SF Housing Authority);</li> <li>• Churches and religious organizations that meet the requirements of IRC section 501(c)(3), regardless of their application and recognition from the IRS; and</li> <li>• Institutions of higher education</li> </ul> <p>All community-based organization must become City-approved vendors before receiving funding. Organizations that are not yet City-approved vendors should begin the certification process as soon as possible in order to ensure that they are able to meet this requirement if awarded a grant. The City’s Office of Contract Administration offers all the necessary forms on their website, which can be found at <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a>. Subcontractors are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved.</p>
Board of Directors	<ul style="list-style-type: none"> <li>• Board and staff must have broad based experience and skills to satisfactorily manage and guide the organization;</li> <li>• The Board of Directors must provide vision, oversight and direction to the organization;</li> <li>• The Board of Directors should include San Francisco residents or demonstrate knowledge of the needs of low income San Franciscans. Representation on the board of low income residents and from the priority population is encouraged.</li> </ul>

## APPLICATION INSTRUCTIONS

- Please be as succinct as possible. Reviewers will not consider text beyond the indicated text limitations and/or space provided.
- No handwritten proposals will be accepted. Proposals must be typed or computer generated. The font must be at least 12 point.
- Pages should be standard 8-1/2" by 11". All copies should be double-sided.
- Original signatures must be in blue ink on the original set.
- Use the application checklist to ensure your package is complete.
- Do not bind proposals or submit extra materials not requested.
- Substantially incomplete, faxed, or late applications will not be considered. **Hand delivery is highly recommended.**

- The following checklist identifies all RFP forms and other required items. Use this checklist to put together the proposal packet for submission. **One original and three copies of the RFP must be submitted. One copy of these must have original signatures in blue ink.**
- **Application** (*one original and three copies*)
  - Application (Including Agency Information, Proposal Narrative and List of Board of Directors)
  - Program Budget (Please use the attached Budget Form)
  - Agency-wide Budget
- **Additional required items for applicants not currently receiving CDBG funding** (*one copy attached to the original set*):
  - Articles of Incorporation, including all amendments
  - Organization by-laws, including all amendments
  - Evidence of Federal Tax Exempt 501(c) (3) status
- **Interview**

An interview with the applicants may be conducted before final funding recommendations are made. Please be prepared for interviews during the week of August 20, 2012.
- **Multiple Proposals**

Organizations may elect to submit more than one application if applying for more than one program. Please submit separate proposals for each program area and may request up to \$100,000 for each program.

**APPLICANT BACKGROUND INFORMATION**

*(Please type all responses no smaller than 12 font)*

Organization Name: \_\_\_\_\_

Street Address: \_\_\_\_\_ San Francisco, CA  
941 \_\_\_\_\_

Project Location (if different): \_\_\_\_\_ San Francisco, CA  
941 \_\_\_\_\_

Main Phone: \_\_\_\_\_ Fax : \_\_\_\_\_

Executive Director: \_\_\_\_\_ Telephone: \_\_\_\_\_ x  
\_\_\_\_\_

Board President: \_\_\_\_\_ Telephone: \_\_\_\_\_ x  
\_\_\_\_\_

Contact Person: \_\_\_\_\_ Telephone: \_\_\_\_\_ x  
\_\_\_\_\_

Fax: \_\_\_\_\_  
\_\_\_\_\_

Email: \_\_\_\_\_

Amount requested under this Application: **(must not exceed \$100,000)**

Total Program Activity/Project Budget: \$ \_\_\_\_\_

Total 2011-12 Agency Budget: \$ \_\_\_\_\_

**I certify that the information provided in this application is true:**

\_\_\_\_\_  
Signature of Executive Director

\_\_\_\_\_  
Date

**I certify that the Board of Directors has approved the submittal of this application:**

\_\_\_\_\_  
Signature of Board President

\_\_\_\_\_  
Date

## **Development and Housing Coordination Program**

Proposal Format  
(the narrative should not exceed seven pages)

### **1. Background and Need**

This section should provide a description of the specific history of services that your organization has provided to South of Market Priority populations and of relationships with entities that serve those populations. Please present a clear picture of your organization's understanding of the challenges faced by these populations, as well as successful strategies implemented by your organization (or collaboration of organizations) to address them. In this section, please describe how an analysis of the housing landscape and mapping of assets in the South of Market neighborhood would serve to stabilize the Fund's priority populations. How would increased civic engagement and awareness contribute to stabilization and community cohesion?

- What data or information supports the need for this work?
- What gaps in the neighborhood's organizational infrastructure does your proposal hope to fill?
- How does the proposed program align with the Fund's strategic goals and direction?

### **2. Proposed Activities**

This section should describe the work that your agency proposes to conduct to provide a development analysis and civic engagement training among priority populations. This section should provide detail about the program design and strategies.

- What are the proposed activities and who will you target for these activities? What is the timeline for accomplishing these activities? (Please clarify which activities are part of the analysis work and which activities are part of the leadership development/civic engagement work)
- What is your outreach strategy and how will this be accomplished?
- Please list the initial organizations and groups that you will be communicating with. What is each of the organizations' and groups' role in the community?
- What gaps currently exist in neighborhood representation and leadership and how does your proposal seek to include those interests and perspectives?
- How will you involve the community or connect with community-based knowledge and experience to inform your program design?
- What organization(s) do you currently partner with and how will this partnership impact your reach in accomplishing the desired outcomes for this program?

### **3. Objectives and Outcomes**

This section should list objectives for your proposal. Please list the specific activities your organization seeks to perform and list outcomes for each activity described above. Objectives describe the activities your organization will perform, the total number of people/entities to be engaged and other program deliverables anticipated for this project. Please give the timeline for completion of objectives.

Make sure to consider the following in the development of your objectives:

- How will the program conduct data collection?
- Which entities will be engaged to develop a development analysis and asset mapping for South of Market?
- How will the program engage in cross-sectoral work and relationship building?
- How will the proposed program work with neighborhood CBOS to understand resident needs and put forward a clear picture of how they can be served by development and policy? Which organizations will the program engage with?
- How will the program work with businesses and the development community?
- Describe how the program's analysis will be used to strengthen the neighborhood.
- How can small businesses benefit from the program? How can priority populations participate in the growth and development of SoMa?
- How will you incorporate the analysis into the leadership development training?

### **4. Evaluation**

- How will you track progress and determine the level of impact for the Fund's priority populations?
- How will you evaluate and analyze the progress of your work to inform program design going forward?
- How will you determine that this work is, in fact, making an impact on neighborhood stabilization. How will that be measured?
- How will you determine that the leadership development is effective?
- How will you share and disseminate the results of this project to the priority populations, key decision makers and the general community?

### **5. Organizational Capacity**

Discuss your organization's ability to implement and achieve the proposed work. Please describe how your agency staff and board of directors' skills and diversity will contribute to the proposed work.

- What staff will be responsible for completing the work and what are their qualifications?
- How does the proposal fit with your organization's mission and history?

- Since this funding is a one-time allocation, what is the plan for continuing this work beyond the scope of this grant?

## **6. Budget**

Please use the attached budget form to fill in your organization's project and global budget.

- What is the budget for the proposed project?
- What is your organization's FY '12-'13 global budget? Please attach the most recent agency budget as approved by your board.
- Please include any matching sources of funding for this project.

## **7. Board of Directors**

Please provide a complete list of your organization's Board of Directors. If you are submitting a proposal on behalf of a collaborative, please submit the lead agency's Board of Directors.

## **Neighborhood and Business Coordination Program**

### Proposal Format

(the narrative should not exceed five pages)

#### **1. Background and Need**

This section should provide a description of the specific history of services that your organizations have provided to South of Market priority populations and of relationships with entities that serve those populations. Please present a clear picture of your organizations' understanding of the challenges faced by these populations, as well as successful strategies implemented by your organizations to address them. Please describe how this program would serve to stabilize priority populations in the face of the rapid development that is occurring in the South of Market neighborhood.

- Describe your organizations' history of working together and previous successes/achievements.
- What data or information supports the need for this work?
- What gaps in the neighborhood's organizational infrastructure does your proposal hope to fill?
- How does the proposed program align with the Fund's strategic goals and direction?

#### **2. Proposed Activities**

This section should describe the work that your organizations are proposing to accomplish. Please provide detail about the program design and strategies.

- What are the proposed activities and who will you target for these activities? What is the timeline for accomplishing these activities?
- What is your outreach strategy and how will this be accomplished?
- How will you involve the community or connect with community-based knowledge and experience to inform your program design?
- What organizations do you currently partner with and how will these partnerships impact your reach in accomplishing the desired outcomes for this program?
- How will the program ensure that the Fund's priority populations are able to benefit from development in the neighborhood?
- How will the program benefit small businesses?
- How will small businesses be engaged in the process of stabilizing the neighborhood?
- How will SoMa low-income residents and agencies that serve them be informed of the employment and training opportunities in the neighborhood that result from new development?

### **3. Objectives and Outcomes**

This section should list objectives for your proposal. Please list the specific activities your organization seeks to perform and list outcomes for each activity.

Objectives describe the activities your organization will perform, the total number of people/entities to be engaged and other program deliverables anticipated for this project. Please give the timeline for completion of objectives.

Please make sure to include:

- # of small businesses that will be outreached to
- # of entities that will participate (how many participants have not been previously engaged with the Fund?)
- # of small businesses that are incentivized to serve the Fund's priority populations by either employing them or providing goods or services to them
- # of small businesses that are assisted or stabilized as a result of the program
- # of connections made between workforce and job training agencies to small businesses in the South of Market
- Other deliverables that your organization identifies as contributing to the stabilization of the Fund's priority populations

### **4. Evaluation**

- How will you track progress and determine the level of impact for the Fund's priority populations?
- How will you evaluate and analyze the progress of your work to inform program design going forward?
- How will you determine that this work is, in fact, making an impact on neighborhood stabilization? How will that be measured?
- How will you share and disseminate the results of this project to the priority populations, key decision makers and the general community?

### **5. Organizational Capacity**

Discuss your organization's ability to implement and achieve the proposed work. Please describe how your agency staff and board of directors' skills and diversity will contribute to the proposed work.

- What staff will be responsible for completing the work and what are their qualifications?
- How does the proposal fit with your organization's mission and history?
- Since this funding is a one-time allocation, what is the plan for continuing the work beyond the scope of this grant?

## **6. Budget**

Please use the attached budget form to fill in your organization's project and global budget.

- What is the budget for the proposed project?
- What is your organization's FY '12-'13 global budget? Please attach the most recent agency budget as approved by your board. If you are submitting a proposal on behalf of a collaborative, please submit the budget of the lead agency.
- Please include any matching sources of funding for this project.

## **7. Board of Directors**

Please provide a complete list of your organization's Board of Directors. If you are submitting a proposal on behalf of a collaborative, please submit the lead agency's Board of Directors.

## **Community Council**

### **Proposal Format**

(the narrative should not exceed five pages)

#### **1. Background and Need**

This section should provide a description of the specific history of services that your organization has provided to South of Market Priority populations and of relationships with entities that serve those populations. Please present a clear picture of your organization's understanding of the challenges faced by these populations, as well as successful strategies implemented by your organization (or collaboration of organizations) to address them. In this section, please describe how a community council would serve to stabilize priority populations in the face of the rapid development that is occurring in the South of Market neighborhood.

- What data or information supports the need for this work?
- What gaps in the neighborhood's organizational infrastructure does your proposal hope to fill?
- How does the proposed program align with the Fund's strategic goals and direction?

#### **2. Proposed Activities**

This section should describe the work that your agency (collaboration) proposes to create and convene a community council that will address stabilization issues in the South of Market. This section should provide detail about the program design and strategies.

- What are the proposed activities and who will you target for these activities? What is the timeline for accomplishing these activities?
- What is your outreach strategy and how will this be accomplished?
- Please list the initial organizations that will be participating in the council and describe your organization's existing relationship with these organizations. What is each of the organizations' role in the community?
- What gaps currently exist in neighborhood representation and leadership and how does your proposal seek to include those interests and perspectives?
- How will you involve the community or connect with community-based knowledge and experience to inform your program design?
- What organization(s) do you currently partners with and how will this partnership impact your reach in accomplishing the desired outcomes for this program?

#### **3. Objectives and Outcomes**

This section should list objectives for your proposal. Please list the specific activities your organization seeks to perform and list outcomes for each activity. Objectives

describe the activities your organization will perform, the total number of people/entities to be engaged and other program deliverables anticipated for this project. Please give the timeline for completion of objectives.

Please make sure to include:

- # of entities that will be outreached to and % of entities that have not been previously engaged with the Fund
- # of entities that will participate and % of entities that have not been previously engaged with the Fund
- # and frequency of convenings
- Other deliverables that your organization identifies as contributing to the stabilization of the Fund's priority populations

#### **4. Evaluation**

- How will you track progress and determine the level of impact for the Fund's priority populations?
- How will you evaluate and analyze the progress of your work to inform program design going forward?
- How will you determine that this work is, in fact, making an impact on neighborhood stabilization? How will that be measured?
- How will you share and disseminate the results of this project to the priority populations, key decision makers and the general community?

#### **5. Organizational Capacity**

Discuss your organization's ability to implement and achieve the proposed work. Please describe how your agency staff and board of directors skills and diversity will contribute to the proposed work.

- What staff will be responsible for completing the work and what are their qualifications?
- How does the proposal fit with your organization's mission and history?
- Since this funding is a one-time allocation, what is the plan for continuing this work beyond the scope of this grant?

## **6. Budget**

Please use the attached budget form to fill in your organization's project and global budget.

- What is the budget for the proposed project?
- What is your organization's FY '12-'13 global budget? Please attach the most recent agency budget as approved by your board. If you are submitting a proposal on behalf of a collaborative, please submit the budget of the lead agency.
- Please include any matching sources of funding for this project.

## **7. Board of Directors**

Please provide a complete list of your organization's Board of Directors. If you are submitting a proposal on behalf of a collaborative, please submit the lead agency's Board of Directors.

## Community Action Grants Coordinator

### Proposal Format

(the narrative should not exceed five pages)

#### **1. Background and Need**

This section should provide a description of the specific history of community action grant coordination that your organization has provided to San Francisco populations. If your organization has a history of serving SoMa priority populations please describe it here. Please present a clear picture of your organization's understanding of the challenges faced by these populations, as well as successful strategies implemented by your organization (or collaboration of organizations) to address them. In this section, please describe how a community action grants program would serve to stabilize priority populations in the face of the rapid development that is occurring in the South of Market neighborhood.

- What are the core services provided by your organization? Why is your organization interested in housing this program?
- What is your organization's history of collaboration? Who do you currently partner with in SoMa?
- From your organization's experience, what are the challenges, successes and opportunities for partnership and collaboration in the SoMa neighborhood?
- What experience does your organization have in convening groups and residents beyond those who benefit from the agency's core services?
- How does the proposed program align with the Fund's strategic goals and direction?

#### **2. Proposed Activities**

This section should describe the work that your agency proposes to implement and administer a community action grants program that will address stabilization issues in the South of Market. Please list the specific activities your organization seeks to perform. This section should provide detail about the program design and strategies.

- What are the proposed activities and who will you target for these activities? What is the timeline for accomplishing these activities?
- How will you involve the community or connect with community-based knowledge and experience to inform your program design?
- What organization(s) do you currently partner with and how will this partnership impact your reach in accomplishing the desired outcomes for this program?

### **3. Objectives and Outcomes**

This section should list objectives for your proposal. Please list the specific activities your organization seeks to perform and list outcomes for each activity. Objectives describe the activities your organization will perform, the total number of people/entities to be engaged and other program deliverables anticipated for this project. Please give the timeline for completion of objectives.

Please make sure to include:

- # of entities that will be outreached to and % of entities that have not been previously engaged with the Fund
- # of entities that will participate and % of entities that have not been previously engaged with the Fund
- # and frequency of convenings
- Other deliverables that your organization identifies as contributing to the stabilization of the Fund's priority populations

### **4. Evaluation**

- How will you track progress and determine the level of impact for the Fund's priority populations?
- How will you evaluate and analyze the progress of your work to inform program design going forward?
- How will you determine that this work is, in fact, making an impact on neighborhood stabilization? How will that be measured?
- How will you share and disseminate the results of this project to the priority populations, key decision makers and the general community?

### **5. Organizational Capacity**

Discuss your organization's ability to implement and achieve the proposed work. Please describe how your agency staff and board of directors skills and diversity will contribute to the proposed work.

- What staff will be responsible for completing the work and what are their qualifications?
- How has your organization worked with city staff and San Francisco communities to design and implement similar work?
- How does the proposal fit with your organization's mission and history?
- Since this funding is a one-time allocation, what is the plan for continuing this work beyond the scope of this grant?

## **6. Budget**

Please use the attached budget form to fill in your organization's project and global budget.

- What is the budget for the proposed project?
- What is your organization's FY '12-'13 global budget? Please attach the most recent agency budget as approved by your board. If you are submitting a proposal on behalf of a collaborative, please submit the budget of the lead agency.
- Please include any matching sources of funding for this project.

## **7. Board of Directors**

Please provide a complete list of your organization's Board of Directors. If you are submitting a proposal on behalf of a collaborative, please submit the lead agency's Board of Directors.