



**Mayor's Office of Housing  
& Community Development  
(MOHCD)**

**London N. Breed**  
Mayor

**Eric D. Shaw**  
Director

# **San Francisco CULTURAL DISTRICTS**

A program administered by the Mayor's Office of Housing and Community Development

## **Pacific Islander Cultural District Launch REQUEST FOR PROPOSALS FY2022-23 (#2022-02f)**

<b>Grant Term</b>	May 1, 2023 – June 30, 2024
<b>Grant Amount</b>	\$268,350 (\$230,000 annual grant + 2 months)
<b>Date Issued</b>	Friday, January 27, 2023
<b>Proposal Due Date</b>	March 3, 2023 at 5PM

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# OVERVIEW

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San Francisco's Cultural District program preserves, strengthens and promotes cultural assets and diverse communities. Its goal is to 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.

The Cultural Districts program is supported by an inter-departmental steering committee, including the Office of Economic and Workforce Development (OEWD), the Planning Department, the Arts Commission and coordinated by the Mayor's Office of Housing and Community Development (MOHCD). These Departments work together to streamline City and community partnerships to coordinate resources aimed at stabilizing these communities which face displacement.

Each legislated Cultural District maintains a community-based advisory board, dedicated staffing, and funding for its operations. Each District works toward their community-defined vision for self-determination community stabilization. The Cultural District's collectively share policy strategies for strengthening each of their community infrastructures.

The San Francisco Board of Supervisors established the Pacific Islander Cultural District in November 2022 with the overarching goals:

- To preserve and further develop the Visitacion Valley and Sunnyside's past, present, and future Pacific Islander communities and resources, and to recognize the historical and present contributions of the Pacific Islander Community;
- To preserve and further develop opportunities for Pacific Islander businesses along the commercial corridors within the boundaries of the district.

Legislation calls on City departments to collaborate and partner with each Cultural District's community-based leadership body to establish a plan to fulfill each District's vision and goals, resulting in a Cultural History, Housing and Economic Sustainability Strategies (CHHESS) Report.

This Cultural Districts Request for Proposals (RFP) is the vehicle by which the City begins resourcing newly-legislated Cultural Districts to start this important work.

## RFP SCOPE

MOHCD is seeking grant proposals from community-based non-profits (or community-based organizations with a fiscal sponsor) to launch and operate the newly-legislated **Pacific Islander Cultural District**. This RFP will provide up to \$268,350 in grant funding for 14 months (up to \$230,000 annually) for building organizational infrastructure, neighborhood assessment and planning, and community engagement with 4 options to extend grant agreements for a period up to 12 months.

Each District must implement an extensive community engagement process to identify and prioritize strategies for stabilizing vulnerable communities facing, or at risk of, displacement or gentrification. Findings from this grant will serve to inform the Pacific Islander Cultural District's staff, Advisory Board and City partners in the development of the vision and goals that will guide the drafting of the Pacific Islander Cultural District CHHESS Report.

The final terms and conditions of each grant are subject to negotiation.

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# ELIGIBILITY REQUIREMENTS

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

- Applicants must be a community-based agency that is non-profit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code or apply under a valid fiscal sponsor.
- Organizations receiving a grant from this RFP must be approved City suppliers or have started the process of becoming a City Supplier at time of proposal submission.
- MOHCD contracts are administered on a cost reimbursement basis. Grantees are reimbursed after invoicing for expenses incurred.
- No City agencies or departments may apply for funding under this RFP.
- Additional requirements may be detailed under each funding opportunity description on pages 5-8.

**Audit Requirements-** To be a MOHCD grantee, ONE of the following audit documents is required.

- **OMB A-133 Audit** – *This level of audit is required if agency expended more than the threshold amount of \$750,000 or more in federal funds in the previous fiscal year.*
- **Standard CPA Audit** – A standard audit is required for all agencies with a total budget over \$500,000 in the previous fiscal year.
- **CPA Financial Review-** A financial review is allowed in place of standard audit for agencies with a total budget between \$250,000-\$500,000 in the previous fiscal year.
- **“No Audit” Letter-** If the agency’s total budget is less than \$250,000 a letter can be provided stating that no audit was performed per the agency’s global budget size.
- **A Fiscal Year Audit** for July 1, 2021 – June 30, 2022 should have been completed by March 31, 2023, and will cover the following period- July, 1, 2021-June 30, 2022.
- **A Calendar Year Audit** for January 1 2021 – December 31, 2021 should have been completed by September 30, 2022.

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

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

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

- **Insurance** - General liability, workers compensation and auto insurance must be compliant and current to encumber funds and must remain current throughout the grant.

- **Equal Benefits Ordinance** - Organizations agree to administer benefits equally to employees with domestic partners and employees with spouses. More information is available at <https://sfgov.org/cmd> and is managed by the Office of Contract Administration.
- **SF Human Rights Commission**- Organizations must comply with prohibitions against discrimination in fair housing and equal employment opportunity.
- **Sunshine Ordinance**- Under Chapter 12L of the San Francisco administrative code, non-profits that receive more than \$250,000 in city funds must comply with specific open government requirements and respond to requests for financial and meeting information from members of the public.
- **Accessibility**- Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.
- **Religious Activity**- Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long-term lease.
- **Political Activity**- No funds received through this RFP shall be used to provide financial assistance for any program that involves political activities. Applicants must comply with Section 1.126 of the San Francisco Campaign and Governmental Conduct Code.

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# GRANT ACTIVITY REQUIREMENTS

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Up to \$230,000 per year in local funds is available for the Pacific Islander Cultural District. Grant funding will support the launch of the Pacific Islander Cultural District. Please note your proposal might be considered for future funding opportunities without submission of an additional response. In such a case, the funds awarded will not exceed \$500,000 or 150% of the original grant amount authorized through this RFP, whichever is greater. Grant proposals must request funding for the monthly reimbursement of expenses related to the eligible activities listed in this Grant Activity Requirements section.

## **1. CULTURAL DISTRICT ASSESSMENT**

The initial action for new Cultural Districts in the planning process is the completion of a neighborhood assessment and analysis that identifies opportunities and challenges in order to combat displacement and stabilize the Cultural community.

As part of this exercise, grantees should undertake the following activities:

- **Research** – Investigate current landscape of programs and services available for community members in the Cultural District; identify key community partners to collaborate with on Cultural District efforts
- **Needs Assessment** – Identify strengths, needs, gaps, and opportunities for the Cultural Community

**Deliverable:** Cultural District “Vision and Goals” statements informed by research of current landscape to inform a long-term sustainable cultural stabilization approach

## **2. COMMUNITY ENGAGEMENT PLAN**

Concurrent with the Cultural District Assessment, the District must implement an extensive community engagement process with residents, workers, and other community stakeholders to identify and prioritize potential strategies for stabilizing vulnerable communities facing, or at risk of, displacement or gentrification.

As part of this launch phase, grantees should undertake the follow activities:

- **Preparation** – Design the community engagement process, including the overall approach and process, questions to be asked, roles and responsibilities, etc.
- **Community Voice** – Identify key stakeholders and community partners and the appropriate methods for community engagement and data collection, which can include focus groups, interviews, surveys, and town halls that focus on gathering input on the Cultural District Program’s 6 strategic areas
- **Cultural Legacy** – In addition to the community engagement piece which identifies current needs and gaps, devise a plan for documenting tangible and intangible elements of the District’s Cultural Heritage, such as through storytelling and collecting oral histories
- **Report Writing** – Identify who will write, edit, and gather information to present back to the broader Cultural District community

**Deliverable:** Community Engagement Plan

### **3. BUILDING CULTURAL DISTRICT INFRASTRUCTURE**

Establishing strong organizational structure, good fiscal and governance management protocols, community engagement strategy, and pilot programming are fundamental to the launching and maintaining of the Pacific Islander Cultural District. The Cultural District may choose to hire a Cultural Districts Manager to lead these responsibilities or work with an external consultant who will serve as the project lead (working closely with the Advisory Board).

Key responsibilities for building the District's organizational infrastructure include:

- **Staffing** – Determining the appropriate manager to lead the Cultural District's efforts
- **Compliance** – Adhering to all federal, state and local laws, regulations, policies and protocols applicable to receiving grant funding from the City.
- **Collaboration** – Working with MOHCD staff on grant management, workplan development, budget management and contract compliance.
- **Governance** – Building and maintaining the community-based governing structure, the Advisory Board, as well as navigating the District's work
- **Coordination** – Ensuring that the District is making progress in development of the CHHESS Report, in partnership with MOHCD staff
- **Participation** – Aligning efforts with the Citywide Cultural Districts program and attendance at monthly All Cultural District meetings, facilitated by MOHCD

**Deliverables:** Organizational structure and workplan (including roles and responsibilities), Advisory Board makeup and bylaws, fiscal policies and procedures

### **4. COMMUNITY OUTREACH AND LAUNCH**

Essential to the Cultural District's viability is community engagement and buy-in. In its launch year, the District shall create branding and outreach mechanisms to ensure the Pacific Islander community is aware of the Cultural District program and its activities.

Outreach efforts may include:

- **Engagement** – Engaging existing community networks to engage, support and intersect with the District; developing committees and working groups to guide outreach efforts
- **Online Presence** – Creating and maintaining a Cultural District web presence
- **Outreach** – Developing and distributing marketing/outreach materials, such as a newsletter or pamphlets

**Deliverable:** Cultural District online presence, outreach and communications plan

*Cultural Districts should assess internal capacity and determine whether they would like to hire an external consultant to assist with any of the Grant Activity Requirements; MOHCD Staff will support the process of identifying and selecting an external consultant.*

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# PROPOSAL INSTRUCTIONS

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If you meet the Eligibility Criteria, you are welcome to submit a grant proposal.

1. Your proposal packet must consist of the following elements:
  - Proposal Cover Sheet (page 8)
  - Fiscal Lead Applicant’s Board of Directors (page 9)
  - Cultural District’s Current Advisory Board (page 9)
  - Proposal Narrative (pages 10-11)
  - Project Budget Worksheet including detailed budget narrative

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 you Federal Tax Exempt 501(c)(3) status
2. You must email your proposal to MOHCD. Send your complete proposal packet to [CommDevRFP@sfgov.org](mailto:CommDevRFP@sfgov.org) in one email. Subject Line should state “MOHCD PI Cultural District Launch RFP Final Proposal” and include your agency name.
  3. Emailed proposals must be received by 5:00PM on or before the due date. No late submissions will be accepted. It is the responsibility of applicants to ensure email delivery prior to the submission deadline.
  4. For your Project Budget, include budget items for 12 months of the grant, starting July 1, 2023, for your grant proposal and your full program, showing other projected sources of funding, using the budget worksheet posted on MOHCD website. Please provide in a separate document that shows appropriate and detailed budget narrative for each line item in order to assist the readers in understanding use of funds. Please also submit your agency's global budget in a separate document.

## TIMELINE

<b>RFP Issued</b>	<b>Friday, January 27, 2023</b>
MOHCD Pre-Submission Webinar	February 10, 2023 at 10AM
Deadline to submit questions	February 17, 2023 at 5PM
Response to questions issued	February 22, 2023 by 5PM
<b>Proposals Due</b>	<b>March 3, 2023 at 5PM</b>
Intent to Award Letters Sent	April, 2023
Appeals period ends	5 days after the notifications are sent

**RFP Assistance:** MOHCD RFP Pre-Submission webinar will take place on February 10, 2023 at 10:00AM. Staff will provide an overview of the RFP process, including eligibility criteria, funding descriptions, and how to apply.

- To attend a webinar, you must first register. After registering, you will receive a confirmation email containing information about joining the webinar.
- To register for the pre-submission Zoom webinar, click [this link](#).

**MOHCD RFP Questions:** MOHCD is committed to providing as much clarity as possible during this RFP process. Please submit your questions about the RFP in writing to [CommDevRFP@sfgov.org](mailto:CommDevRFP@sfgov.org) by February 17, 2023 at 5pm. We will do our best to release our response on the MOHCD website on February 22, 2023.



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# PROPOSAL COVER SHEET

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*A fillable version is posted on <https://sf.gov/information/community-development-funding-opportunities>.*

**Fiscal Lead Applicant Organization:** \_\_\_\_\_

**Fiscal Lead Contact:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Cultural District:** \_\_\_\_\_

**Cultural District Contact:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Total Proposal Request (may not exceed \$268,500):** \_\_\_\_\_

**Total FY 2023 Fiscal Lead Applicant Budget:** \_\_\_\_\_

**Fiscal Lead Executive Director:** \_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Primary Contact Person (if different):** \_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

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

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**Fiscal Lead Executive Director Signature**

**Date**

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**Project Lead Executive Director Signature (if different)**

**Date**

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# BOARD MEMBERSHIP

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A fillable version is posted on <https://sf.gov/information/community-development-funding-opportunities>.

## FISCAL LEAD BOARD MEMBERS

Name	Years on Board	Home Neighborhood	Employment or Relevant Experience

## CULTURAL DISTRICT ADVISORY BOARD MEMBERS

Name	Years on Board	Home Neighborhood	Employment or Relevant Experience

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# PROPOSAL NARRATIVE

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Please answer the following questions in your Proposal Narrative. Your answers should not exceed six (6) total pages. We will not accept any handwritten narratives. Font size must be at least 12 point. Pages must be standard 8-1/2" x 11", and may be double or single spaced.

## **Cultural District Description (up to 20 points)**

1. For each of the 6 strategy areas listed below, which derive from the Cultural District program legislation, briefly summarize the District's strengths, challenges and opportunities (for more info see Appendix A)
  - a) Cultural and Historic Preservation
  - b) Tenant Protections
  - c) Arts and Culture
  - d) Economic and Workforce Development
  - e) Land Use
  - f) Cultural Competency
2. Describe any other priorities identified by the District community or Advisory Board that fall outside of the six categories listed above.

## **Cultural District Advisory Board (up to 10 points)**

3. How do you plan to build and design your District's Advisory Board and its governance structure? Include information on:
  - a) How will you ensure that the Advisory Board reflect the community?
  - b) What best practices will inform the governance structure?
  - c) What do you see as the Advisory Board's key roles and responsibilities?
4. If you already have an Advisory Board in place, please answer the below:
  - d) How are Advisory Board members currently selected?
  - e) What are the term limits, if any?
  - f) How often does the Board meet?
  - g) How does the Advisory Board make decisions?
  - h) Are there committees? Chairs? What is the structure by which it will operate?
  - i) Please describe anything else about the current or future advisory board's goals and vision

## **Oversight (up to 20 points)**

5. Describe how you envision collaboration and designation of roles/responsibilities between Advisory Board and Cultural District Staff (or consultants) and your fiscal sponsor?
6. Please provide a draft job description for your Cultural District Manager/project lead.
7. Who will supervise and/or oversee the work of the Cultural District Manager/project lead?

## **Community Communications and Engagement & District Launch (up to 20 points)**

1. How will you ensure that the Cultural District vision is reflective of the community and remains responsive to general community input?
2. Please describe in broad strokes your community engagement plan, including key partners and relationships with other entities in the District you hope to include in your efforts.
3. Briefly describe your vision for your Cultural District's first 6 months.

## **Advancing Racial Equity (up to 10 points)**

4. Describe your Cultural District's commitment to addressing social and racial inequity. How do you seek to engage underserved communities?

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# SCORING

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Grant proposals that meet our Eligibility Requirements (see page 3) will be scored and receive a funding recommendation. Proposals that do not satisfy the Eligibility Requirements 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.

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 will allocate funds to those proposals until no dollars are left in the funding strategy.

<b>Proposal Section</b>	<b>Point Value</b>
Cultural District Description	20
Advisory Board	10
Oversight	20
Community Communications, Engagement, and District Launch	20
Advancing Racial Equity	10
Project Budget	20
<b>TOTAL</b>	<b>100</b>

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# APPEAL PROCEDURE

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Proposals will be determined as non-responsive if they are incomplete, undelivered, or do not meet the Eligibility Requirements (see p.3). If we determine your proposal to be non-responsive, we will inform you. Applicants may appeal a determination of non-responsiveness to this RFP by submitting notice by email to MOHCD setting forth the grounds for the appeal by no later than five (5) business days after receiving MOHCD's determination.

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

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

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

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

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# THE 'CHHESS' REPORT: COMMUNITY PRIORITIES

The Cultural Districts legislation mandates that a coordinated plan be created called the "Cultural History, Housing and Economic Sustainability Strategies Report" (CHHESS).

The CHHESS Report is a cultural legacy document and strategic plan and provides guidance for achieving cultural stabilization within each District. A set of stabilization strategies are created related to 6 key areas and are listed below. The set of strategies are created through a robust community engagement process and are coordinated with City Departments. The full CHHESS report is approved by the full Board of Supervisors by resolution.

## 1. HISTORIC PRESERVATION

- A. Preserve, maintain, and develop unique cultural and historic assets,**
- B. Preserve and promote significant assets such as buildings, businesses, organizations, traditions, practices, events-** including venues/outdoor special events & their geographic footprints.
- C. Preserve works of art and public-facing physical elements/characteristics** that have contributed to the history or cultural heritage or highlight people important to San Francisco history.

## 2. TENANT PROTECTIONS

- A. Stop the displacement of residents of Cultural Districts** who are members of vulnerable communities that define those Districts.
- B. Promote affordable housing opportunities and homeownership** within the Districts.
- C. Develop and strengthen new tools to prevent displacement.**

## 3. ARTS & CULTURE

- A. Attract and support artists, creative entrepreneurs, cultural enterprises** and people that embody and promote the unique cultural heritage of the District especially those who were displaced.

## 4. ECONOMIC & WORKFORCE DEVELOPMENT

- A. Promote tourism to stabilize and strengthen the identity of the district** while contributing to the district's economy.
- B. Promote employment and economic opportunities for residents** of Cultural District

## 5. LAND USE

- A. Create appropriate City regulations, tools, and programs such as zoning and land use controls** that will promote and protect businesses and industries that advance the culture and history of Cultural Districts.

## 6. CULTURAL COMPETENCY

- A. Promote cultural competency and education** by diversifying historic narratives on the history of San Francisco's many diverse cultural and ethnic communities, with an emphasis on those who have been previously marginalized and misrepresented in dominant narratives.
- B. Promote culturally competent and culturally appropriate City services and policies** that encourage the health and safety of the community, culture, or ethnic groups in Cultural Districts.
- C. Promote and strengthen collaboration between the City and communities** to maximize cultural competency and pursue social equity.

## Appendix B: CHHESS Report Checklist

- Cultural District - Contributors/Board Members (list)
- Cultural District - Task Force Members (list)
- Cultural District - Consultants (list)
- Letter from Cultural District Director
- Vision and Mission Statement
- History and Cultural Legacy
- Establishing the Cultural District
- Cultural District Structure and Governance
- Community Designed Strategies & Recommendations
  - Historic and Cultural Preservation:
  - Tenant Protections:
  - Arts and Culture:
  - Economic and Workforce Development:
  - Land Use:
  - Cultural Competency:
- Acknowledgements
- Community Stakeholders List
- Contact Information
- Data Report
- Glossary
- References