MAYOR'S OFFICE OF
HOUSING & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT
REQUEST FOR PROPOSALS
JULY 1, 2025 — JUNE 30, 2030

Table of Contents

Table of Contents (cont.)

Letter from the Director

I am pleased to present our 2025-30 Request for Proposals ("RFP").

The mission of the Mayor's Office of Housing and Community Development (MOHCD) is to support San Franciscans with affordable housing opportunities and essential services to build strong communities. To that end, we have crafted this Request for Proposals to best further that mission.

The department is organized into four divisions: Housing, Community Development, Homeownership and Below Market Rate (HBMR) programs, and Fiscal/Administrative. The Community Development division works with a broad network of community-based partners to create an inclusive and equitable City where all residents can thrive. Specifically, MOHCD's Community Development division:

- ◆ Manages local General Fund money to support programs that meet the essential needs of the city's most vulnerable residents

- ◆ Administers major federal grant programs, including the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program and its Housing Opportunities for Persons with AIDS (HOPWA) program

- ◆ Manages the Housing Trust Fund to support housing stability services

- ◆ Manages the City's Cultural Districts Program and the SoMa Community Stabilization Fund

- ◆ Oversees the City's Digital Equity Program

MOHCD's investments support the city's most vulnerable residents by providing much needed services, strengthening civil society, and advancing individual and collective opportunity. It is imperative for the office to be intentional and explicit in meeting its goals of reducing racial disparities in service delivery and increasing social and economic opportunities within San Francisco.

Racial Equity

In partnership with city and community leaders, MOHCD seeks to advance opportunities and improve programmatic outcomes for low and moderate-income San Francisco residents, especially Black, Brown, indigenous, Asian and Pacific Islander residents facing barriers as well as other historically disadvantaged communities. As such, MOHCD assesses programs, contracts, and procurements to ensure they advance the city's racial equity goals and will be working closely with organizations to monitor the impact of investments.

Capacity building will be provided, as well as clear information and the creation of channels to give and receive feedback to ensure that all parties are aligned in the expectation to create an inclusive and equitable City where all residents can thrive.

MOHCD also affirms its commitment to centering its work on culturally responsive solutions developed by the people most impacted by social inequities. To that end, our grant making must be done equitably. Funding and working with nonprofit organizations serving communities of color is essential to ensuring our resources go to the populations most impacted by our society's structural inequities.
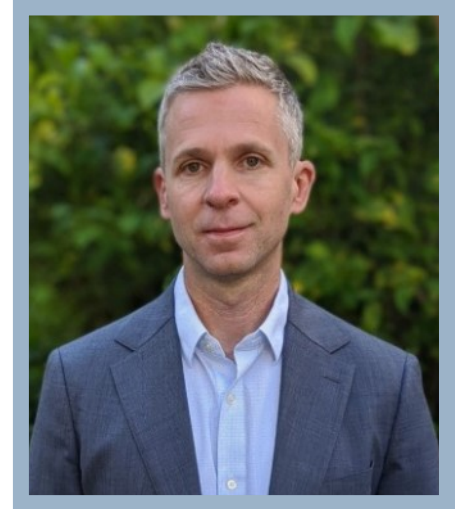
MOHCD's Guiding Document

MOHCD's work is guided by a federally required strategic plan called the Consolidated Plan. The Consolidated Plan serves as the application for several federal funding sources and provides additional context for MOHCD's work. The strategies for the proposed 2025-2029 Consolidated Plan can be found on our website www.sf.gov/mohcd.

We look forward to working with our community partners through this upcoming cycle of funding.

Sincerely,

Daniel Adams

Director
San Francisco Mayor's Office of Housing and Community Development

Glossary of Terms

Term	Definition
ADR	Alternative Dispute Resolution
AMI	Area Median Income
CalHome	The state-run CalHome Program Provides grants to local public agencies and nonprofit corporations for first-time homebuyer and housing rehabilitation assistance, homebuyer counseling and technical assistance activities to enable low- and very low-income households to become or remain homeowners.
CBO	Community-Based Organizations
CDBG	HUD's Community Development Block Grant program
CFR	Code of Federal Regulations
CPA Audit/Audited Financial Statements	A financial audit conducted by a third-party auditor or auditing firm to examine organization's financial statements, transactions, accounting practices and internal controls.
Cultural Districts	The Cultural Districts program is a place-making and place-keeping program that preserves, strengthens, and promotes cultural communities in San Francisco that have been historically marginalized and are facing, or at risk of, displacement and gentrification.
DALHIA	San Francisco's online portal to apply for affordable housing opportunities.
Eligible Expenses	MOHCD grant funds must be used to support program costs that are direct or indirect expenses related to the requirements provided for each funding strategy and must be used to support San Francisco residents. Applicants are encouraged to submit realistic budgets that adequately account for true program costs and the aspects of services that are key to quality. Additional information on what constitutes eligible expenses may be found under each strategy.
Ellis Act	A provision in California Law that provides landlords with a legal way to exit the rental business.
ESL	English as Second Language
Fair Chance Ordinance	The Fair Chance Ordinance prohibits covered employers from asking about arrest or conviction records until after a conditional offer of employment.
Fiscal Agent	Collaborative proposals must choose a lead agency to serve as the fiscal agent and applicant under a proposal. The lead agency (applicant) is responsible for effectively planning and managing the delivery of services described in this RFP.
Fiscal Sponsor	An applicant may submit a proposal under a fiscal sponsorship with another organization that satisfies the legal entity requirements described in the RFP.
FTHB	First Time Home Buyer
FY	Fiscal Year; it runs from July 1 to June 30.
GBV	Gender-Based Violence
GED	General Educational Development, a group of four academic subject tests certifying academic knowledge equivalent for a high school diploma.
HELP	Homeowner Emergency Loan Program
HIV Housing Plan	The HIV Housing Plan investigates the housing-related needs of people living with HIV, and prioritizes funding and other resources to address those needs.
HOA	Homeowner Association
HOPE SF	HOPE SF is an initiative to rebuild San Francisco's distressed public housing sites, while increasing affordable housing and ownership opportunities, and improving the quality of life for existing residents and the surrounding communities.
HOPWA	HUD's Housing Opportunities for Persons with AIDS program
Housing Element designated priority	The Housing Element in San Francisco identifies Priority Equity Geographies as areas where the city will focus on direct investments to achieve certain goals.

HQS	Housing Quality Standards
HSH	The Department of Homelessness and Supportive Housing
HUD	U.S. Department of Housing & Urban Development
Internal Revenue Code 501(c)(3)	A 501(c)(3) organization is a United States corporation, trust, unincorporated association or other type of organization exempt from federal income tax under section 501(c)(3) of Title 26 of the United States Code.
LBQIA	Lesbian, Bisexual, Queer/Questioning, Intersex and Asexual
LEP	Limited English Proficiency
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Queer/Questioning
Minimum Eligibility Requirements	Applicants are required to satisfy a set of eligibility requirements to be considered for an award. For more information, please see the section on Minimum Eligibility Requirements.
MOHCD	Mayor's Office of Housing and Community Development
MOU	Memorandum of Understanding
National Association of Certified Credit Counselors	NACCC is a nonprofit professional organization that oversees the education needs, procedures, and outcomes of its members.
Neighborhoods	Map of San Francisco neighborhoods can be found on City website: https://data.sfgov.org/-/Analysis-Neighborhoods/p5b7-5n3h
NRSA	Designation of Neighborhood Revitalization Strategy Areas (NRSA) is intended to revitalize a targeted neighborhood by encouraging a coordinated approach through comprehensive place-based efforts. For more information, see Target Neighborhoods.
OEWD	Office of Economic and Workforce Development
OMI	Ocean View-Merced Heights-Ingleside
PLWHA	People Living with HIV/AIDS
Privacy Act	The Privacy Act of 1974, as amended, 5 U.S.C. § 552a, establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals that is maintained in systems of records by federal agencies.
RAD Housing	Rental Assistance Demonstration - RAD is a new HUD program designed to leverage investment in existing public housing.
RCFCI	Residential Care Facilities for the Chronically Ill
RFP	Request for Proposals
SF ERAP	The San Francisco Emergency Rental Assistance Program (SF ERAP) is a community-based program jointly administered by the Mayor's Office of Housing and Community Development and the Department of Homelessness and Supportive Housing. SF ERAP aims to keep the City's most at-risk tenants in their homes as part of the City and County of San Francisco's anti-displacement and homelessness prevention efforts.
SFHA	San Francisco Housing Authority
Single Audits	Under the Single Audit Act Amendments of 1996, a Single Audit is an organization-wide audit of a non-Federal entity's financial statements and of its expenditures of Federal awards. Nonprofit organizations receiving Federal awards might be required to complete Single Audits to be eligible for grant funds.
SoMa	South of Market
SoMa Community Stabilization Fund	The mission of the South of Market Community Stabilization Fund is to stabilize the community and promote equity through strategies that mitigate the impact of development.
SRO	Single Room Occupancy
TAY	Transitional Age Youth
TRC	Tenant Right to Counsel
The City	City and County of San Francisco
The Consolidated Plan	The Consolidated Plan is designed to help states and local jurisdictions to assess their affordable housing and community development needs and market conditions, and to make data-driven, place-based investment decisions. The consolidated planning process serves as the framework for a community-wide dialogue to identify housing and community development priorities.
TRCFs	Transitional Residential Care Facilities

GENERAL INFORMATION

IN THIS SECTION

Our Strategic Planning Process

This Request for Proposals (RFP) is guided by our department's five-year strategic plan, which is the HUD-required Consolidated Plan. The Consolidated Plan identifies affordable housing and community development needs and prioritizes strategies to address those needs.

The Consolidated Plan is informed by two other plans: the Analysis of Impediments to Fair Housing Choice/Equity Plan, and the HIV Housing Plan. The Analysis of Impediments to Fair Housing Choice/Equity Plan investigates fair housing issues, including patterns of segregation and their impact on residents' access to opportunity, and prioritizes strategies to address these issues. The HIV Housing Plan investigates the housing-related needs of people living with HIV, and prioritizes funding and other resources to address those needs.

The Consolidated Plan was developed through extensive citywide public input, especially from residents and stakeholders of low-income communities. In partnership with the Office of Economic and Workforce Development (OEWD), we conducted:

- 11 community forums across the city, engaging 328 residents and stakeholders

- 28 focus groups with key constituent groups

- An online survey with 528 respondents

- Qualitative and quantitative data analysis and assessment of community needs and current MOHCD investments

This process resulted in the funding priorities (see our strategic framework on the next page), service strategies, and target populations prioritized in this RFP.

2025-2029 MOHCD STRATEGIC FRAMEWORK

Objective 1: Expand affordable housing opportunities
- 1A: Develop and maintain accessible and affordable housing
- 1B: Make housing more affordable

Objective 2: Provide services to maintain housing stability and reduce displacement
- 2A: Provide eviction prevention and housing stability services
- 2B: Promote workforce development (OEWD)
- 2C: Increase opportunities through core skills development
- 2D: Provide equitable access to civil legal services for immigration and other critical issues
- 2E: Support community-driven comprehensive strategies
- 2F: Address inequitable impact of economic growth through anti-displacement measures for residents and businesses

Objective 3: Strengthen coordination, accessibility, and effectiveness of services
- 3A: Improve access and help households connect to services
- 3B: Enhance community facilities and public spaces
- 3C: Support capacity needs of community-based organizations and MOHCD professional partners
- 3D: Strengthen small business and commercial corridors (OEWD)

Objective 4: Advance housing equity by embedding racial equity and trauma-informed policies and practices in the work of MOHCD
- 4A: Ensure racially equitable access to programs and services, in coordination with other City departments

RFP Timeline and Assistance

(Dates may be subject to change)

RFP Issued	September 23, 2024
RFP Pre-submission Webinars Housing Services Community Services and Community Building HIV Supportive Housing Cultural Districts Online Submission Instructions	September 30, 2024, 2:00PM - 4:00PM October 1, 2024, 10:00AM - 12:00PM October 3, 2024, 1:00PM - 2:30PM October 7, 2024, 10:00AM - 11:30AM October 11, 2024, 11:00AM - 12:00PM
Question Submission Period Ends	October 11, 2024, 5:00PM
Answers to Questions Posted	October 17, 2024, 5:00PM
Proposals Due	November 1, 2024, 5:00PM
Award Decision to be Released	March 2025

RFP Assistance Webinars

We will hold optional Pre-Submission informational webinars for this RFP (see schedule below). During each webinar, MOHCD will provide an overview of the strategies being funded, review the requirements and application process for this RFP, review the City supplier compliance process, and present steps for application submission. Each webinar will focus on specific program areas. Please be sure to register for the right webinar. Additionally, MOHCD will offer a webinar for online submission instructions. Webinars will be recorded and posted on MOHCD website.

We are committed to providing as much clarity as possible during this RFP process. All questions about the RFP must be submitted in writing to CommDevRFP@sfgov.org, or at the optional Pre-Submission webinars. MOHCD staff will not answer questions via telephone or in person. We will publish all received questions and answers by October 17, 2024 at https://www.sf.gov/information/community-development-funding-opportunities.

RFP Issued	Dates	Registration Link
Pre-Submission Informational Webinar - Housing Services Strategies included: Tenant Counseling and Education Shared Housing Tenant and Landlord Assistance Tenant-Based Rental Subsidies Tenant Emergency Rental Assistance Tenant Right to Counsel Housing Place-Based Services Home Modifications	September 30, 2024 2:00PM - 4:00PM	https://us02web.zoom.us/webinar/register/WN_qnr2UatXRhe_5nWDFlpDJw
Pre-Submission Informational Webinar - Community Services + Community Building Strategies included: Community-Based Services Digital Equity Financial Capability Rental Housing Counseling Homeownership Pre-Purchase Homeownership Post-Purchase Immigration Services Civil Legal Services Gender-based Violence Intervention and Prevention Community Building	October 1, 2024 10:00AM -12:00PM	https://us02web.zoom.us/webinar/register/WN_d78mSxokQGi7-1qBU70HqA
Pre-Submission Informational Webinar – HIV Supportive Housing Strategies Included: Care Facility Operating Costs and Supportive Services Long-Term Housing and Supportive Services Transitional Housing and Supportive Services	October 3, 2024 1:00PM - 2:30PM	https://us02web.zoom.us/webinar/register/WN_ag1Z_6PtQXGnhZgDTPTDiQ
Pre-Submission Informational Webinar - Cultural Districts	October 7, 2024 10:00AM - 11:30AM	https://us02web.zoom.us/webinar/register/WN_Y2eHNXGuRBS1YpyEU_4TGA
Online Submission Instructions Informational Webinar	October 11, 2024 11:00AM - 12:00PM	https://us02web.zoom.us/webinar/register/WN_AupnkHBcRdev-eivz2xUhw

Minimum Eligibility Requirements and Funding Terms

MINIMUM ELIGIBILITY REQUIREMENTS

You are eligible to submit a grant proposal if you meet all the following minimum eligibility requirements:

1. You are (or you have a fiscal sponsor that is) a nonprofit, public benefit corporation tax exempt under Internal Revenue Code 501(c)(3) as a public charity.

2. Your service site is located within the City and County of San Francisco.

3. Your service helps low and moderate-income individuals and their families who reside within the City and County of San Francisco.

We may make certain exceptions for 501(c)(4) and 501(c)(6) nonprofit organizations, as well as churches and religious organizations whose programming aligns with the charitable purposes designated for 501(c)(3) status.

No City agencies or departments may apply for funding under this RFP.

To receive a grant under this Solicitation, applicant must be in good standing with the California Secretary of State, the Franchise Tax Board, and the Internal Revenue Service. If the applicant is a nonprofit organization, it must also be in good standing with the California Attorney General's Registry of Charitable Trusts. The applicant cannot be suspended or debarred by the City or any other governmental agency. The applicant must comply with all applicable legal requirements by the time of grant execution and must remain in good standing with these requirements during the term of the agreement. Upon request, the applicant must provide documentation to the City demonstrating its good standing with applicable legal requirements. If the applicant will use any subcontractors, subgrantees, and or subrecipients to perform the services described in the agreement, the applicant will be responsible for ensuring they are also in compliance with all applicable legal requirements prior to the time of grant execution and for the duration of the agreement.

Responsibilities of Fiscal Sponsors and Fiscal Agents

If an applicant may submit a proposal under a fiscal sponsorship with another organization that satisfies the legal entity requirements. If you are a fiscal sponsor to another organization (or group of organizations), you must serve as the lead applicant and meet all criteria described above. While your subcontractors/subgrantees/subrecipients do not need to become City Suppliers, they must meet all other applicable compliance requirements.

If you or your fiscal sponsor decides to terminate your fiscal sponsorship relationship during the course of the grant agreement term, MOHCD will require documentation that proves that the new lead entity (which may be an approved subgrantee or a new fiscal sponsor) can meet all of the initial award criteria and can accept the terms of the remaining grant agreement. In the event that a new qualified fiscal sponsor cannot be identified, MOHCD reserves the right to terminate the grant agreement and rescind grant funds.

Please note: The City reserves the right to decline to enter into a grant agreement due to the failure of a nonprofit organization to be eligible to do business as a result of its non-compliance with the requirements of a governmental agency having jurisdiction, including, but not limited to, the organization's failure to be in good standing with the California Registry of Charitable Trusts.

ELIGIBLE EXPENSES

You must only use these MOHCD grant funds to support program costs that are direct or indirect expenses related to the requirements provided for each funding strategy. You must only use these funds to support San Francisco residents. Applicants are encouraged to submit realistic budgets that adequately account for true program costs and the aspects of services that are key to quality.

Examples of eligible uses of grant funds include, but are not limited to:

1. Salaries and fringe benefits — including US federal payroll tax (FICA), state unemployment insurance, and health, medical and retirement benefits — of all program, supervisory, and support staff that work directly on the program

2. Contractual services provided to program participants or the agency by consultants, independent contractors, or other entities that are non-staff individuals

3. Materials and supplies used in the operation of the program

4. Facilities or occupancy costs associated with building space, space used to run the program, main space and auxiliary space, and costs associated with facility upkeep and maintenance (including janitorial services)

5. Percentage allocation of utilities, such as gas, electric, and water bill, used by the program

6. Equipment purchase, lease, and maintenance costs that directly benefit program participants

7. Transportation and travel costs used for the program (including pre-approved vehicle purchase (s) as required to perform scope of funded services)

8. Staff development costs used to pay registration or attendance fees for staff to attend workshops or trainings aimed to build capacity for the program

9. Events, field trip, and food costs related to the program

10. Insurance fees for required insurance policy maintenance costs such as commercial general liability, auto, workers compensation, and event insurance

11. Telecommunications costs used for the program (including telephone, fax, internet, and cell phones used for programmatic purposes)

12. Capital costs for real property necessary for the delivery of programs (including mortgage interest fees);

13. Professional licenses for staff, if required for program

14. Job posting and fingerprinting of staff, if required for program

15. Administrative costs up to 15% of the total grant amount (including administrative costs of subcontractors)

Administrative costs may include:

1. Direct or percentage allocation of salaries and fringe benefits for time spent on administrative activities (excluding fundraising)

2. Audit fee, accounting services, and bookkeeping

3. Payroll fees and other HR expenses

4. Fiscal agent fee

5. Administrative IT system costs (e.g., QuickBooks)

6. Website design, maintenance, or hosting services

7. Materials and supplies associated with board meetings

8. Percentage allocation of office supplies, rent, utilities, equipment, transportation, insurance, staff development, and telecommunications used by administrative staff

9. Depreciation on purchased equipment and real property

10. Nominal bank charges such as those required for maintaining a checking account

Ineligible uses of grant funds include, but are not limited to:

1. Any service that does not directly benefit San Francisco residents

2. Bonuses and severance payments to staff; prior fiscal year fringe benefits, such as vacation, sick, or overtime/ compensation time, and taxes or other withholdings related to periods before and after the grant agreement; and lump sum payout of unused vacation or compensatory time

3. Facilities or occupancy costs, such as property taxes, loans against own property, security deposits, and acquisitions or improvements of real property; maintenance, utilities or similar operating costs of a facility not used primarily and directly by the program; and mortgage interest attributable to fully depreciated assets

4. Parking/moving violations

5. Events, field trip and food costs for events that only benefit staff members, such as staff recognitions/celebrations and events attended by staff only

6. Out-of-country travel

7. Bank fees such as interest, late/ penalty and credit card fees

8. Religious workshops, instruction or proselytization

9. Bad debts including losses and related collection and legal costs

10. Political or lobbying activities (including the use of registered lobbyists to influence City land use decisions); and

11. Fundraising expenses (including fundraising staff salaries and fringe benefits, fundraising consultant fees, and percentage allocation of other costs used by fundraising staff)

For more information on eligible and ineligible expenses, please refer to MOHCD's Cost Categorization Guide (subject to change).

TERMS AND CONDITIONS

1. The information in this RFP is solely for the convenience of applicants. Applicants are responsible for reviewing all portions of this RFP. Applicants are to promptly notify MOHCD in writing if the applicant discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such written notification should be directed to MOHCD promptly after discovery, but no later than Friday, October 25, 2024 (five business days prior to the proposal due date). Modifications and clarifications will be made by addenda as provided below.

2. MOHCD may modify this RFP prior to the proposal due date by issuing written addenda. We will post addenda on our website. We will make reasonable efforts to notify prospective applicants in a timely manner of modifications to the RFP. Notwithstanding this provision, the applicant shall be responsible for ensuring that its proposal reflects any and all addenda issued by MOHCD prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that applicants visit our website before submitting their proposals to determine if they have received all addenda.

3. An applicant may revise its proposal at any time before the proposal due date. In no case will a statement of intent to submit a revised proposal or commencement of a revision process extend the proposal due date for any applicant. At any time during the proposal evaluation process, MOHCD may require an applicant to provide oral or written clarification of its proposal. MOHCD reserves the right to make an award without further clarification of proposals received.

4. Any proposal received after the exact time specified for the proposal due date will not be considered. Any proposal may be rejected if it is conditional, incomplete, or deviates from specifications stated in this RFP. MOHCD may waive minor errors at its discretion.

5. If the submitted proposals to this RFP are not responsive or do not meet the requirements of this RFP, MOHCD reserves the right to delay, suspend, or cancel this procurement (or any of its components). We may also negotiate a separate process to procure the services identified in this RFP. We reserve the right to not fund past the initial term of the grant agreement, extend the agreement for additional years, or modify the scope of work and budget requirements for any grant agreement.

6. Applicants may include subcontracting arrangements with other agencies; however, these arrangements must be made prior to submission of the proposal and be included in the applicant's proposal. We may request confirmation of a memorandum of understanding or other formal agreement between the applicant and subcontractor.

7. Collaborative proposals must choose a lead agency to serve as the fiscal agent and applicant. The lead agency (applicant) is responsible for effectively planning and managing the delivery of services described in this RFP. The lead agency must also demonstrate the management and financial capability needed to oversee the delivery of the proposed programming and account for the grant funds for all collaborative partners. If awarded a grant, a collaborative proposal must provide us with a signed agreement from each partner. These agreements will outline the scopes of work and expectations of each partner. We also reserve the right to fund only part of a collaborative proposal.

8. The selection process will include an evaluation by a review panel consisting of individuals selected by MOHCD to identify the most responsive applicants. We have the option of conducting oral interviews as part of the evaluation process. We will select the finalists with whom MOHCD staff shall commence negotiations of a program narrative and budget. The selection of a proposal will not imply acceptance by MOHCD of all terms of the proposal, which may be subject to further negotiation and approvals before the City is legally bound thereby. If a satisfactory program and budget cannot be negotiated in a reasonable time, MOHCD in its sole discretion, may terminate negotiations and begin contract negotiations with another qualified applicant. The MOHCD grant agreement form is not subject to negotiation or change.

9. Selection for an award does not guarantee funding in subsequent years, depending on factors including funding availability and performance.

10. MOHCD reserves the right to terminate a grant agreement if actual expenditures deviate from the purpose and budget in the proposal and grant agreement.

11. MOHCD may receive additional appropriations and/or federal awards to fund proposals under this RFP. In the future, the City may use this procurement to award additional grants for programs and services and/or increased awards under this RFP. In such a case, the funds awarded will not exceed $500,000 or 150% of the original grant/requested amount authorized through this RFP, whichever is greater.

12. The issuance of this RFP does not obligate the City to pay any costs whatsoever incurred by any applicant, including but not limited to costs incurred in connection with the preparation or presentation of responses or negotiations with the City. Applicants responding to this RFP do so at their own expense.

13. This RFP does not in any way limit the discretion of any City board, commission, employee or official with respect to any review or approval of any aspect of a proposal or grant agreement.

14. The City reserves the right to disqualify any applicant to this RFP based on any real or apparent conflict of interest that is disclosed by the responses submitted or on the basis of other information available to the City. The City may exercise this right in its sole discretion to comply with applicable laws and/or conflict of interest policies.

15. MOHCD may independently verify information and data provided in the proposals and disqualify any proposal that contains material misrepresentation or omission to protect the integrity of the procurement process.

16. In accordance with San Francisco Administrative Code Section 67.24(e) ("the Sunshine Ordinance"), applicants' bids, responses to RFPs, and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a grant agreement has been fully executed. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

17. The issuance of this RFP is only an invitation to submit proposals and does not constitute a commitment by MOHCD that any grant agreement will actually be entered into by the City. MOHCD expressly reserves the right at any time to:

    ♦ Waive or correct any defect or informality in any response, proposal, or proposal procedure

    ♦ Reject any or all proposal

    ♦ Reissue a Request for Proposals

    ♦ Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals

    ♦ Procure any materials, equipment or services specified in this RFP by any other means

    ♦ Award multiple grants per strategy

    ♦ Award a lesser or greater amount in grants than advertised/requested and/or in the subsequent years

    ♦ Determine that no program will be pursued, or award be issued

SUPPLIER STATUS

Applicants 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 by the release of award decisions to receive funding under this RFP. For more information on the process for becoming a City-approved supplier, please visit sfcitypartner.sfgov.org/pages/become-a-supplier.aspx. Subcontractors are not required to be City-approved suppliers; only the lead applicant or fiscal sponsor must be City-approved.

CONTRACT REQUIREMENTS

Funded organizations must comply with all requirements outlined in the Grant Agreement including but not limited to the following:

♦ **San Francisco Contracting Requirements:** Grantees must comply with City and County of San Francisco ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at https://www.sf.gov/resource/2022/contracting-requirements-approvals-and-waivers-agency.

♦ **Insurance Requirements:** The City and County of San Francisco's standard insurance requirements are as follows:

1. Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than one million dollars ($1,000,000) each accident, injury, or illness.

2. Commercial General Liability Insurance with limits not less than one million dollars ($1,000,000) each occurrence $2,000,000 general aggregate for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; policy must include Abuse and Molestation coverage if you provide services to vulnerable populations.

3. Commercial Automobile Liability Insurance with limits not less than one million dollars ($1,000,000) each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable

4. Professional Liability Insurance for negligent acts, errors, or omission with respect to professional or technical services with limits not less than one million dollars ($1,000,000) each occurrence if licensed professionals are used as part of the grant agreement.

♦ **Fiscal and Organizational Practices:** All MOCHD-funded organizations are mandated to comply with all scheduled formal fiscal/compliance monitoring and organizational site visits.

♦ **Sunshine Under Chapter 12L of the San Francisco administrative code**: any nonprofit contractor that receive in excess of $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. This is commonly called the "Sunshine Act."

♦ **Accessibility**: Programs and services must be accessible to persons with disabilities (to be in compliance with the American with Disabilities Act https://www.ada.gov/law-and-regs/). Program access can be achieved in many cases without having to alter the existing facility.

♦ **Non-Discrimination**: MOCHD-funded organizations will be required to agree to comply fully with and be bound by the provisions of Chapters 12B of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. Additional information on Chapters 12B is available at sf.gov/chapter-12b-equal-benefits-program.

♦ **Religious Activity**: Funds may not be used for religious purposes or for the improvement of property owned by religious entities except where the grant recipient is a secular nonprofit 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 S.F. Campaign and Governmental Conduct Code.

♦ **Minimum Compensation Ordinance (MCO):** MOCHD-funded organizations will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in San Francisco Administrative Code Chapter 12P. Generally, this Ordinance requires grantees and contractors to provide employees covered by the Ordinance who do work funded under the grant or contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements. For more information, including the amount of hourly gross compensation currently required under the MCO, see sf.gov/information/understanding-minimum-compensation ordinance.

Audit Requirements: <u>ONE</u> of the following audit requirements must be met for grant agreements starting July 1, 2025.

- ◆ **CPA Audit/Audited Financial Statements:** Audited Financial Statements are required for agencies that meets one or more of the following conditions:

  - ◊ receive $1 million or more in City funding from any source in a fiscal year and city departments are directly funding the full cost of audit preparations

  - ◊ $2 million in gross revenues in a fiscal year

- ◆ **Single Audit:** If agency expends in a given fiscal year more than the threshold amount of $750,000 in federal funds through fiscal year

- ◆ **Letter:** If the agency is not required by the City policy to submit their audited financial statements and did not complete audited financial statement in the previous fiscal year, a letter can be provided stating that no financial audit was performed.

- ◆ **Timeline for completing the audit:** Applicants that are required to prepare audited financial statements are required to complete and submit the audit within nine months of the close of their fiscal year (Extension may be granted for a period up to three months).

  - ◊ **A Fiscal Year (FY) 2023-2024 Audit** should be completed by March 31, 2025, and will cover the following period- July, 1, 2023-June 30, 2024.

  - ◊ **A Calendar Year (CY) 2023 Audit** should be completed by September 30, 2024, and will cover the following period- January 1, 2023-December 31, 2023.

  - ◊ **A Calendar Year (CY) 2024 Audit** should be completed by September 30, 2025, and will cover the following period- January 1, 2024-December 31, 2024.

A summary of audited financial statements requirements by gross revenue and City threshold funding for grant agreements starting July 1, 2025:

	City funding: Less than $1M per year	**City funding: $1M (or more) per year**
Gross revenue: Less than $2M per year	<u>No audit required</u> - OR - <u>Single Audit Required </u>if received $750,000 or more federal funds	<u>Audit required</u> if city departments are directly funding the full cost of audit preparations. - OR - <u>Exempt (no audit required</u> - OR - <u>Single Audit Required </u>if received $750,000 or more
Gross revenue: $2M (or more) per year	<u>Audit required</u> - OR - <u>Single Audit Required </u>if received $750,000 or more federal funds	<u>Audit required</u> - OR - <u>Single Audit Required </u>if received $750,000 or more federal funds

Scoring and Deliberation

Funding decisions will be made using two phases consisting of scoring, deliberation and funding recommendations. To be considered for an award, proposals must demonstrate how they meet the Minimum Eligibility Requirements detailed in the RFP. Proposals that satisfy the minimum eligibility requirements will be evaluated under Phase One below. Proposals that do not satisfy the Minimum Eligibility Requirements will be determined as non-responsive to this RFP and will not be further reviewed.

Phase One Proposal Scoring

Proposals that have satisfied the Minimum Eligibility Requirements will be reviewed and scored by a panel of subject matter experts that may include MOHCD staff as well as external reviewers. Proposals with an average score of at least 65 points advance from the Phase One Proposal Scoring to the Phase Two Proposal Scoring.

Proposals will be reviewed and scored by assigned readers. Before reading proposals, readers will receive training on the goals and requirements of the RFP. Each scorer will use a rubric provided by MOHCD to assign a score between 0 and 100 points to each proposal they read. The point value of each section in the scoring rubric along with prompts for narrative questions is below.

Narrative Questions *(for all program areas except for Cultural Districts and Community Building, which have their own)*

	Questions	Character Limit	Points
1	**Target Population:** Describe the target population(s) and/or target neighborhoods you will serve with this proposed program, your experience serving them, and their key needs. In your answer, describe how your proposed program will engage these populations and/or neighborhoods, and identify and address these needs, including any cultural, language, gender (as evidenced by your policies, procedures, practices and staffing).	2500	15
2	**Program Design**: Clearly describe your proposed program, including the following: Overall program model and services provided; Estimated unduplicated annual client numbers for each activity and outcome with a brief description (per Performance Metrics table in each RFP program area); Information on how they these services will be provided; Program logistics, such as timeline, hours and days of operation; and why this specific model best serves your target population. *Program services must not be restricted to any population but may target outreach and/or services to a particular disadvantaged population or population that is underserved.*	2500	20
3	**Experience:** Describe your agency's experience providing the types of activities described in this RFP, including how long the activities have been provided, and any specific successes and challenges that you have experienced. Please address any Additional Qualifications listed under the respective program area.	1400	10
4	**Staffing:** Describe the staffing plan for your proposed program, including all leadership, direct service staff, and supportive roles. Include job titles, brief job descriptions, and the necessary experience for each staff member, including for staff that need to be hired.	1400	5
5	**Advancing Equity:** For your targeted population(s) in your strategy area, provide data to support why this population(s) is in high need of outreach and/or program services. You may utilize the data tables and maps found in the appendix of this RFP or utilize your own data (with data report and source shared if using your own data). Also describe how the project will address and advance equity for this population(s).	1400	15
6	**Partnerships:** Describe any established and/or mutually proposed partnerships this program will maintain with other service providers or systems, including their added benefit to the program design.	1400	5
7	**Impact and Evaluation***: Describe how you will measure, evaluate, and report the impact and overall success of your proposed program. Demonstrate that your services align with your target population to ensure the success of your program. Describe processes and systems your agency has in place to evaluate services, program quality and impact?	2500	15
8	**Project Budget**: Please provide a detailed budget narrative for each line item in your Proposal's Budget to assist the readers in understanding use of funds.	2500	15

*Please note, MOHCD is requiring grantees to annually complete client satisfaction surveys and submit a summary findings report to MOHCD by the end of the fiscal year.

Cultural Districts

	Question	Character Limit	Points
1	**Overview**: Provide a brief overview of your Cultural District's mission and goals for the residents, businesses, cultural community members, and visitors. Describe the neighborhood ecosystem within which the District exists, including your relationship with other community groups and major stakeholders.	1400	10
2	**Community Stabilization**: Summarize your community's stabilization priorities and the District's specific efforts to address these needs, in six policy areas: a. Cultural and Historic Preservation b. Housing and Tenant Protections c. Arts and Culture d. Economic and Workforce Development e. Land Use and Zoning f. Cultural Competency	2500	15
3	**Organizational Structure**: What is the District's organizational structure, including governance and/or advisory board structure? Include job titles and brief descriptions for each staff member, including positions that you plan to hire.	1400	5
4	**CHHESS Report**: Describe which stage of CHHESS report development your Cultural District is in, including where you are in the process of developing community-designed strategies and the historic context statement. Please provide a plan and projected timeline for completion, as applicable.	1400	10
5	**Implementation:** What is your District's overall plan for implementing the community's stabilization priorities and/or CHHESS Report recommendations? How will your District track progress towards implementation goals?	1400	10
6	**Engagement**: Describe the Cultural District's current communications and inclusive community engagement strategy. Include your key partners and relationships with other entities in, or affected by, the District. a. Describe any public events and activations you have planned for your Cultural District in the next fiscal year. How do the events promote healing and belonging and help preserve the District's history and narrative? b. How will you outreach and engage all underserved communities impacted by your District to work towards racial equity?	2500	15
7	**Capacity Building**: What are your organization's capacity building priorities in the next 1-3 years, and how will investment in these areas improve internal practices and infrastructure and lead to long-term organizational sustainability?	1400	5
8	**Impact and Evaluation**: Describe the impact that your organization's work will have on the cultural community. Refer to the performance metrics table in the RFP and provide a brief description of the activity and estimated annual targets and outcomes for relevant activities/services provided. a. Describe processes and systems your organization has in place to evaluate the quality and impact of your work.	2500	15
9	**Project Budget**: Please provide a detailed budget narrative for each line item in your Proposal's Budget in order to assist the readers in understanding use of funds.	1400	15
10	**Leverage Funds:** Do you have other direct grants for Cultural District infrastructure and programs? If yes, provide amounts and funding sources. How, if at all, have you been able to leverage MOHCD's funding to secure additional philanthropic and community resources?	1400	0

Note on Scoring Proposals for Cultural Districts

Grant proposals that satisfy the Minimum Eligibility Requirements will be scored and ranked. Funding recommendations will be developed with the scores from Phase One and these proposals are excluded from the Phase Two review. MOHCD intends to fund ten projects (one in each preapproved Cultural District) through this RFP.

Community Building

The point value of each section in the scoring rubric is below.

	Question	Character Limit	Points
1	**Target Population**: Describe the target population(s) and/or target neighborhoods you will serve with this proposed program and your organization's experience working with the population(s)/neighborhood(s). In your answer, describe how your proposed program will engage these populations/neighborhoods in the various phases of the project and address their needs.	2500	15
2	**Program Design**: Describe how you will implement this project inclusive of a project management approach, the community engagement activities, the build out component and the timeline to achieve your primary goals. In addition, incorporate the activities and outcomes and a brief description (per Performance Metrics table in the RFP program area) that will be delivered.	2500	20
3	**Experience**: Describe your agency's experience providing the types of activities described in this RFP, including how long the activities have been provided, any specific successes and challenges that you have experienced. Please address any Additional Qualifications listed under the program area.	1400	10
4	**Staffing**: Describe the staffing plan for your proposed program, including all leadership and supportive roles as well as consultants if applicable. Include job titles, brief job descriptions, and the necessary experience for each staff member, including for staff that need to be hired.	1400	5
5	**Advancing Equity:** For your targeted population(s) in your strategy area, provide data to support why this population(s) is in high need of outreach and/or program services. You may utilize the data tables and maps found in the appendix of this RFP or utilize your own data (with data report and source shared if using your own data). Also describe how the project will address and advance equity for this population(s).	1400	10
6	**Partnerships**: Describe any established and/or mutually proposed community and/or City partnerships your project will include, along with the roles and responsibilities of each partner.	1400	5
7	**Impact and Evaluation**: Describe in detail how you will measure, evaluate and report the impact and overall success that this project will have on the community and on the individuals involved. Describe processes and systems your agency has in place to evaluate the quality and impact of your project.	2500	15
8	**Project Budget**: Please provide detailed budget narrative for each line item in order to assist the readers in understanding use of funds.	2500	20

Annual Project Budget

In addition to the response to the budget narrative question, proposals must include a project budget that lists line items including Salary, Fringe, Contractual Service, Equipment, Space Rental/Occupancy Costs, Other and Indirect Costs. Using the Budget form provided in the RFP system, project a total annual (a 12-month period) budget request and list all related costs. Please include amount of annual funding requested through this RFP as well as expected funding from other sources (e.g., in-kind contributions, grants from another City department, etc.).

Please note the costs listed under Salary, Fringe, Contractual Service, Equipment, Space Rental/Occupancy Costs, and Other must be direct costs and be clearly and easily attributable to the proposed program.

Phase Two Proposal Scoring (excludes Cultural Districts)

Proposals that receive a Phase One Proposal Score of 65 points or higher advance into the deliberation phase of the process. This deliberation phase serves two purposes: (1) expanding the scope of the Phase One review by including the evaluation criteria below, and (2) allocating funding to proposals. To complete the Phase Two review, MOHCD will convene an internal panel of subject matter experts to score each proposal on the below criteria, utilizing the proposal, other documents submitted, reader comments, and the secondary evaluation questionnaire to assign scores for each criterion.

Evaluation Criterion	Description	Points
Strategy Alignment	Does the proposal align with the requirements and expectations of the funding strategy?	10
Target Population	Does the proposal adequately address why their priority population(s) is in high need of services? Does the proposal demonstrate the ability to reach and serve them under the funding strategy?	30
Geographic Coverage	Does the proposed project clearly identify, outreach and serve MOHCD's most vulnerable neighborhoods equitably? Is the neighborhood proposed a high needs neighborhood or a NRSA neighborhoods? *Neighborhoods with needs demonstrated and substantiated by community level data will be prioritized.*	30
Past Performance	Does the applicant's past program performance indicate an ability to deliver the proposed services?	15
Fiscal Readiness	Does the applicant's past fiscal performance demonstrate the fiscal readiness to effectively manage grant funds under City requirements, timely and accurately submit invoices, as well as meet City's fiscal and compliance requirements?	15
	Total	100

Applicants are required to submit a response to the following questions with their proposal. Their response will be used to evaluate applicants' past performance and fiscal readiness.

Evaluation Criterion	Question	Character Limit
Program Past Performance	*If applicants provide the services described in their proposal:* Please describe how you met service goals in the last three years. In your response, please include relevant information such as the project title, a brief description, the period of performance, details such as key performance metrics and data and contact information of the funder(s) who can verify the information provided (if the project is funded by non-MOHCD grant). *If applicants do not currently provide the services described in their proposal:* Please describe how you plan on meeting the goals for services being proposed. Please provide evidence of successfully delivering similar services in the last three years. When describing similar services you have provided, please include relevant information such as the project title, a brief description, the period of performance, details such as key performance metrics and data and contact information of the funder(s) who can verify the information provided.	2500
Fiscal Readiness	Please describe the roles and responsibilities of your organization's financial management team. What roles exist and who holds those roles? Please describe relevant staff qualifications and experiences.	1400
	Please describe the board of directors' specific role in providing financial oversight to the organization.	1400
	Has your organization completed CPA financial audits in the last three years? Have there been any deficiencies, findings or ongoing concerns identified? If so, please describe what steps you took to remedy those issues.	1400
	Was the most recently prepared financial audit completed within nine months after the end of your fiscal year? If no, describe the challenge(s) you faced completing the audit timely and how you plan on completing the next audit within nine months after the end of your fiscal year.	1400
	Have your organization completed fiscal monitoring in the last three years (this may include monitoring completed by city departments or other funders)? What was the result of the review?	1400
	Have there been any deficiencies, findings or ongoing concerns identified? If so, please describe what steps you took to remedy those issues.	1400

Proposals will be evaluated and scored for a maximum point of 100. The score from Phase Two will be added to the score from Phase One for the maximum point of 200. The combined score will be used to develop a final ranking of the fundable proposals. MOHCD staff will then allocate funds to the highest scoring proposals within the same strategy, until no dollar is left.

Additional information may be collected from the applicants in case of tie scores. When only one eligible proposal is submitted under a funding strategy, MOHCD staff may review and score the proposal according to the process described in Phase One to ensure its responsiveness. If such a proposal is deemed responsive in Phase One, MOHCD may forgo the Phase Two deliberation process and recommend the proposal for funding.

Online Submission Instructions

Proposals responding to this RFP must be submitted through the RFP system using the process detailed below.

Step 1: Create a user account for your agency

Access the RFP system and set up an account at https://gms.sfmohcd.org/rfp/registration. Please do not create multiple RFP accounts for the same agency. All staff working on proposals at an agency should share a single RFP user account. Fiscally sponsored organization should create an account and submit their own proposal(s). To create an RFP user account, complete all fields in the RFP Account Sign Up form and click Create Account. After successfully creating an account, you may access the online application system for the RFP by going to https://gmsrfp.sfmohcd.org/ and entering your newly created username and password.

Step 2: Complete and submit the Agency Profile for your agency

After logging into the RFP system, you will arrive at the Agency Home page. Here, you can download a copy of the RFP document, complete the Agency Profile, and create proposals for the RFP. The Agency Profile contains basic agency information that will apply to every submitted proposal. Respond to each field in the Agency Profile and upload all required documents. To save your work and check that you have entered all required information, select Save. If required information is missing or entered incorrectly, a validation error will appear at the top of the page in red text. When you have completed the Agency Profile, click Submit. If you need to edit information on the Agency Profile after it has been submitted, you may unlock the page after you have started creating proposals, make edits to the profile, and resubmit. Updated information on the Agency Profile will be applied to all proposals submitted by your agency.

Step 3: Create proposal, fill out, and submit all pages

After completing and submitting the Agency Profile, you can create and submit proposals for the RFP. To create a new proposal, click Add New Proposal on the Agency Home page. Review the Strategy-specific details included in this RFP for more information. Define your proposal via the Program Information page. Here, you will enter a name for your proposed program, select a strategy/service area, designate a proposal contact person, enter your fiscal sponsor's information (if applicable), and enter the amount of funding requested. After completing the Program Information page, click Submit. The strategy

that you select on the Proposal Information page will determine the questions you will answer on the Narrative page. After submitting the Proposal Information page, you will be able to complete the rest of the proposal including Narrative, Clients & Neighborhoods (if applicable), Annual Project Budget and Proposal Signoff. Each page required for a proposal is shown as a numbered step on the Proposal Overview page and included in the progress bar at the top of the page. Complete and submit all remaining pages shown on the Proposal Overview page. If required information is missing or entered incorrectly when you try to submit a page, a validation error will appear at the top of the page in red text.

Step 4: Submit proposal to MOHCD

After all pages in a proposal have been completed, the entire proposal must be submitted for consideration. To submit a proposal, click on Proposal Signoff on the Proposal Overview page. On the submission page, you will be asked to enter the name of the proposal contact person, attest to the accuracy of the information provided in your proposal, electronically sign and submit the proposal to MOHCD. Once you successfully submitted the proposal, you will see the Proposal Status on Proposal Overview page change to Submitted.

Step by step Instructions will be posted on the RFP website at https://www.sf.gov/information/community-development-request-proposals-fy2025-2030.

Appeals Procedures

Proposals will be determined as non-responsive if they are delivered after the submission deadline, nor received by MOHCD, incomplete, or do not meet the Minimum Eligibility Requirements. If we determine your proposal to be non-responsive, we will inform you and your non-responsive proposal will not be scored. Applicants may appeal a determination of non-responsiveness to this RFP by submitting notice by email to MOHCD at commdevRFP@sfgov.org setting forth the grounds for the appeal by no later than five (5) business days after receiving MOHCD's determination of non-responsiveness.

Applicants will be notified if a proposal was not selected for an award. If there is disagreement with the decision, applicant may file a formal appeal within five (5) business days of the award announcement. MOHCD must receive the appeal on or before the fifth (5th) business day after the applicant receives MOHCD's determination. An individual authorized to represent the applicant must submit the appeal by email to commdevRFP@sfgov.org.

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

Summary of Funding Opportunities

Overall funding levels for this RFP have yet to be finalized and will be dependent upon the City's proposed budget for FY2025-2026. At time of RFP release, MOHCD anticipates an overall reduction in funding available for FY 2025-2026 relative to FY2024-2025. This RFP will provide grant funding from July 1, 2025 through June 30, 2026. Grant awards will be set up under a grant agreement with a term of July 1, 2025 through June 30, 2028. MOHCD may amend the grant agreement to add funds for a period up to two years. Annual grant allocations in successive years are subject to availability of funds and appropriation by the Board of Supervisors. MOHCD has at its sole discretion, the option to amend the grant agreement. The final program narrative and budget are subject to negotiation.

The following charts detail all of the strategies that will be included in this RFP as well as the page of this document where more information is located.

Community Services

Program	Strategy/Service Area	Page
Community-Based Services	Community-Based Services	27
	Financial Capability	31
	Digital Equity & Literacy	33
Legal Services	Immigration Legal Services	36
	Civil Legal Services	40
Rental and Homeownership Counseling	Rental Housing Counseling	44
	Homeownership Pre-Purchase	47
	Homeownership Post-Purchase	51
Gender-Based Violence Intervention and Prevention	Emergency Shelter	54
	Crisis Lines	55
	Legal Services	55
	Transitional Housing	55
	Intervention, Prevention, Advocacy and Education	55

Cultural Districts

Program	Strategy/Service Area	Page
Cultural Districts	Cultural Districts	76

Community Building

Program	Strategy/Service Area	Page
Community Building	Community Building	79

Housing Services

Program	Strategy/Service Area	Page
Housing Place-Based Services	Housing Place-Based Services	59
	Home Modifications	61
Eviction Prevention and Housing Stabilization	Tenant Right to Counsel	63
	Tenant Counseling & Education	66
	Tenant Emergency Rental Assistance	67
	Tenant-Based Rental Subsidies	68
	Tenant & Landlord Assistance	69
	Shared Housing	71
HIV Supportive Housing	Care Facility Operating Costs and Supportive Services	72
	Long-Term Housing and Supportive Services	74
	Transitional Housing and Supportive Services	75

Target Populations and Target Neighborhoods

Target Populations

MOHCD has identified specific populations that would benefit from targeted programming based on disparities as reflected in census data and illustrated in maps and tables found in the appendix, and through the department's community engagement process. This populations include households that are or include:

- Affordable housing residents
- At risk of displacement
- Communities of color
  - Asian
  - Black and African American
  - Latino
  - Middle Eastern and North African
  - Native American and Indigenous
  - Pacific Islander
- Destabilized by systemic trauma
- Disconnected transitional age youth (TAY)
- Equity Priority Geography residents, such as Housing Element-designated priority neighborhoods and HUD-designated Neighborhood Revitalization Strategy Areas (NRSAs)
- Experiencing a legacy of exclusion
- Experiencing barriers to access to opportunities
- Experiencing community violence
- Experiencing homelessness
- Extremely and very low-income
- HOPE 6, HOPE SF, and RAD residents
- Immigrants, including undocumented immigrants and refugees
- Justice-involved
- LGB, Transgender and gender non-conforming
- Limited English proficient
- Low digital access/literacy
- Low educational attainment
- Persons living with HIV/AIDS (PLWHA)
- Persons with disabilities
- Seniors
- Survivors of domestic and intimate partner violence, human-trafficking, and/or sex-trafficking
- Veterans

Priority target populations may vary by funding strategy. In some cases, strategies will take a broad approach and target a universal or citywide population while in other instances strategies will home in more specifically on groups with the needs identified above. MOHCD is committed to using an equitable approach for distributing our funding.

Target Neighborhoods

Additionally, MOHCD's federal funding prioritizes specific neighborhoods as designated by HUD. A Neighborhood Revitalization Strategy Area (NRSA) is a Community Development Block Grant (CDBG) grantee-designated area targeted for revitalization. An NRSA is different from other local targeted areas in that the designation is reviewed and approved by HUD. In return for the designation, grantees are afforded enhanced flexibility in undertaking economic development, housing and public service activities with their CDBG funds. HUD has approved six NRSAs for San Francisco: Bayview/Hunters Point, Chinatown, Mission, South of Market, Tenderloin, Visitacion Valley. MOHCD encourages proposals to target as appropriate residents in one or more of these six HUD-approved neighborhoods. Additionally, applicants may target other non-NRSA neighborhoods in high need of services and are encouraged to provide data demonstrating that need.

PROGRAM DESCRIPTIONS

IN THIS SECTION

Community Services

Housing Services

Cultural Districts

Community Building

Each area contains a Description of the Program, Community Needs, and Strategy Descriptions.

Community Services

» DESCRIPTION OF THE PROGRAM

Community Services provides a holistic program approach that consists of the following distinct program areas: Community-Based Services, Financial Capability, Digital Equity & Literacy, Immigration Legal Services, Civil Legal Services, Rental Counseling and Homeownership Pre- and Post-Purchase Counseling. Program descriptions (including strategies and activities) can be found for each.

» STRATEGY DESCRIPTIONS

Community-Based Services

General Community-Based Services

Community-based services include such activities as life skills training, workforce readiness, academic readiness for transitional age youth, ESL programs, service connection, information and referral, and case management.

Community Needs

MOHCD aims to address the service navigation, skill development, and barrier removal needs of our most vulnerable communities, while preparing residents to enter and graduate from City-funded job training and apprenticeship programs, City College English as a Second Language (ESL) programs, and other programs that will ultimately lead to economic self-sufficiency.

Residents have expressed the need for better and more efficient service connection, as well as case management and case coordination services, that help them navigate the array of services available, create linkages across service providers, and create individual service plans through which they can create and achieve clear goals.

Many residents need academic skills that can help bridge the gap between their current educational attainment and entry into post-secondary institutions, and basic workplace readiness skills and barrier removal programs through which they can become eligible and prepared for industry-aligned job training and apprenticeship programs. There is also a widespread need for basic financial education to help residents develop financial management skills.

Additionally, the large number of residents who speak no or very limited English are in need of community-based and accessible ESL programs, which can lead to further education through City College ESL and Vocational ESL programs, and to enhanced opportunities for further training and employment.

Strategy

The Community-Based Service model takes a holistic approach to help address service navigation and barrier removal needs and prepare low-income residents to enter and graduate from City-funded training apprenticeship programs, City College ESL programs, and other support systems, we seek to fund programs and solutions that:

1. Enable residents to connect to needed services and navigate complex systems.

2. Implement a comprehensive range of service types, such as enhanced information and referral, service connection, and case management/coordination, to address the whole range of a person's or family's needs and help people build their capacity to improve their lives and move toward self-sufficiency.

3. Provide skill development and training to access greater opportunities for advancement and economic self-sufficiency. These may cover:

    a. Fundamental life skills and personal effectiveness (including communication, time management, problem solving, and planning);

    b. Workplace skills training that removes basic barriers to employment and leads to further training opportunities through City-funded job training programs, or to other city and non-city job training programs.

    c. Basic English language proficiency that leads to further advancement opportunities through linkages to City College ESL programs;

    d. Basic financial education to help residents develop financial management skills; or

    e. Workplace skills training that removes basic barriers to employment and leads to further training opportunities through City-funded job training programs, or to other city and non-city job training programs.

4. Encourage the development of programs that combine service connection and skill development strategies to provide more comprehensive services to address barriers and increase clients' overall economic self-sufficiency.

This strategy supports community-based nonprofit organizations to provide a variety of skill building and service connection resources to San Francisco residents. These services are often best provided by organizations rooted in specific communities and neighborhoods, who are able to provide culturally and linguistically appropriate services to the city's highest needs populations. Grant funding available through this strategy will support one or more (or any combination) of the following eligible activities:

   ♦ Life skills workshops, training and/or classes;

   ♦ Academic skills training that leads to high school diploma attainment, GED and/or enrollment in post-secondary programs;

   ♦ ESL classes, which lead to further advancement opportunities in English proficiency through linkages to City College ESL programs;

   ♦ Basic financial education to help residents develop financial management skills

   ♦ Workplace skills training that removes basic barriers to employment and leads to further training opportunities, City-funded job training programs, or non-City-funded job training programs;

   ♦ Enhanced information and referral services;

   ♦ Service connection;

   ♦ Short-term case management; and

   ♦ Case Coordination

A more detailed description of each of these eligible activities is available below. Grant funding can support staffing costs, facility or venue costs, materials and supplies, consultant fees, and any other costs associated with these eligible activities.

We will prioritize proposals that coordinate eligible activities for a particular target population and/or neighborhood. We encourage collaborative proposals, and for applicants to include as part of their coordination plan Memorandums of Understanding (MOUs) or similar agreements with subcontractors and other partners serving the same target population and/or neighborhood. We also strongly encourage applicants to coordinate with key partners, including the OEWD's Neighborhood Job Centers, City College and other academic and educational institutions, the Department of Early Childhood's Family Resource Centers, and other resource system hubs funded by the City and/or private philanthropy.

Life Skills Workshops, Training and/or Classes

Client receives individual (including mentorships), group or online training in communication, time management, problem solving, planning, leadership development, and other life skills needed to effectively navigate community, educational and/or workplace environments and challenges.

Academic Skills Workshops, Training and/or Classes

Client receives individual (including tutoring), group or online training, workshops or assistance with academic subject matter that leads to high school diploma attainment, GED and/or enrollment in post-secondary programs.

English as a Second Language (ESL) Workshops, Training and/or Classes

Client participates in ESL training that has a written and standardized curriculum. This can be individual (including tutoring), group, workshop and/or online training.

Applicants should show linkages to City College's ESL programs and demonstrate the need for basic ESL training to be provided by the grantee rather than directly through City College programs. This activity is designed to prepare participants for entry into City College's ESL program. Appropriate services include basic ESL and VESL courses, field trips to the City College campus, introductions to City College professors and staff to ensure comfort, and assistance navigating City College course enrollment.

Financial Education

Basic financial education to help residents develop financial management skills. This would generally be provided by an experienced practitioner, through workshops or brief assistance. Agencies interested in providing more in-depth and ongoing financial counseling should instead apply through the Financial Capabilities strategy.

Workplace Skills Workshops, Training and/or Classes

Workplace skills training that removes basic barriers to employment and leads to further training opportunities through City-funded job training programs, or to non-City job training programs. MOHCD will not fund projects that provide job training or placement, but rather ones that remove barriers and prepare clients for enrollment and success in formal job training programs.

Enhanced Information and Referral Services

Client receives assistance to support them with navigating a range of options to make the most informed service decisions and is connected to an appropriate referral service that allows to enhance self-sufficiency or work to overcome setbacks.

Enhanced information and referral services are provided in response to a specific client request. Enhanced information and referral services include information giving/sharing, appropriate service referral, and advocacy. In addition, these services ensure that the client is aware of the opportunities available and establishes adequate follow-up procedures with the goal of ensuring that the client successfully connects to the service(s) needed.

Service Connection

Service connection involves assessing needs and providing resources or referrals to clients on an "as needed" basis. Service connectors assess clients' immediate goal(s) and provide different types of resources or referrals to an individual or family depending on their in-the-moment needs. Service connection may also include community engagement activities, such as community outreach and enhanced information and referral. Unlike case management, service connection does not focus on assessing or addressing the recurrent or root issues of challenges clients may experience.

Short-Term Case Management

This is not intended to be intensive or clinical case management, but rather shorter- term case management which results in an attainable goal-oriented Individual (or family) Service Plan. It includes a client intake process to assess needs, individual or family services planning, regular meetings and follow up with the client, and enhanced information and referral to and/or placement in services.

The project meets clients where they are based on the origin of need. It helps clients take small achievable steps (based on the client's capability) to fulfill their needs and build their skills towards achieving self-sufficiency. Staff should track progress toward service plan goals, conduct follow up, and revise plan adjustments as needed. Staff will assist clients with meeting the goals outlined in the service plan by providing information and referral to other services as appropriate.

Clients who require long-term or intensive case management services can be referred to another service provider that specializes in more intensive case management.

Case Coordination

Case Coordination allows staff to coordinate and support a client who has multiple service providers with the implementation of the different Individual Service Plans. Case coordination prevents duplication and excessive demands on the client and streamlines the coordination of the different resources.

Staff convene case consultation meetings or phone conferences with service providers to develop a case coordination plan, which is shared with the client as a roadmap for how to effectively meet their service goals.

Note: MOHCD will not fund projects that provide job training or placement, but rather ones that remove barriers and prepare clients for enrollment and success in formal job training programs.

Activities and Outcomes Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Enhanced Information and Referral	Client used information and/or successfully connected to appropriate services
Service Connection	Short-term goals identified through needs assessment are successfully addressed
Case Management	Individual Service Plan developed, based on completed needs assessment
Case Coordination Plan Developed	Client able to engage in coordinated services
Client Participates in Life Skills Training (group or individual)	Client completes training in specific life skills (as demonstrated by pre/post assessment)
Client Participates in Educational Skills Training (group or individual)	Client completes training to improve educational skill level (as demonstrated by pre/post assessment)
	Client achieves a high school diploma or GED
	Client enrolls in post-secondary program
Client Participates in ESL Training	Client achieves significant progress in ESL development
Client Participates in Workplace Skills Training (group or individual)	Client completes training to improve workplace skills (as demonstrated by pre/post assessment)
	Client enrolls in city-funded job training program (for example, OEWD sector academy)
	Client enrolls in non-city-funded job training program
Client Participates in Basic Financial Education training (group or individual)	Client completes training, develops one or more identified financial management skills

Additional Qualifications

♦ Applicants must have a purpose or mission to provide services to target populations in San Francisco.

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

Financial Capability

Through this strategy, MOHCD will fund programs that provide financial coaching and education. These programs help low-income households develop skills and strategies that enable them to achieve greater economic self-sufficiency and to meet their financial goals. They also provide access to high quality financial tools such as responsible lending products and safe, affordable bank accounts. Sustained financial coaching that includes creation of a financial action plan are prioritized.

Community Needs

A growing number of families across the country face economic insecurity, unable to stabilize their financial lives and get ahead. Economic security is not only a critical challenge for San Francisco residents, but the financial health of the city depends on it. Economically secure residents boost the local economy by spending more, starting or expanding businesses and paying property taxes. Inversely, when economically insecure families experience a financial shock, they are more likely to miss bills, face eviction and fail to meet other financial costs that are ultimately borne by the city.

Some key indicators of economic insecurity that highlight the challenges faced by low- income residents and residents facing inequitable financial access and opportunity in San Francisco include: limited access to mainstream financial services; limited assets, including lack of emergency savings; high debt; and limited access to good credit.

Financial literacy rated highly in the community forums' prioritization activity. Participants mentioned the need for overall improvement in the financial services offered, as well as a focus on pathways to self-employment.

♦   100% of community forum participants from Mission, OMI, and SoMa rate "Financial literacy (e.g., coaching and education)" as "Important." 82% of community forum participants across neighborhoods rate it as an existing MOHCD service that "Needs improvement."

> *"People like family economic training, but classes are large, oversubscribed, [the] agency (APA Family Support Services) is at capacity, [and there are] not enough resources, including funding."*
>
> - Chinatown community member

> *"[More] financial education and literacy beyond the basics, entrepreneurship (how to start your own business) […] investing. Upper mobility training & life skills."*
>
> - Tenderloin community member

Strategy

Low- and moderate-income families in San Francisco need increased financial capability services, such as high quality one-on-one financial coaching and access to safe, affordable financial products and services that enable them to save, borrow, grow and protect their assets. To strengthen the financial health and well-being of low-income households facing the largest economic inequities in San Francisco, we seek to fund programs that:

1. Provide high quality financial capability services – services that integrate knowledge, skills, confidence building and resources, with opportunities to equip residents to make financial decisions and actions that improve their overall financial health and well-being.

2. Assist residents to create financial action plans (which can include a financial assessment, review of credit score, and creation of a budget) that help meet their financial needs and provides opportunities to help them financially stabilize (through means as reducing debt, increasing savings, and establishing or improving credit).

3. Integrate financial capability services with housing to help residents achieve housing stability (including on-time rent payment, positive housing transition, and rent reporting to credit bureaus).

4. Provide access to high quality financial products and services, including responsible lending products and safe and affordable banking accounts.

5. Provide equitable access to residents in low-income neighborhoods, communities with banking deserts, and for populations with the highest rates of economic disparities.

Organizations that apply under this program area will provide financial capability services for residents through the following strategies:

1. The creation and implementation of financial action plans (including financial assessment, review of credit score, and creation of a budget).

2. Accessing responsible, lower interest lending and credit-building products.

3. Establishing and maintaining a regular savings habit, increasing total savings, and building emergency savings reserves.

4. Decreasing debt and signing up for income-driven repayment plans for student debt to lower payment burden.

5. Opening or transitioning to safe and affordable banking accounts (such as Bank On San Francisco accounts) and helping resolve barriers to banking access.

6. Establishing a credit score or improving an existing credit score.

7. Integrating financial services to improve housing stability (including on-time rent payment, positive housing transition, and reporting of rent to credit bureaus).

8. Successfully referring and ensuring take-up of appropriate services that remove financial barriers and increase financial stability of residents, including legal services, public benefits, and free tax assistance.

MOHCD emphasizes projects that provide ongoing individualized coaching services (including an initial screening and assessment, with appropriate follow up sessions scheduled), as well as programs that can demonstrate effectiveness in producing long-term improvements for clients in helping them financially stabilize and improve their overall economic health.

We also strongly encourage integration of financial capability services at community- based organizations and housing sites, where they can effectively reach high-need populations, build on trusted relationships with other service providers, and effectively programming with other services offered to amplify their impact on residents. One goal of integration is to provide services that are accessible to residents in low-income neighborhoods, in neighborhoods with banking deserts, and for populations with the highest rates of economic disparities, throughout San Francisco.

Activities and Outcomes Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activities	Outcomes
Financial Counseling	Financial action plan created
	Increase savings by at least one week of income
	Decrease debt by at least 10%
Credit Building and Repair Counseling	Establish a credit score (for clients with no score previously)
	Increase credit score by 35 points or more
Housing Stability and Security Services	Set up automated rent payment

Additional Qualifications

♦ Applicants must have demonstrated expertise and experience in providing these specialized services, as well as in effectively improving the financial capability of low- and moderate-income families (or other groups that the applicant can demonstrate have high needs based on relevant indicators); and

♦ Staff providing services must be accredited to provide these services, including accreditations from institutions such as HUD and the National Association of Certified Credit Counselors. Accreditations should match services being offered.

Digital Equity and Literacy

In today's interconnected world, digital literacy transcends basic communication and has become essential for employment, accessing services, and community engagement. Recognizing the critical need to bridge the digital divide, the City and County of San Francisco is committed to equipping all residents, especially the most vulnerable groups, with the necessary digital skills and technology to thrive in the digital age. Through MOHCD's Community-Based Services strategy, we support community-based nonprofit organizations dedicated to meeting these needs, ensuring that every San Franciscan can participate fully in the digital economy.

The Digital Equity and Literacy strategy focuses on expanding access to technology, providing comprehensive digital literacy training, and fostering community resilience. This initiative targets underserved neighborhoods such as Bayview Hunters Point, Chinatown, Mission, OMI-Excelsior, Tenderloin and Mid-Market, and Visitacion Valley and Sunnydale, where significant gaps in technology access and digital proficiency persist. By addressing these gaps, we aim to mitigate social and economic disparities and empower residents to achieve greater economic self-sufficiency and community engagement.

Community Needs

The community engagement process has revealed several critical needs among San Francisco residents, particularly in underserved neighborhoods. These needs include:

1. Improved Outreach and Access to Essential Services: Residents have cited the need for better outreach efforts to raise awareness about available digital resources and services. There is also a demand for easier access to these services, ensuring that all residents can benefit from the support provided.

2. Culturally Appropriate and Responsive Support: Many residents, particularly those from non-English speaking backgrounds, require support services that are culturally appropriate and responsive to their specific needs. This includes digital literacy training offered in languages such as Cantonese, Spanish, and other prevalent community languages.

3. Enhanced Language Access: Language barriers continue to be a significant obstacle for many residents. There is a strong need for digital literacy programs and tech support services that are accessible in multiple languages to ensure inclusivity and effective communication.

4. Increased Case Management Services: There is a need for more comprehensive case management services to help residents navigate the array of available services. Effective case management and service coordination can provide residents with the guidance and support necessary to access digital literacy training and other essential services.

5. Expanded Skill Development and Training Resources: Residents have expressed the need for a wider range of digital skill development opportunities. This includes basic digital literacy training covering internet safety and online banking, as well as more advanced skills such as coding and data analysis. Tailored training programs that cater to different skill levels and demographic groups are essential for enhancing digital proficiency across the community.

6. Targeted Support for Vulnerable Populations: Special initiatives are needed for vulnerable populations, such as residents of HOPE SF and HOPE 6 housing projects, who face unique challenges including language barriers, food access, and social isolation. Programs providing multilingual services, community engagement initiatives, and accessible mental health resources are critical for these communities.

7. Access to Digital Devices and Connectivity: There is a significant need for programs that provide affordable or subsidized digital devices and internet access. Ensuring that low-income residents have the necessary tools and connectivity to participate in the digital economy is crucial for bridging the digital divide.

By addressing these community needs through targeted initiatives and comprehensive support services, the Digital Equity and Literacy Enhancement strategy aims to create a more inclusive and digitally proficient San Francisco, where all residents have the skills and resources they need to succeed in the modern world.

"[For the community center's] digital equity classes, there is a waiting list every month, not enough funding. Need more [funding] for staffing, funding to keep consistent, high-quality services that are culturally/linguistically competencies, [and] need more funding to provide living wage salaried for nonprofit employees."

- Chinatown community member

*"More staff working at MOHCD and OEWD that directly serve the community, especially around City [of San Francisco] website that is accessible to **Spanish-speakers**. Even though website is translated, a lot of people don't necessarily know how to navigate to it. Need for more digital training/in-person events to help people learn about services and programs."*

- Excelsior community member

Strategy

This strategy aims to address the digital divide in San Francisco by improving access to technology, enhancing digital literacy, and fostering community resilience through targeted support and comprehensive services.

Grant funding available through this strategy will support one or more of the following eligible activities, either individually or in combination:

Technology Support Services:

Tech Assistance Programs: Funding for community-based organizations to provide free tech support services, including malware removal, troubleshooting hardware and software issues, and addressing online security concerns.

Hotline and Helpdesk Services: Establishment of tech support hotlines and helpdesks to assist residents with immediate digital problems, ensuring they can maintain secure and effective use of technology.

Language-Inclusive Digital Literacy Training:

Multilingual Training Programs: Development and implementation of digital literacy courses in multiple languages, such as Cantonese, Spanish, and other languages prevalent within the community, to ensure non-English speakers can fully participate in the digital world.

Customized Curriculum: Creation of tailored digital literacy curriculums that cater to the specific needs and skill levels of different demographic groups, focusing on both basic and advanced digital skills.

Comprehensive Skill Development:

Basic Digital Skills Training: Courses on fundamental digital skills, including internet safety, online banking, and basic computer operations, to help residents navigate the digital world confidently.

Advanced Digital Skills Training: Programs focused on more advanced skills, such as coding, data analysis, and other technical competencies, particularly aimed at adult learners to improve their employment prospects and digital proficiency.

Certification Programs: Offering recognized certification programs to validate the digital skills acquired by participants, enhancing their employment opportunities.

Community Engagement and Support:

Outreach Initiatives: Programs to increase awareness and participation in digital literacy and support services, ensuring that all community members know about and can access available resources.

Community Workshops: Interactive workshops and events to engage community members in digital literacy activities, fostering a community-driven approach to digital equity.

Enhanced Case Management and Service Coordination:

Case Management Services: Provision of comprehensive case management to assist residents in navigating and accessing a range of services, from digital literacy training to social and health services.

Service Coordination: Development of frameworks to streamline service delivery across various agencies and organizations, ensuring residents receive cohesive and comprehensive support.

Access to Digital Devices and Connectivity:

Device Distribution Programs: Funding for the distribution of computers, tablets, and other digital devices to low-income residents, ensuring they have the necessary tools to participate in the digital economy.

Internet Connectivity Initiatives: Programs to provide affordable or subsidized internet access to residents in underserved neighborhoods, addressing the connectivity gap and ensuring continuous online access.

Evaluation and Continuous Improvement:

Program Monitoring and Evaluation: Implementation of robust monitoring and evaluation mechanisms to assess the effectiveness of digital equity programs, identify areas for improvement, and ensure the initiatives are meeting their goals.

Feedback Mechanisms: Regularly collecting and incorporating feedback from program participants and community stakeholders to refine and enhance digital literacy and support services.

By supporting these activities, the grant funding aims to create a comprehensive, inclusive, and effective approach to bridging the digital divide in San Francisco, ensuring that all residents have the skills and resources they need to thrive in a digital world.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activities	Outcomes
Client Needs Assessed	Completed assessment of the client's digital literacy level, access to technology, and specific barriers to digital equity
Short Term Goals Identified	Increased client motivation and engagement through clear, personalized goal setting
Enhanced Information and Referral	Successful connection of clients to digital literacy training, internet access programs, or tech support services that match their needs
	Enhanced access to digital resources and services for clients, leading to improved digital equity
Client Participates in Digital Skills Training (group or individual)	Client successfully enrolls in city-funded job training program (for example, OEWD sector academy)
	Client acquires essential digital skills to successfully navigate the internet, use digital communication tools, or access online services.
	Increased employability and job performance through enhanced digital literacy and workplace skill development.
Client Participates in Workplace Skills Training (group or individual)	Client Enrolls in city-funded job training program (for example, OEWD sector academy)
	Acquisition of essential digital skills required for workplace success, such as using office software, email etiquette, and online collaboration tools
	Increased employability and job performance through enhanced digital literacy and workplace skills.
Client receives tech support or Internet access assistance services	Clients gain reliable access to high-quality and affordable internet services, breaking down one of the major barriers to digital equity
	Clients become more confident in resolving common tech issues, contributing to their digital independence and resilience
Digital Distribution Program	Clients who successfully receive free or low-cost digital devices
Non-Client Activities	
Production of Digital Media for Public Access Channel	# of PSAs, Video, and Podcast content created to the public
	# of PSAs, Video, and Podcast content public presentations

Additional Qualifications

- Applicants must have a purpose or mission to provide services to target populations in San Francisco.

- Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

- Applicants must have demonstrated expertise and experience in providing these specialized services.

Legal Services

Immigration Legal Services

Through this program area, MOHCD funds legal services through two different strategies. The Immigration Legal Services strategy is focused on civil immigration law and the legal needs of recent immigrants.

Community Needs

Immigration legal services are simultaneously in higher demand and increasingly challenging as a result of changes to immigration policy, increased immigration from Mexico and Central America and other parts of the world as families seek to escape violence and economic instability, and other factors. As the number of immigrants in need of legal services increases, these cases are also becoming longer, more complex, and labor-intensive.

Many immigrants are exposed to extreme stress through this process, and this trauma further compromises the life outcomes of San Francisco's immigrant communities. Criminal justice-involved cases add a layer of complexity to an already-challenging situation. These cases require a deep understanding of criminal law, post-conviction relief, and immigration law. Asylum claims are being denied and transferred to immigration court for removal proceedings, and legal defense in removal proceedings is time and labor-intensive. Court proceedings not only impact the immigrant who is subject to removal, but also everyone networked to them. In some cases, people who have been in the U.S. since they were children are being deported without proper access to counsel. These deportations can have a devastating impact on the individual, their family and their community.

Given the demand, urgency, complexity, and high stakes of the crisis, San Francisco relies on a community-based system of legal services, language-accessible communications, and community education and preparedness. Providers of these services are integrated in a collaborative network, as the scale and urgency of the problem requires extensive coordination and agile strategy implementation.

Legal supports for immigrants, tenants, and workers were a frequently mentioned need among community engagement participants.

- Legal services for eviction prevention were often cited as a need for residents across neighborhoods, especially among Transgender and Queer residents.

- As highlighted in the cross-cutting findings, targeted legal support is needed to protect vulnerable workers (undocumented and low wage workers) from mistreatment by employers.

- 100% of community forum participants from Mission, OMI and SOMA rate "Immigrant legal services (e.g., anti-deportation, asylum, adjustment of status)" as "Important."

- 100% of community forum participants from Bayview, Excelsior, SOMA, Tenderloin, and Western Addition rated "Other legal services (e.g., benefits advocacy, consumer protection, family law, workers' rights)" as "Important."

- Legal services (including benefits advocacy, consumer protection, family law, and workers' rights) are identified by non-English speaking survey respondents as the most important service or support offered by MOHCD, with an average rating of 3.7 on a 4-point scale from "not at all important" (1) to "very important (4).

Additionally, members from the Arab community focus group mentioned that people are "applying for asylum" and getting general legal support through MOHCD-supported services, and other residents stated that that "access to legal services for the community has improved" when providers operate in neighborhood location.

"Immigrant legal services are overburdened — a lot of people can't get the help when they call or go to the offices to get assistance. Need more people at these orgs to support the need in the community."

- Excelsior community member

"A lot of people in the community are scared about pushing back against labor abuses and wage theft because they're scared of losing their job. The city should invest more in services to help people who are in these situations. Lawyers can help in some cases but don't always take cases. Need more translated materials and trainings about labor rights."

- Excelsior community member

Strategy

MOHCD prioritizes funding this service strategy primarily through large collaboratives of community-based organizations, with sophisticated referral networks and a high level of organization to properly address the legal needs of our immigrant communities. There should also be close coordination between different collaboratives. These collaboratives should be able to provide linguistically and culturally competent and humble services to all groups affected by immigration issues.

If single agencies apply to provide services, they should have a clear rationale for doing so, and provide detailed explanation regarding how they will work with established collaboratives to coordinate services and avoid duplication.

Activities funded will include:

1. Prevention activities, including outreach and education

    a. Legal education workshops, with consultations provided;

    b. In-depth immigration presentations to high need, specialized populations;

    c. Train-the-trainer modules to effectively build a community of support;

    d. Working with key community and City stakeholders to develop materials and information on general immigration topics and services;

    e. Distributing information on immigration services and legal rights to all affected communities, in the appropriate languages; and

    f. Outreach and public awareness through events such as Immigrant Family Day and International Migrants Day.

2. Legal services for residents not currently in deportation proceedings, on issues including (but not limited to) asylum (including unaccompanied minors), adjustment of status, family petition, special immigrant legal status, trafficking, T-Visa, U-Visa, Deferred Action for Childhood Arrivals (DACA), and other immigration matters.

    a. Counseling and advice (i.e., Consults) through legal clinics, drop-in office hours, and scheduled appointments;

    b. Applications and documents processed to obtain legal relief;

    c. Full representation to obtain legal relief; and

    d. Case management and social services for clients in need of these services, including access to emergency funds for families in crisis.

3. Operation of a hotline to serve persons affected by immigration enforcement activities in San Francisco

    a. Individuals who call the hotline will speak with trained responders and/or paraprofessional volunteers who physically verify each call. Hotline responders are trained on how to verify immigration enforcement activity, assess the level of individual risk and to determine the appropriate level of service connection for impacted families;

    b. When the caller needs legal representation, hotline responders connect him/her with an on-call attorney;

    c. The main Hotline dispatcher maintains call data, ensures quality assurance and conducts follow-up.

4. Legal services for people in deportation proceedings

    a. Immediate consultations for youth or adults facing deportation;

    b. Case management and social services for clients in need of those services;

    c. Legal Representation: Access to legal counsel, and representation for children, families and individuals going through deportation proceedings in Immigration Court. 100% of cases represented by attorneys and support staff will have access to counsel for the duration of the case;

    d. Attorney of the Day: Participation by all grantees and partner agencies in the Attorney of the Day Program at the Immigration Court;

    e. Legal Roundtables: Monthly collaborative meetings will be held to ensure efficient and effective communication and legal strategies between providers;

    f. Hotline Attorney Coverage: Ensure there is prompt access to high quality legal representation for individuals;

    g. Implementation of a media strategy: Directly inform impacted community members of services available. Media strategies may include staff training, preparation for media interviews, tools for press releases and press statements, etc. Additionally, further develop a technology platform to support coordination efforts. Work with local municipalities to analyze trends and develop service strategies.

Benefits in immigration legal matters may include:

♦ Obtaining asylum, SIJS U-Visa, VAWA, or other forms of legal relief;

♦ Obtaining lawful permanent residency, employment authorization, legal status, or quasi-legal status; and

♦ Preventing deportation or obtaining release from immigration custody.

Priority will be given to existing San Francisco-based collaboratives with experience providing these services to San Francisco residents.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Enhanced Information and Referral	Client used information and/or successfully connected to appropriate services
Service Connection	Short-term goals identified through needs assessment are successfully addressed
Case Management	Individual Service Plan developed, based on completed needs assessment
Case Coordination Plan Developed	Client able to engage in coordinated services
Legal Consult	Client has understanding of their immigration status and any potential avenues for relief
Processing & Application Assistance - Adjustment of Status	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - Green Card Renewal	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - Family Petition	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance – Naturalization	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - U-Visa	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - Consular Processing	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - Asylum	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - Work Permit	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - DACA	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - SIJS	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - TPS	Successfully prepared
	Successfully prepared and filed

Continues on next page.

Activity (cont.)	Outcome (cont.)
Processing & Application Assistance - Request for Evidence (RFE)	Successfully prepared
	Successfully prepared and filed
Processing & Application Assistance - Other (VAWA, T-Visa, Removal of Conditions of Permanent Residency, FOIA request, Notice of Intent to Deny, criminal	Successfully prepared
	Successfully prepared and filed
Represented Client at Filing	Obtained immigration relief approval
Represented Client at USCIS Interview	Obtained immigration relief approval
Represented Client at Immigration Court	Obtained immigration relief approval
Represented Client at Asylum Office	Obtained immigration relief approval
Represented Client at BIA Court (appeals)	Obtained immigration relief approval

Additional Qualifications

- Applicants must have a purpose or mission is to provide free civil legal services to vulnerable populations in San Francisco

- Applicants must have demonstrated expertise in immigration law

- Applicants must have the ability to provide culturally competent and humble legal services or translation in languages needed to serve the target population(s)

Civil Legal Services

Through the General Civil Legal Services strategy, services are provided in a range of other areas of law -- primarily consumer/finance, employment, benefits advocacy, family law (including domestic violence issues), and non-eviction housing issues (i.e., housing issues that are not already addressed under the tenant right to counsel and the tenant counseling program areas).

Please note, in our previous funding cycle each of these areas of Civil Legal Services was funded as a separate strategy, but for the next grant cycle we will be funding them under a single strategy. Applicants should submit a single proposal for all areas of General Civil Legal Services, with the exception of Immigration Legal Services, which must be submitted under a separate proposal (see above).

Community Needs

The law pervades all aspects of life: family, community, work, health, finance, safety, and beyond. Many San Franciscans "go it alone" without the assistance of a legal professional in urgent, complex and high-stakes civil legal matters. When access to the civil legal services needed to address their most fundamental rights is limited, this only reinforces existing disparities.

Consumer and financial issues can have a devastating effect on low- income individuals and families. Unrepresented people who lose a case may have their already-meager wages garnished and/or property seized, thereby locking them more firmly and deeply in poverty. Vulnerable populations are particularly subject to financial fraud and abuse. Seniors are often targeted for their retirement savings and/or home equity and may experience financial and other forms of abuse in residential care facilities. Currently, when a senior or family member reports elder abuse, unless the injury could bring a significant financial award, a private attorney may not devote adequate resources to represent them. Senior-focused legal services are pivotal and may include estate and end-of-life planning, outreach (especially for transgender and lesbian seniors), assistance in conservatorship matters, consumer protection education, etc.

For low-wage workers, a single paycheck could mean the difference between stable housing and experiencing homelessness. This is why legal representation in employment matters such as wage claims, discrimination, etc. is crucial. Among those who require access to employment legal services, some populations have specific needs for targeted education and outreach including: workers' rights trainings to underserved communities; outreach at day labor centers; general outreach to low-wage workers about illegal and unfair practices; and maternity leave rights and pregnancy discrimination outreach to low-income pregnant women and parents.

Many San Franciscans are entitled to local, state and federal benefits but are unaware of these opportunities and/or lack access to services that could help them successfully obtain these benefits. Legal advocacy improves the success rate for both initial application and appeal, while also connecting clients to appropriate community-based services.

Lack of access to legal assistance in family law cases means that many low-income people must try to represent themselves in complex and high stakes matters. The impacts on the family can be severe, particularly for children whose contact with their parents is being litigated. When parents do not receive adequate legal assistance, it is more difficult to resolve cases and judges may have a harder time assessing what is in the best interest of the minor. Furthermore, in many of these cases, both sides are unrepresented and have to go back and forth from the court's self-help center, which can have limited hours of operation.

Lack of legal assistance for families can have grave consequences, particularly for children, who may be placed in harm's way, or be removed and/or placed in foster care.

Access to stable housing improves overall economic, health, and other key life outcomes for individuals and their families. While eviction defense legal services are critical in ensuring San Franciscans remain in their homes and communities, there are other housing matters that can lead to residential instability and displacement, such as unlawful rent increases, habitability issues, fair housing issues, reasonable accommodation denials, and landlord harassment and retaliation.

Strategy

Within the Civil Legal Services portfolio, the primary issues addressed will be employment, consumer/finance, benefits advocacy, family Law, and housing legal issues that are not related to eviction ("housing justice"), through both Limited and Extended Services.

Limited Services include: counsel and advice, such as preparing and providing advice to the client, reviewing relevant information, and counseling the client on how to take action to resolve the issue; and limited action, such as services provided to a client that involve the preparation of relatively simple or routine documents and relatively brief interactions with other parties, which could include preparing short letters, drafting routine documents or power of attorney, making a telephone call, or helping a pro per client prepare court or other legal documents.

Extended Services include: negotiating a settlement with or without litigation; representing a client in court or in an administrative agency; and providing another extensive service, which may include research, preparation of complex legal documents, interaction with third parties on behalf of clients, ongoing assistance to clients, etc. This scope of representation is sometimes also referred to as "Full Scope Representation."

Legal services should consider population-specific needs, such as improving access to and quality of civil legal services for San Franciscans with limited English proficiency, those who may be physically or socially isolated, those with limited access to transportation, and those who have constraints due to employment or childcare obligations.

It can take twice as long to work with a client who is using a family member as a translator and can affect confidentiality because there is a third party in the room. It also prevents the formation of a functional and trusting attorney-client relationship and impacts the quality of legal assistance. Therefore, culturally competent and humble legal practitioners lead to higher quality legal assistance.

Employment Legal Services may include (but are not limited to):

- ◆ Wage claims;
- ◆ Employee rights;
- ◆ Job discrimination; and
- ◆ Other key employment issues.

Additional activities may include workshops and know-your-rights education, along with outreach and referrals to San Francisco's Office of Labor Standards Enforcement (OLSE) and/or other administrative agencies.

Consumer/Financial Legal Services may include (but are not limited to):

- ◆ Bankruptcy;
- ◆ Debtor relief and collections (including repossession);
- ◆ Garnishment;
- ◆ Contracts and warranties;
- ◆ Credit access and loans;
- ◆ Unfair sales practices; and
- ◆ Related legal services, including conservatorship matters, employment matters, health and long-term care matters, tax matters, etc.

Benefits Advocacy Legal Services may include (but not limited to):

- ◆ Matters of income maintenance;
- ◆ Health and long-term care; and
- ◆ Benefits advocacy involving CalWORKs, CalFresh, Social Security (including Disability Insurance), Supplemental Security Income, Unemployment compensation, Veteran's benefits, Workers' Compensation, foster care benefits, and Medicare/Medicaid/Medi-Cal and other benefits.

Family Legal Services may include (but not limited to):

- ◆ Custody;
- ◆ Visitation;
- ◆ Divorce;
- ◆ Separation;
- ◆ Annulment;
- ◆ Parental rights termination;
- ◆ Paternity; and
- ◆ Domestic violence.

Housing Justice Legal Services may include (but are not limited to):

- ◆ Threats of eviction;
- ◆ Rent increases;
- ◆ Rent Board proceedings;
- ◆ San Francisco Housing Authority proceedings;
- ◆ Publicly-assisted housing matters;
- ◆ Safety and habitability matters;
- ◆ Reasonable accommodations;
- ◆ Fair housing matters;
- ◆ Foreclosure and property fraud;
- ◆ Title disputes; and
- ◆ Other tenant-landlord matters

It is important to note, within General Civil Legal Services providers may only provide housing law services that are outside the scope of the Tenant Right to Counsel strategy, which focuses on full scope representation for tenants facing eviction.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Benefits - Extended Service	Client's legal issue is successfully resolved through full-scope representation
Benefits - Limited Service	Client successfully received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other
Consumer/Finance - Extended Service	Client's legal issue is successfully resolved through full-scope representation
Consumer/Finance - Limited Service	Client successfully received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other limited service
Consumer/Finance - Information & Referral	Referred to financial coaching program
Family - Extended Service	Client's legal issue is successfully resolved through full-scope representation
Family - Limited Service	Client successfully received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other limited service
Housing - Extended Service	Client's legal issue is successfully resolved through full-scope representation
Housing - Limited Service	Client successfully received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other limited service
Employment - Extended Service	Client's legal issue is successfully resolved through full-scope representation
Employment - Information & Referral	Successfully referred a case to a government enforcement agency (e.g., OLSE, DLSE, DFEH)
	Successfully referred client to other social services or legal organizations
Employment - Limited Service	Client successfully received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other limited service
Miscellaneous - Extended Service	Client's legal issue is successfully resolved through full-scope representation
Miscellaneous - Limited Service	Client successfully received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other

Additional Qualifications

Applicants must have a purpose or mission is to provide free civil legal services to vulnerable populations in San Francisco:

♦ Applicants must have demonstrated expertise in local, state and federal laws related to one or more of the following issue areas: consumer/finance, employment, benefits advocacy, family law (including domestic violence issues), and non-eviction housing issues

♦ Applicants must have the ability to provide culturally competent and humble legal services or translation in languages needed to serve the target population(s)

Rental and Homeownership Housing

MOHCD is focused on providing equitable housing opportunities to low-to-moderate income families. Through a number of different homeownership and rental programs we seek to meet the needs of families seeking to become either homeowners, or renters of high-quality, affordable units in San Francisco.

To assist low-income, vulnerable and disenfranchised populations in qualifying for and navigating affordable housing opportunities, we seek to fund:

♦ Rental housing counseling services to help residents, including formerly homeless and other vulnerable populations, navigate and have equitable access to the City's affordable housing programs.

♦ Counseling, education and legal services to low- and moderate-income homeowners to increase sustainable homeownership.

♦ Improvements to the quality and standardization of renter application services, renter counseling and case management, and homebuyer and homeowner education and counseling.

♦ Improvements in coordination, both between nonprofits and between City agencies and nonprofits, for entities providing rental and homeownership counseling services.

♦ Home modification programs that benefit low-income homeowners by increasing safety, accessibility and health outcomes.

♦ Improvements to communication and access to information for potential program participants, as well as those using City programs and services.

♦ Solutions that address the housing needs of San Francisco Unified School District (SFUSD) employees.

We are seeking organizations who are willing to partner with MOHCD, possess the skills to provide culturally competent housing counseling services, and who are dedicated to serving low-to-moderate income families. The expectations of the housing agencies will require counselors to be very familiar with our housing portfolio and deeply knowledgeable about the various housing programs, eligibility requirements, and program guidelines.

Community Needs

Through the community engagement process, an identified priority is that of increased ownership opportunities for specific populations or residents that face greater barriers to homeownership. Domestic violence survivors, veterans, teachers, first time homebuyers, Certificate of Preference holders, Native or Indigenous residents, and Black residents were named as potential beneficiaries, alongside the need for alternative or amended criteria or actions related to more flexible credit requirements, lower property taxes, rent-to-own agreements, opportunities to use Veterans Affairs loans, and experts or workshops that offer support with the process.

Increasing ease and inclusivity, while reducing undue barriers are central to improving access to rental and homeownership housing. For marginalized or vulnerable populations, access may not be enough to overcome challenges in finding safe, sustainable accommodations. LGBTQ and Transgender focus group participants, for example, describe facing frequent harassment by neighbors, landlords, or property managers and seek faster processes to transfer to other affordable housing units without these named bureaucratic obstacles (e.g., before the lottery is opened more broadly).

*"The **Native** community has the lowest homeownership rate in the city. We have to move to different mode of operation. We need [the] city to move in concert with us but it feels like the city is almost in opposition. For example, **Latino** and **Indigenous** cultural districts don't qualify for fed and state money. We have to change the mechanism an the system change in policy so [the] system works for us and not against us."*

\- Native focus group

Additional challenges with the application process include a lack of language assistance, the overall amount of paperwork, and a lack of understanding of the various requirements of affordable housing. In general, residents request more counseling and language services to support application submission.

95% of community forum participants across neighborhoods rated "Rental housing support (e.g., housing education, application assistance)" as "Important." 75% of participants across neighborhoods rated it as a service that "Needs Improvement", with a high percentage of forum participants from Mission, Sunset, Richmond (100%), and Chinatown (88%) saying it "Needs Improvement."

Participants in the Arab community focus group observed and noted patterns of Arabic speaking persons and families that were selected in the lottery, but who, due to the lack of language assistance between property management staff and the applicant, did not end up receiving the housing.

To successfully addressing the access to housing needs of our communities, this portfolio is comprised of Rental Housing Counseling, Pre-Purchase and Post Purchase strategies.

Rental Housing Counseling

This service strategy will support individual counseling and drop-in group workshops that prepare and connect residents to rental housing opportunities, especially MOHCD's affordable rental opportunities. Grantees are expected to work in collaboration with other agencies to coordinate marketing, outreach and programmatic activities that respond to the evolving needs of target populations and the rapidly shifting housing market. Client-serving applicants can either propose to provide clients with basic application assistance, housing case management services, or a combination of both. Basic application assistance means teaching applicants about how affordable housing works, providing resources to assist in their housing search, and assisting them to open a DAHLIA account. Basic assistance can be done in a group setting or one-on-one with the client. In terms of scale of services, for a $50,000 proposal to provide basic application assistance, an agency must annually serve 200 clients and host 5 workshops.

Housing case management services mean assisting clients with every aspect of their housing search on an individual basis, including repairing credit, working with the leasing agent, and following up with the client or other stakeholders to achieve positive outcomes. In terms of scale of services, for a $50,000 proposal to provide housing case management services, an agency must annually serve 100 clients and host 5 workshops. The following services are components of this strategy:

Housing Counseling Plan

All grantees under this strategy must have a current, up-to-date Housing Counseling Plan that explains the needs and problems of its target population(s), how the agency will address relevant needs with its available resources, the type of housing counseling services offered, marketing and outreach strategies, fee structure (if applicable), and its geographic service area. The Plan must describe how the agency serves residents with limited English proficiency (LEP).

In addition to any LEP target population agencies may serve, they must also seek to provide access to program benefits and information to LEP individuals whose primary language is one of the City's official languages (Chinese, Spanish, and Filipino) through either "in-house" language assistance services or by contracting with a vendor to provide such services. Additionally, the Plan must address how the agency will serve people with mobility and communication needs and provide alternative settings or formats for the provision of housing counseling services, such as in person or telephone/remote counseling systems using videoconferencing and other technologies.

Client Intake

All applicants must have a standardized, written client intake process, where a housing counselor or administrative staff person obtains basic information to determine how the agency can assist a potential client, signs them up for group education, schedules an appointment with a housing counselor, or refers the potential client to other resources. Client intake may occur at a one-on-one session or at drop-in clinics. An applicant's client intake policy and procedure should include how the agency handles (and protects) private personal information, language barriers, and sensitive questions regarding gender and/or sexual orientation, proper pronouns, and other issues during intake. Housing counselors must comply with the federal Privacy Act (5 U.S.C. 552a).

Counselor Training

All housing counselors must receive standardized training in housing counseling and MOHCD programs. Counselors should exhibit a professional communication skill set, including listening skills, customer service and cultural competency and humility.

Housing counselors conducting application assistance activities must attend all MOHCD sponsored trainings and participate in train-the-trainer opportunities offered by a coordinating agency, as determined by MOHCD. In addition to annual program trainings offered by MOHCD, rental housing counselors conducting case management must obtain a minimum of 20 hours of facilitated rental counseling instruction within their first year and a minimum of 6 hours of continuing education every year thereafter. Facilitated rental housing counseling training is offered online and in person through agencies such as NeighborWorks America, HUD, and UnidosUS. At a minimum, curriculum covered by facilitated rental housing training should include fundamentals such as tenancy (e.g., common lease language, breaking a lease, non-renewal and evictions), Fair Housing laws and regulations, how to avoid scams, financial management, credit repair, and tenant rights.

Individual Counseling

Whether you are providing Application Assistance or Case Management services, all applicants must offer individual housing counseling sessions, and these must be available in-person and virtually per client's request. Applicants must use private counseling rooms for client meetings.

For proposals intending to provide basic application assistance only, individual counseling services should offer the following services to clients:

- ♦ Assistance with opening a DAHLIA account, including basic digital literacy;

- ♦ Reviewing current availability of rental units and teaching how to apply for affordable housing opportunities;

♦ Explanation of the different rental programs offered in San Francisco, including nonprofit-owned 100% affordable rentals and waitlists and Inclusionary Below Market Rate rentals;

♦ Explanation of the Home Match Program;

♦ Referrals for Eviction Prevention and Housing Stabilization services;

♦ Lottery Preference Program eligibility and application;

♦ Housing eligibility (e.g., income and asset calculation, household size, credit, criminal background, and the Fair Chance Ordinance);

♦ Process for appealing denials for housing; and

♦ Fair Housing laws and regulations.

If you choose to provide housing case management services, initial and subsequent counseling sessions must result in a written housing action plan (with housing goals) for each client. The action plan outlines what the agency and the client will do to meet the client's housing goals and, when appropriate, address the client's housing problem(s). The action plan is an assessment of a client's current ability to find and maintain rental housing. It is a mutual agreement between the client and the housing counselor to work on the short-term, medium-term and/or long-term goals necessary for the client to find and maintain rental housing.

If you choose to provide housing case management services, during individual counseling sessions, counselors must be prepared to offer the following services to clients, in addition to the services referenced in the Individual Counseling section above:

♦ Documenting household income and expenses, and developing a budget;

♦ Analyzing a client's spending habits, financial circumstances and credit report;

♦ Making recommendations for debt management and savings plans;

♦ Determining the maximum sustainable rent payment;

♦ Determining housing program eligibility (e.g., income and asset calculation, household size, and credit);

♦ Reviewing local, state and federal rental assistance programs;

♦ Assisting with a housing search for rental units outside of DAHLIA;

♦ Lease-up process assistance (e.g., rental application and documents, lease signing, house rules and lease addendum review, parking policies, selection process for shared housing, and

ensuring language access throughout the lease up process); and

♦ Timely assistance with appeals under the Fair Chance Ordinance and for all other denials for housing.

Group Workshops

All applicants must offer group workshops and drop-in rental housing "clinics" to clients. All Applicants will be assigned a schedule for conducting rental workshops from a MOHCD-identified, non-client serving agency who will maintain a San Francisco rental housing assistance workshop calendar. Group workshops should follow a written agenda and curriculum approved by MOHCD.

Housing counselors must review and explain the following topics during workshops:

♦ Basic affordable housing eligibility;

♦ Introduction to DAHLIA, the lottery, and preference system;

♦ The types of San Francisco housing available (e.g., rent-controlled, 100% affordable, BMR etc.) and the similarities and differences between these housing types;

♦ Fair housing law and discrimination (as it applies to rental housing);

♦ Major parts of a lease and resultant liability for breaking a lease;

♦ Tenant and landlord rights and responsibilities;

♦ The importance of rental insurance;

♦ How eviction affects future rental opportunities;

♦ Eviction prevention services available through the Tenant Right to Counsel Initiative; and

♦ How to access the City's Coordinated Entry and other services for the homeless.

Client Follow-Up and Evaluation

All applicants must use a client file checklist to ensure required documentation has been received and retained. All client files must be stored in secure physical or digital formats.

All applicants must have a written client follow-up and evaluation process that includes how often they follow up, how they document a client's termination of counseling, how they document client outcomes, and how client satisfaction surveys are used to evaluate the effectiveness of services.

If awarded, your rental counseling agency must adhere to the following requirements:

♦ Implement a detailed onboarding process for new counselors with a method for evaluating counselor knowledge and performance

♦ Accept assignments from the Rental Housing Counseling Coordination Agency for group education and in-person counseling and event dates and time

♦ Create a system that allows response to client referrals and requests for application denial appeal within 48 hours

♦ Conduct both in-person and virtual counseling and education activities

♦ Counseling staff must attend both in-person and virtual counseling training provided by the Coordinating agency and MOHCD

Rental Housing Counseling Coordination

The role of the Rental Housing Counseling Coordinating Agency is key to providing consistent standardized basic application assistance and housing case management services across San Francisco. Applicants will focus on coordination and support of agencies providing direct service to residents and must be prepared to offer all of the following services:

♦ Develop and maintain current rental housing counselor training and onboarding curriculum;

♦ Provide resource materials to housing counseling agencies, including basic digital literacy information and other relevant topics;

♦ Provide communication and information to housing counseling service providers on counselor training opportunities, program updates, upcoming rental opportunities, rental market trends, and industry standards;

♦ Assign each agency in-person and virtual workshop dates throughout the year and maintain and publish an annual calendar;

♦ Adjust business practices based on market conditions to ensure the continued relevance and effectiveness of the services provided;

♦ Provide and track referrals to housing counseling agencies providing case management services, to ensure that clients needing assistance with appeals under the Fair Chance Ordinance and all other denials for housing receive timely assistance;

♦ Provide language access support to housing counseling agencies;

♦ Lead and coordinate affordable rental housing

related workshops, on-site counseling and assistance, and exhibitors for annual San Francisco Housing Expo;

♦ Conduct partnership building with the private sector including tenant groups, public and private rental assistance organizations, legal services for renters, rental counseling fundraising and opportunities;

♦ Provide resources and guidance to rental counseling agencies for reporting, program evaluation and program design; and

♦ Meet monthly with MOHCD staff to ensure alignment with MOHCD programs and initiatives and disseminate information to housing counseling agencies.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

If you are providing Basic Application Assistance your program must provide the following services and report the following outcomes. Please include numeric goals for these activities and outcomes in your proposal.

Activities	Outcomes
Housing Education (Group)	Client demonstrates increased ability to navigate rental housing process
DAHLIA account assistance	Client sets up DAHLIA account and is trained in how to independently submit applications
Application assistance	Client assisted with completion of at least one housing application
Lottery appeal assistance	Client assisted with lottery appeal
Selected in lottery and receives assistance in lease up process	Clients successfully leases up
Assistance with appeal of disqualification during lease-up process	Denial reversed
	Denied rental housing, client counseled regarding reasons for denial
Assistance with annual recertification, landlord/tenant issues (including referral to conflict intervention services), and other housing retention services	Client retains current housing

If your agency will provide Housing Case Management Services, in addition to the above activities and outcomes, your program must also provide the following:

Activities	Outcomes
Housing Education (Group)	Client demonstrates increased personal finance skills and abilities
Creation of individualized Housing Action Plan	Client has one or more specified barriers successfully addressed or removed

If your agency will Rental Housing Counseling Coordination, your project must provide the following activity and track the following outcomes. Please include numeric goals for these outcomes in your proposal.

Activities	Outcomes
Provide Rental Counseling Coordination [Non-Client Activities]	Referrals made to housing counseling agencies
	Drop-in clinics assigned to agencies
	Rental workshops assigned to agencies
	Trainings provided to housing counseling agencies

For any of the minimum programmatic outcomes listed, you can always expand on these, or offer additional measures of success in your proposal.

Additional Qualifications

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

♦ Be a rental housing agency that follows the National Industry Standards for Rental Education and Counseling;

♦ Be a rental housing agency with a Housing Counseling Plan in place that outlines its policies and procedures for client intake, counselor training, individual counseling sessions, group workshops, and client follow-up and evaluation; and

♦ Be willing to enter into a written agreement with a MOHCD-identified coordinating agency for rental workshop and case management coordination.

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

♦ Be an agency that does not provide direct services to clients; and

♦ Enter into written agreement with all Rental Housing Counseling service providers for rental workshop and case management coordination.

Homeownership Pre-Purchase

Agencies applying for Pre-Purchase Counseling should apply for a baseline amount of $200,000. Criteria for applying for more than this baseline amount include 1) having multiple service locations in multiple neighborhoods, and 2) serving several distinct and different populations (culturally, linguistically, etc.).

This service strategy will support individual counseling and group workshops that prepare residents to purchase a home. Grantees must be HUD-approved housing counseling agencies, or document that they are actively in the process of attaining HUD approval. To receive the baseline grant amount of $200,000 under this strategy, an agency must have the capacity to:

♦ Serve at least 350 clients with one-on-one counseling annually.

♦ Host a minimum of eleven (11) First Time Home Buyer (FTHB) workshops annually, that are each six hours in length. Four of these workshops must be in-person and seven may be virtual (schedule to be approved by MOHCD).

♦ Work closely with a MOHCD-identified, non-client serving lead agency to coordinate marketing, outreach and programmatic activities that respond to the evolving needs of target populations and the rapidly shifting housing market.

The following services are components of the Home Ownership Pre-Purchase strategy:

Housing Counseling Plan

All grantees under this strategy must have a current, up-to-date Housing Counseling Plan that explains the needs and problems of its target population, how the agency will address these needs and problems with its available resources, the type of housing counseling services offered, marketing and outreach strategies, fee structure (if applicable), and its geographic service area. The Plan must describe how the agency serves residents with limited English proficiency (LEP).

In addition to any LEP target population agencies may serve, they must also seek to provide access to program benefits and information to LEP individuals whose primary language is one of the City's official languages (Chinese, Spanish, and Filipino) through either "in-house" language assistance services or by contracting with a vendor to provide such services.

Additionally, the Plan must address how the agency will serve people with mobility and communication needs. The Plan must also address alternative settings or formats for the provision of housing counseling services, such as telephonic counseling or remote counseling systems designed using Skype technology, video cameras and the internet, and the use of HUD-approved online first-time homebuyer courses.

Client Intake

All applicants must have a standardized, written client intake process, where a housing counselor or administrative staff person trained in requirements of the Privacy Act obtains basic information in a standardized format to determine how the agency can assist a potential client, sign them up for a MOHCD Program Orientation and/or group education, schedule an appointment with a housing counselor, or refer the potential client to other resources. Client intake may occur at a one-on-one or group education session. An applicant's client intake policies and procedures should include how the agency handles (and protects) private personal information, language barriers, and sensitive questions regarding gender and/or sexual orientation, proper pronouns, and other issues during intake.

Counselor Training

All housing counselors must be HUD-certified and have passed HUD's homeownership counseling exam. Counselors must be employees or contractors of the agency and should receive standardized training in housing counseling. Counselors must be trained to assist residents in how to navigate MOHCD programs and processes. Counselors must attend a minimum of two annual program trainings offered by MOHCD each year, as well as a minimum of monthly train-the-trainer convenings conducted by a coordinating agency identified by MOHCD.

Orientation Workshops

Orientations are a requirement of participating in MOHCD homebuyer programs. All applicants must offer two scheduled homebuyer program orientations per month at no cost to the public. Orientations should be designed to serve a minimum of 50 people (in-person) and 300 (virtual) and use a MOHCD-approved curriculum. Orientations must serve as an opportunity for participants to enroll in online and in-person homebuyer education courses required by MOHCD programs.

 Applicants will be assigned a schedule for conducting group orientations from a MOHCD-identified, non-client serving agency who will maintain a Citywide MOHCD Program Orientation calendar and reservation system. The coordinating agency will provide, and update from time to time, a written agenda and curriculum approved by MOHCD. The coordinating agency will conduct participant outreach, create and update the MOHCD-approved curriculum, track participant attendance, and provide participants with documentation of their attendance at the end of each orientation.

Group Workshops

All applicants must offer a minimum of eleven (11) FTHB workshops annually, that are each six hours in length. Four of these workshops must be in-person and seven may be virtual (schedule to be approved by MOHCD). Group workshops follow a written curriculum, which may have been developed by the agency or adopted from another source. Agencies should offer group workshops free of charge. Agencies that wish to charge a fee for in-person workshops should obtain approval from MOHCD. Agencies providing online HUD-approved FTHB education may pass on the cost of this service to participants at a level consistent with the online FTHB education industry.

In the same way as with the MOHCD Program Orientations, applicants will be assigned a schedule for conducting group workshops from a MOHCD-identified, non-client serving agency who will maintain a Citywide FTHB workshop calendar and reservation system. Housing counselors must review and explain the following topics during workshops:

- Steps in the homebuying process, including mortgage readiness regarding income, credit, savings, and homeowner responsibilities;

- Performing a rent versus buy analysis, with discussion of pros and cons;

- Preparing for the expenses of homeownership;

- Financial management of homeownership, including understanding loan products;

- The escrow and loan closing process;

- HOA rights and responsibilities;

- Supplemental taxes;

- Shopping for a home, including working with a real estate professional;

- Making an offer;

- Obtaining financing;

- Home inspections;

- Discussing mortgage regulations and lender disclosures, such as the Real Estate Settlement Procedures Act (RESPA), Truth in Lending Act (TILA), Integrated Disclosure (TRID), and Equal Credit Opportunity Act (ECOA);

- Reviewing common abusive lending practices and loan scams to help clients avoid similar situations; and

- Explaining insurance terms and concepts of at least three types of insurance policies to identify the risks mitigated by each type of insurance.

Individual Counseling

All applicants must offer individual housing counseling sessions to clients. Applicants must use private counseling rooms for client meetings, which should last at least 60 minutes. The client meetings should be offered in-person and/or virtually based on the client's preference. Initial and subsequent counseling sessions must result in a written housing action plan (with housing for each client. The action plan outlines what the agency

and the client will do in order to meet the client's housing goals and, when appropriate, addresses the client's housing problem(s). The action plan is an assessment of a client's current ability to purchase and maintain housing. It is a mutual agreement between the client and the housing counselor to work on the short-term, medium-term and/or long-term goals necessary for the client to find and maintain housing. During individual counseling sessions and based on the unique goals outlined in the client's action plan, counselors must be prepared to offer all of the following services:

♦ Discussing any topics of clarification or concern that the client raises based on information received at the Program Orientation or during the FTHB workshops;

♦ Documenting household income and expenses;

♦ Analyzing a client's spending habits and financial circumstances;

♦ Developing a household budget;

♦ Analyzing a credit report;

♦ Making recommendations for debt management and savings plans;

♦ Determining the maximum sustainable mortgage payment;

♦ Evaluating a client's readiness to purchase a home through discussion of income, credit, savings, and homeownership responsibilities;

♦ Reviewing the process involved in obtaining financing (including the selection of a lender);

♦ Evaluating a client's completed Uniform Residential Loan Application (Form 1003) for any general deficiencies;

♦ Identifying local, state and federal homeownership assistance programs for which the client is eligible;

♦ Assisting with opening a DAHLIA account and teaching how to apply for affordable housing opportunities; and

♦ Assisting with a housing search for homeownership units outside of DAHLIA.

If awarded, your homeownership counseling agency must adhere to the following requirements:

♦ Adopt the National Industry Standards for Homeownership Education and Counseling (homeownershipstandards.org) and require counseling agency staff to adopt the Homeownership Code of Ethics

♦ In accordance with the workplan developed for program implementation, accept assignments

from the MOHCD identified coordinating agency for group education and program orientations and event dates and time

♦ Implement a detailed outreach and marketing plan for program orientations and education

♦ Conduct virtual and in-person counseling and group education Implement an internal system for responding to client requests for application denial appeal requests

♦ Respond to referrals from a MOHCD-identified coordinating agency within 48 hours

♦ Counseling staff must attend both in-person and virtual counseling training

♦ Counseling staff must attend both in-person and virtual counseling training provided by the Coordinating agency and MOHCD

Client Follow-Up and Evaluation

All applicants must use a client file checklist to ensure required documentation has been received and retained. Client records must be maintained for at least three years following the client's termination of counseling. All client files must be stored in secure physical or digital formats.

All applicants must have a written client follow-up and evaluation process that includes how often they follow up, how they document a client's termination of counseling, how they document client outcomes, and how client satisfaction surveys are used to evaluate the effectiveness of services.

Homeownership Pre-Purchase Coordination

The role of the Homeownership Pre-Purchase Coordinating Agency is key to providing consistent standardized FTHB (First Time Home Buyer) Counseling services across the city. The final grant amount in this strategy will be dependent on the City's proposed budget for FY26.

♦ Provide resource materials and information to HUD-approved housing counseling agencies and their counselors. Information includes counselor training opportunities, program updates, upcoming homeownership opportunities, industry standards, and San Francisco market trends;

♦ Assign each agency in-person and virtual orientation and workshop dates and maintain and publish an annual calendar of all homeownership agency orientations and workshops.

♦ Adjust business practices based on market conditions to ensure the continued relevance and effectiveness of the services provided;

♦ Provide and track client referrals to HUD-approved agencies;

♦ Provide and track referrals to pre-purchase housing counseling agencies to ensure that clients needing assistance with appeals to denials for housing receive timely assistance;

♦ Provide language access materials and equipment to housing counseling agencies;

♦ Coordinate in-person every other month, peer-to-peer technical assistance and skill sharing sessions for HUD-approved counseling staff;

♦ Maintain and update a comprehensive website for homeownership seekers with updated information on City programs and affordable housing opportunities and function as a one-stop resource for low- and moderate-income home buyers in San Francisco;

♦ Coordinate and conduct outreach for affordable homeownership related workshops, on-site counseling and assistance, and exhibitors for the annual San Francisco Housing Expo; and

♦ Meet monthly with MOHCD staff to ensure alignment with MOHCD programs and initiatives and disseminate information to housing counseling agencies.

If awarded, the coordinating agency must adhere to the following requirements:

♦ Implement a direct service plan for working with HUD-approved housing counseling agencies who provide counseling services.

♦ Create and implement a comprehensive plan for outreach activities to be conducted in support of the FTHB counseling agencies, including outreach to MOHCD's target populations.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

If your agency will provide Pre-Purchase First-Time Homebuyer Counseling Services, your program must provide the following services, and track the following outcomes.

Activity	Outcome
Orientation - 2 hours	Improved understanding of San Francisco homeownership programs
Pre-purchase workshops (in person or online) - 6 hours	Better understanding of steps to take to become a homeowner (pre/post)
Initial Pre-Purchase Individual Counseling - 2 hours	Action Plan developed
Follow-up Pre-Purchase Individual Counseling	Action Plan developed
	Pre-closing completed
	Client becomes a homeowner

If your agency will provide Homeownership Pre-Purchase Coordination, your project must provide the following activity and track the following outcomes. Please include numeric goals for these outcomes in your proposal.

Activity	Outcome
Provide Pre-Purchase Coordination [Non-Client Activities]	Referrals made to housing counseling agencies
	Orientations and workshops scheduled to meet the program needs

Additional Qualifications

If your agency will provide Pre-Purchase First-Time Homebuyer Counseling Services, it must:

♦ Be a HUD-approved housing counseling agency who follows the National Industry Standards for Homeownership Education and Counseling;

♦ Have a Housing Counseling Plan in place that outlines its policies and procedures for client intake, counselor training, individual counseling sessions, group workshops, and client follow-up and evaluation; and

♦ Be willing to enter into a written agreement with a MOHCD-identified coordinating agency for pre-purchase first-time homebuyer workshop and case management coordination.

If your agency will provide Homeownership Pre-Purchase Coordination, it must:

♦ not provide direct services to clients; and

♦ be willing to enter into a written agreement with all Pre-Purchase First-Time Homebuyer Counseling service providers for pre-purchase first-time homebuyer workshop and case management coordination.

Homeownership Post-Purchase

The baseline grant amount under this strategy is $50,000 per counseling agency or legal service provider specializing in homeownership law. Criteria for applying for more than this minimum include 1) having multiple service locations in multiple neighborhoods, and 2) serving several distinct and different populations (culturally, linguistically, etc.).

This service strategy will support successful homeownership and home retention for first-time homeowners by providing mortgage counseling and education, Homeowner Association (HOA) education, and MOHCD program participation counseling and education. Grantees must be HUD- approved housing counseling agencies, or document that they are actively in the process of attaining HUD approval. Grantees are expected to work closely with a MOHCD-identified, non-client serving lead agency to coordinate marketing, outreach and programmatic activities. Additionally, this strategy provides legal services to homeowners to ensure their rights are being protected under the State of California Homeowner Bill of Rights and other consumer protection laws.

Agencies providing services under this strategy must be prepared to provide the following services:

♦ Analyzing a client's spending habits and financial circumstances;

♦ Developing a new household budget based on homeownership expenses;

♦ Making recommendations for debt management and savings plans;

♦ Providing resources and referrals for additional assistance with property tax, HOA and other legal obligations;

♦ Reviewing consequences related to neglecting housing obligations, including mortgage payments, property taxes, and compliance with financial requirements and regulations of HOAs;

♦ Preparing a maintenance plan tailored to the homeowner's type of housing (e.g., condo or single-family home), including major system life cycle, use and repair strategies;

♦ Creating an emergency preparedness plan to assist a client in coping in the event of a disaster;

♦ Referring clients with home modification needs to agencies who specialize in safety, accessibility, energy efficiency (including solar installations);

♦ Assessing a client's options to refinance an existing mortgage using the client's credit report, recent mortgage statements, estimated property value, and an applied knowledge of available loan programs;

♦ Applying knowledge of the home re-sale process to prepare clients for MOHCD program requirements as well as to avoid predators in the process; and

♦ Providing resource information and application assistance to homeowners at risk of foreclosure (e.g., HELP and other homeowners assistance programs) due to unaffordable HOA assessments, mortgage loan past due balances, City code violations, and other emergency needs.

Housing Counseling Plan

Please see the Housing Counseling Plan, Client Intake, Counselor Training, Individual Counseling, and client follow-up and evaluation requirements listed under the Homeownership Pre-Purchase strategies description for post-purchase requirements.

If awarded, the homeownership agency providing post-purchase services must adhere to the following requirements:

♦ Adopt the National Industry Standards for Homeownership Education and Counseling (homeownershipstandards.org) and require counseling agency staff to adopt the Homeownership Code of Ethics

♦ In accordance with the workplan developed for program implementation, accept assignments from the MOHCD identified coordinating agency for group education and post purchase event dates and time

♦ Implement a detailed outreach and marketing plan for post purchase counseling services that includes strategies for following up with post-purchase services, for clients previously served.

♦ Conduct virtual and in-person counseling and group education

♦ Implement an internal system for responding to client requests and referrals from a MOHCD-identified coordinating agency within 48 hours

♦ Counseling staff must attend both in-person and virtual counseling training provided by the Coordinating agency and MOHCD

♦ A foreclosure intervention and certification counselor training process including a method for evaluating counselor post-purchase knowledge and performance.

If your agency will provide direct legal services to homeowners, attorneys must be licensed through the State Bar of California. During individual counseling sessions, attorneys must understand and be prepared to offer all the following services:

♦ Reviewing the rights protected under the State of California Homeowner Bill of Rights and other consumer protection laws;

♦ When applicable, reviewing the rights and responsibilities of being a member of a HOA;

♦ Identifying potential rights violations and assessing strategies to address those violations, including legal representation and mediation services; and

♦ Providing limited and/or full-scope legal representation to clients.

Group Workshops

All applicants must offer a minimum of 4 group workshops per year to homeowners. Group workshops follow a written curriculum, which is developed by a coordinating agency and approved by MOHCD. Agencies must offer group workshops free of charge to participants and coordinate with a MOHCD-identified, non-client serving agency who will assign workshop dates and maintain a Citywide Homeownership workshop calendar, counseling referral, and a reservation system. Additionally, the coordinating agency will work with applicants to provide guest workshop presenters as experts on workshop topics. Housing counselors and attorneys shall be prepared to facilitate workshops with the following topics and others identified by MOHCD:

♦ Disaster preparedness, including safety-related strategies for the interior and exterior of the home to reduce the risk of accidents and impact of disasters

♦ In-person basic home maintenance for both HOA members and single-family homeowner;

♦ In-person Estate planning, including changing the title of your home;

♦ In-person property and income taxes for homeowners;

♦ Refinancing

♦ Budgeting and other financial fitness;

♦ HOA rights and responsibilities;

♦ Energy efficiency measures;

♦ Resources for homeowners to sustain homeownership; and

♦ MOHCD program participation responsibilities and obligations

Homeownership Post-Purchase Coordination

The role of the Homeownership Post-Purchase Coordinating Agency is key to providing consistent standardized homeownership counseling services. Applicants will provide technical assistance, direction, resources, and support to agencies providing direct service to residents. and must be prepared to offer all the following services:

Post-purchase education rebate program:

To ensure the success and sustainability of homeownership, the post-purchase education rebate program is designed to empower new homeowners purchasing with MOHCD assistance essential knowledge and support. As part of their closing costs, homeowners pay a fee to encourage attendance at post-purchase workshops. The fee will be refunded to homeowners who complete all 6-hours of post-purchase workshops within 24 months of purchase. The Post-Purchase Coordinating Agency is responsible for managing MOHCD's post-purchase education rebate program.

Other services to be provided by the Post-Purchase Coordinating Agency include:

♦ Technical assistance to housing agencies implementing post-purchase programs including hiring, oversight, and program evaluation.

♦ Communication and information to service providers on counselor training opportunities, program updates, real estate industry standards, and San Francisco market trends;

♦ Adjusting business practices based on market conditions to ensure the continued relevance and effectiveness of the services provided;

♦ Assigning each agency in-person and virtual post-purchase workshop dates, along with maintaining and publishing an annual calendar on the agency's website of all homeownership agency post-purchase workshops;

♦ Providing and then tracking client referrals to HUD-approved housing counseling agencies;

♦ Providing language access materials and equipment to housing counseling agencies;

♦ Conducting at least two in-person, hands-on home maintenance workshops in collaboration with HUD-approved housing agencies.

♦ Meeting monthly with MOHCD staff to ensure alignment with MOHCD programs and initiatives and disseminate information to housing counseling agencies.

If awarded, the coordinating agency must adhere to the following requirements:

♦ In consultation with MOHCD, develop a post-purchase curriculum, including the number of hours and topics specific to first-time condominium and single-family homeowners including two in person home maintenance workshops in collaboration with HUD-approved housing agencies.

♦ Implement a direct service plan for working with HUD-approved housing counseling agencies who provides post-purchase services.

♦ Manage the post-purchase rebate program described above.

♦ Enter into a written agreement with all Post-Purchase Counseling and legal service providers for post-purchase workshop and case management coordination.

♦ Refer clients and track all referrals made.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

If your agency will provide Post-Purchase Mortgage and Homeowner Association (HOA) Counseling Services, your program must provide the following services, and track the following outcomes:

Activity	Outcome
Post-purchase workshop completed - 2 hours	Better understanding of sustainable homeownership
Post-purchase individual counseling	Mortgage/HOA delinquency resolved
	Homeowner Emergency Loan Program (HELP) or other Home Rehab Loan Application completed
	Referral to legal representation to avoid foreclosure
	Non-delinquent financial management Counseling (including budget services) completed

If your agency will be providing Post-Purchase Direct Legal Services to Homeowners, in addition to the activities and outcomes above, you must also use the following activity and outcome.

Activity	Outcome
Legal Representation of homeowner to avoid foreclosure	Foreclosure avoided

If your agency will provide Homeownership Post-Purchase Coordination, your project must provide the following activity and track the following outcomes. Please include numeric goals for these outcomes in your proposal.

Activity	Outcome
Provide post-purchase coordination [Non-Client Activities]	Referrals made to housing counseling agencies
	Deposits received
	Rebates refunded
	Workshops scheduled

Additional Qualifications

If your agency will provide Mortgage and Homeowner Association (HOA) Counseling Services and/or Direct Legal Services to Homeowners, it must:

♦ Be a HUD-approved housing counseling agency who follows the National Industry Standards for Homeownership Education and Counseling, or maintain the ability to practice law in the State of California;

♦ Have a Housing Counseling Plan in place that outlines its policies and procedures for client intake, counselor training, individual counseling sessions, in-person and virtual group workshops, and client follow-up and evaluation; and

♦ Be willing to enter into a written agreement with a MOHCD-identified coordinating agency for post-purchase workshop and case management coordination.

Gender-Based Violence Prevention and Intervention Program

The Gender-Based Violence (GBV) Prevention and Intervention Program is an initiative designed for community-based programs to provide essential violence prevention and intervention services to adults and youth who are victims or survivors of domestic violence, human trafficking, and sexual assault through the following five priority strategies:

- Emergency Shelter
- Crisis Lines
- Legal Services
- Transitional Housing
- Intervention, Prevention, Advocacy and Education

Community Needs

The overarching goal of the Gender-Based Violence Prevention and Intervention Program is to expand the overall safety and security of all people, particularly women, girls, non-binary, transgender, queer-identified, and LBQIA individuals of color. MOHCD defines gender-based violence as all forms of verbal, emotional, psychological, financial, and physical abuse and assault. The program offers a full array of crisis support services to victims of gender-based violence, including domestic violence, sexual assault, human trafficking and sexual exploitation. Through comprehensive trauma-informed prevention, domestic violence intervention and essential services we aim to ultimately create a violence-free future for all San Franciscans.

Strategy

The GBV Prevention and Intervention Program focus is to fund community-directed, neighborhood-based, comprehensive violence and gender-based violence prevention programs and services that reach specific communities but are available to residents city-wide. Applicants should consider programs that would increase services to underserved populations and ensure that services are representative of their community demographics. To ensure high quality services, applicants must identify and address the specific needs of different populations; meet the unique requirements of survivors of domestic violence, sexual assault, human trafficking, or sexual exploitation; and provide comprehensive, community-based services that are accessible to San Francisco's diverse communities. A culturally competent and client-based approach is required to address the specific ethnicity, language, and cultural needs that clients have. In addition, applicants should factor other diversities among clients, such as education, age, income level, immigration status, veteran status, sexual orientation, and gender identity to properly assess needs and provide appropriate services. San Francisco is a Sanctuary City that is obligated to provide services regardless of citizenship or immigration status.

 We are seeking proposals that meet the needs of individuals disproportionately impacted by gender-based violence, particularly women, girls, trans and nonbinary individuals from underrepresented or underserved communities. Underserved communities are often characterized by a lack of community input in service design and delivery, a lack of culturally and linguistically appropriate services, and the absence of community-specific services, as well as factors associated with social determinants of health. Current priority service groups include but are not limited to individuals of color, veterans, limited English proficient individuals, immigrants, sex workers, disabled women, homeless women, transgender individuals, LGBTQ youth, Indigenous, Native American and Black women, and commercially sexually exploited youth. Services should be prioritized to serve San Francisco residents within these populations. It is important to note, we are seeking to have a diverse portfolio with providers prioritizing outreach to our most marginalized and historically underserved populations.

To address the multitude of needs of individuals that have been impacted by gender-based violence, we are prioritizing the following strategies:

Domestic Violence Emergency Shelter and Support

Comprehensive shelter services that are responsive to the needs of survivors of violence against women and their children is a foundational service for those impacted by gender-based violence. The services do not just include emergency shelter but also incorporating case management and wrap around support services as counseling and goal setting through an individual or family service plan, advocacy, children's services, financial capability and planning, referrals for vocational or educational opportunities, and community referral services to meet client's distinct needs. To achieve self-sufficiency, a service provider must have capacity to address a multitude of needs and barriers, as inter-dependency exists between them. Shelters are to provide these services directly or by formal collaboration with a sub-contractor documented by a memorandum of understanding and written referral procedures to ensure that clients are fully supported.

Domestic Violence and Sexual Assault Crisis Lines

Another critical component to addressing Gender-based Violence Prevention and Intervention, is providing functioning and accessible crisis line services to the public. This must incorporate crisis counseling and referrals for survivors of gender-based violence, their friends and families, as well as requested information for members of the public. Crisis line services must be multi-lingual and culturally competent, and be provided 24-hours a day, every day of the year. The crisis line must be well-publicized in San Francisco's communities, through extensive outreach and promotion, and in multiple languages.

To effectively meet the needs of target population and create a seamless process to access services, formally collaborative proposals with MOUs between service providers will be prioritized for funding for this program area.

Legal Services

To fully support the legal needs of victims of gender-based violence we are seeking applicants to provide comprehensive legal services to survivors of violence and their children in the areas of civil, criminal, and family law. These services include, but are not limited to child custody and visitation, child support, divorce, immigration, restraining orders, accessing public benefits, and other legal matters. Legal Services are provided through Limited and Extended legal services:

Limited Services include: counsel and advice, such as preparing and providing advice to the client, reviewing relevant information, and counseling the client on how to take action to resolve the issue; and limited action, such as services provided to a client that involve the preparation of relatively simple or routine documents and relatively brief interactions with other parties, which could include preparing short letters, drafting routine documents or power of attorney, making a telephone call, or helping a pro per client prepare court or other legal documents.

Extended Services include: negotiating a settlement with or without litigation; representing a client in court or in an administrative agency; and providing another extensive service, which may include research, preparation of complex legal documents, interaction with third parties on behalf of clients, ongoing assistance to clients, etc. This scope of representation is sometimes also referred to as "Full Scope Representation."

Legal services should consider population-specific needs, such as improving access to and quality of civil legal services for San Franciscans with limited English proficiency, those who may be physically or socially isolated, those with limited access to transportation, and

those who have constraints due to employment or childcare obligations.

To effectively meet the needs of target population and create a seamless process to access services, formally collaborative proposals with MOUs between service providers will be prioritized for funding for this program area.

Transitional Housing

To secure the housing needs of victims impacted by gender-based violence, applicants should provide safe and culturally competent residential transitional housing programs. In conjunction with gender-responsive services, housing should empower survivors of violence to further develop life skills and support to fully heal from trauma and lead to self-sufficiency. A full range of referrals to services should be offered in San Francisco, including health care, legal support, criminal justice services, financial capability and planning, vocational or educational opportunities, social services, with an overall intent to find long-term and/or permanent housing.

Intervention, Prevention, Advocacy and Education

To intervene and prevent violence against women and girls, we are seeking providers to offer accessible and culturally-competent community outreach and intervention and advocacy services through educational trainings and workshops. Applicants should provide extensive outreach to engage with diverse women and children impacted by gender-based violence and facilitate educational programs and workshops that promotes safety, emotional well-being, and economic independence. Programming should encompass comprehensive violence intervention and prevention through education and advocacy. Services should reach priority populations (women and girls) and offer or refer individuals at risk of violence to emergency lodging and shelter, or to other prevention and intervention services (such as individual or group counseling, crisis intervention, or other advocacy services.

Educational programs may involve collaborations with a variety of institutions, including health, education, social services, and criminal justice entities. Applications may also provide training for community organizations, service providers, educational institutions, and/or social and health care agencies to enable them to identify clients who have experienced, or are at risk of experiencing domestic violence, sexual assault, human trafficking or sexual exploitation. Proposals including community collaborations are encouraged to best support clients on their journey to self-sufficiency.

All Gender-Based Programs:

A Holistic Approach to Programming: It is important to note that all programs and services should incorporate both case management and wrap-around support services. This is not intended to be clinical case management, but rather shorter-term case management that results in an attainable goal-oriented Individual Service Plan. It includes a client intake process to assess needs, regular meetings and follow up with the client, and enhanced information and referral to support the client's unique needs. Staff will assist clients with meeting the goals outlined in the service plan by providing information and referral to other services as appropriate. Clients should be connected to an appropriate referral service that best addresses their individual needs, including emergency lodging and shelter, referrals to other prevention and intervention services, such as accompaniment, individual or group counseling, crisis intervention, or other advocacy services to enhance self-sufficiency. Please ensure to speak to how case management and wrap-around support services will be integrated into your program model. Further, all programming should maximize, leverage and coordinate with existing services and partnerships in San Francisco's community service ecosystem.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Emergency Shelter Services

Activity	Outcome
Emergency Shelter - Shelter Beds	Clients provided shelter beds
	Number of shelter beds
	Number of bed nights being utilized
Emergency Shelter- Crisis Calls	Clients provided services through crisis line
	Number of calls received through crisis line
Emergency Shelter - Support Services	Clients provided with wrap-around support services
Emergency Shelter - Case Management	Clients provided case management and goal setting through an individual or family service plan
Emergency Shelter - Enhanced Information and Referral	Clients successfully connected to appropriate external resources and services

Crisis Lines

Activity	Outcome
Crisis Lines- Crisis Calls	Clients provided services through crisis line
	Number of calls received through crisis line
Crisis Lines - Support Services	Clients provided with wrap-around support services
Crisis Lines - Case Management	Clients provided case management and goal setting through an individual or family service plan
Crisis Lines - Enhanced Information and Referral	Clients successfully connected to appropriate external resources and services

Legal Services

Activity	Outcome
Legal Services - Limited Services	Clients received brief advice and counsel on how to resolve legal issue, help with document preparation, communication with other parties, or other limited service
Legal Services - Extended Services	Client's legal issue is successfully resolved through full-scope representation
Crisis Lines - Support Services	Clients provided with wrap-around support services
Legal Services - Case Management	Clients provided case management and goal setting through an individual or family service plan
Legal Services - Enhanced Information and Referral	Clients successfully connected to appropriate external resources and services

Transitional Housing

Activity	Outcome
Transitional Housing - Housing Beds	Clients provided transitional housing beds
	Number of transitional housing beds
	Number of bed nights being utilized
Transitional Housing- Support Services	Clients provided with wrap-around support services
Transitional Housing - Case Management	Clients provided case management and goal setting through an individual or family service plan
Transitional Housing - Enhanced Information and Referral	Clients successfully connected to appropriate external resources and services
Transitional Housing - Life Skills Training	Clients enrolled in life skills training including financial management, educational and workplace skill development

Intervention, Prevention, Advocacy and Education

Activity	Outcome
Intervention and Prevention - Community Outreach Events	Attendees of events promoting gender-based violence intervention and prevention
	Number of events promoting gender-based violence intervention and prevention
Intervention and Prevention - Educational Trainings and Workshops	Clients that attended trainings and workshops that promote life skills, safety, emotional well-being, economic independence, etc.
Intervention and Prevention - Service Provider Educational Trainings and	Number of service provider trainings that help identify and support their clients impacted by gender-based violence
Intervention & Prevention - Enhanced Information and Referral	Clients successfully connected to appropriate external resources and services
Intervention and Prevention - Support	Clients provided with wrap-around support services
Intervention and Prevention - Case Management	Clients provided case management and goal setting through an individual or family service plan
Intervention & Prevention - Enhanced Information and Referral	Clients successfully connected to appropriate external resources and services

Additional Qualifications

♦ Applicant must demonstrate a minimum of three (3) years' experience providing gender-based violence prevention and intervention services in the areas of domestic violence, sexual assault, sexual exploitation, and/or human trafficking services. In your proposal response, please include details of your demonstrated experience.

♦ For applicants for Domestic Violence Emergency Shelter & Support and Domestic Violence and Sexual Assault Crisis Lines please include committed to hours of operation for services.

♦ Applicants should have the ability to report on multiple data points in a grant-management system and effectively track programmatic performance outcomes, demographic information and such.

If an applicant is applying for multiple program areas (listed above), we are requesting one proposal per strategy area.

If an applicant is looking to serve multiple populations in one strategy area, we are requesting that applicants submit one proposal and not multiple within the same program area.

Housing Services

» DESCRIPTION OF THE PROGRAM

Housing Services provides a holistic program approach grounded on its effort to prevent homelessness and increase housing retention consisting of the following distinct program areas: Housing Place- Based services, Home Modifications, Eviction Prevention and Stabilization Services, Tenant Right to Counsel, Tenant Counseling and Education, Tenant Based Subsidies, Tenant Landlord Assistance, Shared Housing, and HIV Supportive Housing. Program descriptions (including strategies and activities) can be found for each.

» COMMUNITY NEEDS

HOPE SF and SRO Residents: Residents of HOPE SF (redevelopment projects to sustain these low-income units) as well as Single Room Occupancy (SRO) housing developments experience similar but also unique needs compared to other low-income households throughout the city.

Many do not speak English as their primary language, and need assistance and services offered in multiple languages or through interpretation and translation services. They require assistance accessing healthy foods, and a majority report feeling socially isolated.

Many have difficulty coping with stress, anxiety, or depression, and many report feeling unsafe within their homes, buildings and/or neighborhoods. Families and households need housing stabilization services to ensure timely rent payment, compliance with house and lease rules, and ongoing housing stability.

For seniors and persons with disabilities in these units, it can be a challenge, physically and psychologically, to leave home and access services. They require case management and care coordination, community engagement, and transportation options to help them identify and address barriers to self-sufficiency.

Given the myriad economic, social, mental health, mobility and language needs within these developments, it is essential for service providers to adopt place-based activities that build community cohesion and develop skills for coping with daily stresses. In some cases, residents will express their needs but need assistance in fully engaging with services. Depending on the intensity of need both service connection and case management can be an effective strategy. Service Connectors and Case Managers must intentionally engage and develop trust in order to fully support their residents needs through on-site activities or comprehensive referrals to other community-based organizations.

Through the community engagement process, participants prioritized onsite services to support residents to sustain their housing and ultimately transition to more permanent housing is a priority to residents of subsidized housing. Participants name a need to hire, train, and maintain quality staff; case management, mental health, and addiction recovery services; employment and training services and better coordination with community services and providers. SRO residents would also benefit from support applying for affordable housing.

♦ 95% of community forum participants across neighborhoods rated "Services for affordable housing residents (e.g., service connection, resident education and/or workshops, leadership development training, economic self-sufficiency, and public safety)" as "Important." 76% said that this service "Needs Improvement."

♦ Specific mentions of SRO hotels describe them as inadequate housing solutions by community engagement participants, who cited a lack of privacy, kitchen and bathroom space, and overcrowding. SRO residents could likely benefit from targeted support for appropriate and more permanent housing solutions, with one focus group participant describing SROs as considered "a form of stable housing, but some of our clients feel like that type of unit is not stable…SROs can be claustrophobic… [people need] dignified housing."

» STRATEGY DESCRIPTIONS

Housing Place-Based Services

Housing Place-Based Services

This strategy supports a similar variety of skill building, resident leadership, and service connection resources as listed under the Community-Based Services strategy. However, these activities are delivered on-site to residents of HOPE SF and SRO housing developments. Additionally, residents are invited to participate in community building activities that increase cohesion and trust, provide leadership opportunities, and lead to healthier outcomes for residents at HOPE SF sites and SRO housing developments.

Grant funding available through this strategy will support one or more (or any combination) of the following eligible activities:

♦ Enhanced information and referral services;

♦ Service connection;

♦ Case management;

♦ Case coordination;

♦ Resident leadership training; and

♦ Resident education workshops.

A more detailed description of each of these eligible activities is available on the following pages. Grant funding can support staffing costs, facility or venue costs, materials and supplies, consultant fees, and any other costs associated with these eligible activities. We encourage collaborative proposals, and for applicants to include as part of their proposal Memorandums of Understanding (MOUs) or similar agreements with property management, on-site service providers, and/or other partners in support of the integration of this proposed work into a site-based plan.

Life Skills Workshops, Training and/or Classes

Client receives individual (including mentorships), group or online training in communication, time management, problem solving, planning, leadership development, digital literacy, and other life skills needed to effectively navigate community, educational and/or workplace environments and challenges.

Academic Skills Workshops, Training and/or Classes

Client receives individual (including tutoring), group or online training, workshops or assistance with academic subject matter that leads to high school diploma attainment, GED and/or enrollment in post-secondary programs.

English as a Second Language (ESL) Workshops, Training and/or Classes

Client participates in ESL training that has a written and standardized curriculum. This can be individual (including tutoring), group, workshop and/or online training.

Applicants must show linkages to City College's ESL program and demonstrate the need for basic ESL training to be provided by the grantee rather than directly through City College programs. This activity is designed to prepare participants for entry into City College's ESL program. Appropriate services include basic ESL and VESL courses, field trips to the City College campus, introductions to City College professors and staff to ensure comfort, and assistance navigating City College course enrollment.

Workplace Skills Workshops, Training and/or Classes

Workplace skills training that removes basic barriers to employment and leads to further training opportunities through OEWD sector-specific job training programs, or to other City and non-City job training programs. MOHCD will not fund projects that provide job training or placement, but rather ones that remove barriers and prepare clients for enrollment and success in formal job training programs.

Enhanced Information and Referral Services

Client receives assistance to support them with navigating a range of options to make the most informed service decisions and is connected to an appropriate referral service that allows them to care for themselves, or work to overcome setbacks.

Service Connection

Service connection Involves assessing needs and providing resources or referrals to clients on an "as needed" basis. Service connectors assess clients' immediate goal(s) and provide different types of resources or referrals to an individual or family depending on their in-the-moment needs. Service connection may also include community engagement activities, such as

Service Connection—Continued

community outreach and enhanced information and referral. Unlike case management, service connection does not focus on assessing or addressing the recurrent or root issues of challenges clients may experience.

Short-Term Case Management

This is not intended to be intensive or clinical case management, but rather shorter- term case management which results in an attainable, goal-oriented Individual (or Family) Service Plan. It includes a client intake process to assess needs, individual or family services planning, regular meetings and follow up with the client, and enhanced information and referral to and/or placement in services. The project meets clients where they are based on the origin of need. It helps clients take small achievable steps based on the client's capability to fulfill their needs and build their skills towards achieving self-sufficiency.

Staff track progress toward service plan goals through follow up and make plan adjustments as needed. They assist clients with meeting the goals outlined in the service plan by providing information and referral to other services as appropriate. Clients who require long-term or intensive case management services can be referred out to another service provider that specializes in more intensive case management.

Case Coordination

Case coordination allows staff to coordinate and support a client who has multiple service providers with the implementation of the different Individual Service Plans. Case coordination prevents duplication and excessive demands on the client and streamlines the coordination of the different resources. Staff convene case consultation meetings or phone conferences with service providers to develop a case coordination plan, which is shared with the client as a roadmap for how to effectively meet their service goals.

Community Events

Community events are developed and organized to support residents' needs, to embrace cultural diversity, and to celebrate life. Through participation in these events, residents strengthen their community and embrace the importance of engagement and leadership.

Targeted Outreach

Targeted outreach increases awareness and encourages residents and families within the housing developments to participate in the on-site activities that focus on housing stability, economic mobility and job readiness, education, health outcomes, and safety.

Activities and Outcomes Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Enhanced Information and Referral	Client used Information and/or successfully connected to appropriate services
Service Connection	Short-term goals identified through Needs Assessment are successfully addressed
Case Management	Individual Service Plan developed, based on completed Needs Assessment
	Client completes at least 50% of goals by end of fiscal year
	Client completes 100% of goals by end of fiscal year
Case Coordination Plan Developed	Client able to engage in coordinated services
Resident Participates in Leadership Training	Resident completes training, develops one or more identified leadership skills
Resident Participates in Resident Education Workshops	Resident completes workshop to retain and further stabilize household and/or community

Additional Qualifications

♦ Applicants must be nonprofit organizations whose purpose or mission is to provide services to vulnerable populations in San Francisco.

♦ Applicants must demonstrate experience working in SROs, public or subsidized housing developments.

♦ Applicants working at HOPE SF sites commit to achieving the ambitious vision of racially and economically inclusive communities.

♦ Applicants should have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing.

♦ Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

Home Modifications

This service strategy will support equitable access to affordable homeownership preservation services. Organizations that apply under this strategy will provide the following services:

♦ Development and tracking of outreach plan and strategies to MOHCD targeted populations

♦ Broad stakeholder engagement and trusted relationships with HUD approved housing counseling agencies, including sharing information with and accepting referrals from agencies providing homeownership post-purchase counseling;

♦ Development and tracking of outreach and implementation strategies to MOHCD targeted populations and local contractors including project management systems and client services assessments;

♦ Emergency home repairs for low-income households that improve their safety, accessibility, and health outcomes; and

♦ Exploring ways to assist with deferred property maintenance.

Activities and Outcomes Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Feel free to expand on these or offer other measures of success in your proposal.

Activity	Outcome
Home Assessment Completed	Healthy Housing Score Determined
Home Modifications Installed	Healthy Housing Score Increased by 3 points or More
Home Modification Assistance	CalHome or Cover Loan Application Completed
Solar Assessment Completed	Solar Modification Installed

Additional Qualifications

♦ Applicants must have a mission that supports housing stabilization for vulnerable populations in San Francisco, and a demonstrated track record of preserving the accessibility and affordability of homes in communities at-risk of displacement;

♦ Applicants must have experience providing free or low-cost home assessments, critical repairs and home modifications, and an ability to provide targeted outreach and engagement, resulting in equitable access to home preservation programs and products; and

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

Eviction Prevention and Housing Stabilization

Preventing the displacement of San Franciscans from their homes is both affordable housing preservation and cultural preservation. When San Franciscans are displaced from their homes, particularly low-income and longtime San Franciscans, they are left to contend with finding housing in one of the most expensive rental markets in the country. They typically move far away from their workplaces and social networks, or into a situation with even more severe housing problems, such as overcrowding, unsafe or unsanitary conditions, and severe rent burden. Displacement can also have a direct and long-lasting detrimental impact on a household's mental and financial wellbeing.

MOHCD funds community-based organizations (CBOs) to deliver essential anti-displacement services to residents, including:

♦ Eviction legal assistance, including implementation of the Tenant Right to Counsel

♦ Tenants' rights counseling, education and outreach

♦ Tenant-landlord mediation and technical assistance to housing providers

♦ Emergency rental assistance and ongoing deep and shallow tenant-based subsidies

To prevent the displacement of vulnerable households, we seek to fund programs and solutions that:

1. Provide full-scope legal representation to every San Francisco residential tenant facing eviction that results in either a) tenants staying in their homes, or b) the negotiation of a settlement that provides enough time and/or money for tenants to find other housing in their community.

2. Provide additional support to special needs tenants facing residential instability that results in these tenants staying in their homes and connected to services.

3. Provide emergency financial assistance to keep tenants in their homes.

4. Provide counseling and education to tenants that results in knowledge of their rights and asserting their rights when necessary, as well as knowing where to go for assistance in rental housing matters.

5. Develop the leadership of tenants and tenants' rights counselors that results in increased civic engagement and service coordination citywide.

6. Provide deep, shallow and one-time rental subsidies that lower a vulnerable household's rent burden (i.e., the portion of their household income that goes toward rent) and, when possible, helps them income-qualify for MOHCD Affordable Rental Opportunities.

7. Provide a readily-available continuum of conflict resolution services to tenants, landlords, property managers, and other rental housing stakeholders at any stage of a tenant-landlord or tenant-tenant conflict, with a focus on quickly de-escalating tensions that can lead to an eviction or other form of residential instability.

8. Provide housing stability case management, navigation, and/or triage services to vulnerable households who may not qualify for housing assistance in the City's Homelessness Response System, or may not be eligible for MOHCD Affordable Rental Opportunities, but who would benefit from support toward housing stability

Community Needs

Residential instability often brings about other forms of instability in families, schools, and communities, compromising the life chances of adults and children. Anti- displacement is a key cultural preservation strategy, as it aims to prevent the displacement of San Francisco's diverse and vibrant communities.

Preventing the displacement of tenants in rent-controlled housing is a key affordable housing preservation strategy. State law prohibits vacancy control, which means that when a tenant household is displaced from their rent-controlled home, the rental unit that they are vacating resets to market-rate rent. This creates a financial incentive for landlords and causes residential displacement that pushes lower-income and longer- term residents out and replaces them with higher-income, more recent residents.

Additionally, some tenants are subject to certain rent increases that allow landlords to raise rents to market rate on rent-controlled units if the last original occupant no longer lives in the unit.

Displaced households are not only displaced from their home, they are also left to contend with finding housing in one of the most expensive rental housing markets in the country. These displaced households, particularly lower-income households, typically move far away from their workplaces and social networks, and/or into a housing situation with even more severe housing problems.

Many low-income residents occupy units that are not legally sanctioned, or live in units with poor conditions, as a result of the housing affordability crisis.

Tenants do not always know their rights or know how to assert their rights. Some tenants are offered buyouts from landlords to vacate their home and feel coerced into accepting them only to realize that the amount of money received is not enough to secure new housing.

The misleading information that tenants in these and other situations may receive can lead to significant tenant confusion and result in tenants prematurely or unnecessarily leaving their homes.

Additionally, tenants with limited English proficiency may receive information in a language they do not understand. The threat of losing one's home is emotionally and financially stressful and may impact a tenant's ability or confidence to fight eviction efforts. When tenants are able to receive counseling that clearly provides information about what their rights are and how to manage stress in these situations, tenants can feel more empowered to assert their legal rights to remain in their homes.

Tenant-based rental subsidies and emergency rental assistance offer a safety net for San Franciscans who are at particular risk of homelessness. Seniors and adults with disabilities are also particularly vulnerable.

Community engagement participants shared that emergency rental assistance, in particular, is an incredibly important service, but it needs improvement, noting that the application process and timing is inadequate for people in crisis.

- ♦ 97% of community forum participants across neighborhoods rated emergency rental assistance as "Important," the second highest after community services. 80% said that this service "Needs Improvement."

- ♦ Participants of the Re-entry community focus group named emergency rental assistance as the most important service.

- ♦ Transgender and LGBQ focus group participants highlighted a need for greater emergency housing services, such as emergency rental assistance, eviction protection, and legal services.

Tenants who are vulnerable to eviction, including those who cite frequent abuse or harassment such as residents of rent-controlled apartments, Transgender and Queer residents, and residents with disabilities, benefit greatly from counseling and other legal services. Yet, residents feel these services need improvement, calling for clearer tenant protections and greater coordination between the city and providers.

- ♦ Participants in the anti-displacement CBO providers' focus group, the Transgender focus group, and the Chinatown community forum named eviction prevention legal services as a top priority.

- ♦ 77% of community forum participants across neighborhoods rated "Eviction prevention legal services (e.g., mediation, representation)" as a service that "Needs Improvement."

- ♦ 76% of community forum participants across neighborhoods rated "Tenant and landlord

assistance (e.g., counseling and education)" as a service that "Needs Improvement."

- ♦ Participants in the SOMA community forum noted particular experience with eviction due to the Ellis Act (a provision in California Law that provides landlords with a legal way to exit the rental business) and owner move-ins.

- ♦ Participants from the Western Addition community forum noted the Plaza East lawsuit as a success story of tenants organizing and winning $4 million dollars.

*"Legal services to the **elderly** has an over 90% success rate in keeping people housed, most of them are extremely low income."*

- HSN provider focus group

*"The primary issues that show up in tenant rights clinics citywide are issues related to high cost of rent, rent debt, persistent habitability issues, **pressure on long-term tenants to move when buildings are up for sale or recently sold**, and ongoing, consistent harassment of tenants be landlords and property managers (often related to goals to displace but not always)."*

- Anti-displacement CBO providers focus group

Many residents fear being displaced by increasing rents, as well as abusive landlords. It is important for MOHCD to continue to invest in and improve rental assistance and tenant protection programs. Rents across the city are too high for residents (low- and middle-income), even those with subsidies. Many residents fear being displaced by "outsiders" that are moving into the community and driving up rents. Residents want MOHCD to do more to prevent their displacement (namely, Black and Latino). Landlord abuse further exacerbates the issue of high rents. Residents recounted stories of landlords who harass them or fail to keep up with maintenance. While MOHCD offers eviction prevention legal services and tenant and landlord assistance programs, these programs were rated as needing improvement by most community forum participants. Residents that can hang on lament friends or family who have been displaced (especially their children who will no longer be able to live in San Francisco).

*"Continue to proactively **promote tenants' rights in many languages**. Many other tenants don't know about the breadth of protections and rights they have and will accept bad conditions or financial abuse from landlords."*

◊   Asian survey respondent

*"In our community this is a lot of **harassment with [...] landlords that are not API**. Without resident services people feel unsafe."*

– API CBO focus group

*"Establish a **landlord criminal database** easily accessible to renters of all languages. Too many landlords have committed crimes against tenants and continue to run their businesses with no public knowledge. Renters should have the right to know who they are paying for housing."*

- Survey respondent

Tenant Right to Counsel (TRC)

This service strategy will ensure that tenants receive legal representation in the case of an eviction, from start to finish. This representation includes, but is not limited to: filing responsive pleadings, appearing on behalf of a tenant in court proceedings, and providing legal advice.

Current City law requires that full-scope legal representation be available to a tenant thirty days after the tenant is served with an eviction notice or upon service of an unlawful detainer complaint (whichever occurs first). Legal representation must continue at least until such time that the eviction notice or unlawful detainer complaint is withdrawn, the case is dismissed, or a judgment in the matter is entered. TRC program policies and procedures are subject to change at the discretion of the City and County of San Francisco. TRC will be implemented by a lead partner, coordinating and collaborating with TRC partner agencies.

Housing legal services not related to an eviction or when an eviction is imminent are not eligible under this strategy. For applicants interested in applying for general housing legal services funding, view the Housing Justice strategy under the Access to Civil Justice program area.

Please note, applicants may apply to 1) be the TRC Lead Partner, 2) be a TRC Partner, or 3) fulfill both the Lead Partner and TRC Partner roles together

Functions of TRC Lead Partner

The TRC Lead Partner will provide the following services and activities:

♦   Full-scope legal representation of Prop F-eligible clients and limited services to all other clients facing eviction;

♦   Referral, support and oversight of Eviction Prevention rental assistance to eligible clients

♦   Recommendations for TRC program policies and procedures;

♦   Coordinate coverage at Mandatory Settlement Conferences and, along with MOHCD, serve as San Francisco Superior Court's TRC program point of contact;

♦   Develop and operate data management systems to perform case management and program-wide referral functions;

♦   Assess program-wide workforce development needs;

♦   Convene case conferences and promote best practices;

♦   Deliver periodic trainings to TRC Partners and community stakeholders (e.g., tenant counselors); and

♦   Support MOHCD with TRC program data collection and evaluation.

Functions of TRC Partners

TRC Partners will provide the following services and activities:

♦   Full-scope legal representation to Prop F-eligible clients, consistent with their respective organizational missions and TRC program policies and procedures.

Eligible Costs

Eligible costs include, but are not limited to: Staff (e.g., attorneys, paralegals, social workers, tenant advocates, and social services navigators for special needs clients only)

♦   Litigation (e.g., service of process, deposition, and investigation)

♦   Program delivery (i.e., shared and direct program costs)

♦   Indirect costs (not to exceed higher of 15% of the grant amount or federally-approved indirect cost rate).

The TRC Lead Partner can also include the following eligible costs:

♦   Referral, support and Oversight of financial assistance (e.g., back rent assistance)

♦   Performance of program-wide functions (e.g., staff and consultants).

Quality Expectations

To ensure consistent and high-quality legal representation across providers, individual TRC Partner programs that have fewer than two dedicated staff attorneys and one dedicated supervising attorney with at least five years' experience in housing law may receive their grant funding in the form of a subcontract. As a subcontractor to the TRC Lead Partner, these programs would receive supplemental supervision and programmatic support through that contractual partnership. *MOHCD reserves the right to separate collaborative grant awards or combine individual grant awards to form collaborative grants.*

To ensure the quality of work done and allow for effective oversight, each TRC Partner must submit timely data via monthly reporting to both the Lead Partner and MOHCD.

In your proposal:

- ◆ Applicants who currently receive TRC grant funding should describe their current MOHCD-funded program budget, including staffing (for both filled and vacant positions) and subcontractors. Indicate whether you are seeking less, continued or increased funding (to be addressed in Narrative Question 8: Project Budget).
  - ◊ If you are requesting increased funding, describe the unmet need and your proposed approach to addressing it (to be addressed in Narrative Question 2: Program Design).

- ◆ All applicants must identify whether they are applying for the TRC Lead Partner or TRC Partners role (to be addressed in Narrative Question 2: Program Design).

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Full-Scope Representation	Tenant Stays or moves out
	Representation Terminated by Client or LSO
	Affirmative: Negotiated Settlement with or without Litigation - Obtained Redress
	Affirmative: Case Dismissed/Plaintiff (Client) Withdrew
	Affirmative: Trial Defeat
Post-Settlement Representation	Tenant Stays or moves out
	Representation Terminated by Client or LSO
Post-Judgment Representation	Tenant stays or moves out
	Representation Terminated by Client or LSO
Administrative Advocacy in Response to SFHA Proposed Termination of Assistance	Tenant stays or moves out
Administrative Advocacy Challenging Determination by SFHA	Determination overturned or upheld
Administrative Advocacy Seeking Determination by SFHA	Favorable or unfavorable determination
Administrative Advocacy at Rent Board Hearing	Reduced Rent
	Preserved Rent Control or lost status
	Other - Dispute Resolved in Tenant or Landlord's favor
Limited-Scope Representation at Mandatory Settlement Conference	Tenant stays or moves out
	Representation Terminated by Client or LSO
	Case Not Settled, Case Proceeds to Trial (Pro Per Defense)
Limited-Scope Representation in Other Eviction Matter	Tenant stays or moves out
	Representation Terminated by Client or LSO
	Assisted with Discovery
Counsel & Advice in Eviction Matter	Client Understands Their Legal Strategy/Options

Continues on next page.

Activity	Outcome
Counsel & Advice in Eviction Matter	Client Understands Their Legal Strategy/Options
Pro Per Assistance - Answer/Responsive Pleading	Default Judgment Prevented
Pro Per Assistance - Post-Settlement	Judgment Entered (Tenant Evicted)
	Modified Settlement Negotiated
	Judgment Denied (Settlement Remains in Place)
Pro Per Assistance - Post-Judgment	Stay Granted, Eviction Delayed
	Tenant Evicted
	Other
Referral to Pro Bono Full-Scope Representation	Negotiated Settlement with Litigation - Tenant stays or moves out with sufficient time and/or money to secure alternative housing
	Negotiated Settlement without Litigation - Tenant or moves out with sufficient time and/or money to secure alternative housing
	Case Dismissed/Plaintiff Withdrew
	Client Withdrew From Services
	Court Victory (Pursuant to Dispositive Motion)
	Trial victory or tenant evicted
Referral to Contracted Full-Scope Representation	Negotiated Settlement with Litigation - Tenant stays or moves out with sufficient time and/or money to secure alternative housing
	Negotiated Settlement without Litigation - Tenant stays or moves out with sufficient time and/or money to secure alternative housing
	Case Dismissed/Plaintiff Withdrew
	Client Withdrew From Services
	Court Victory (Pursuant to Dispositive Motion)
	Trial Victory or tenant evicted
Limited Service	Provided Non-UD Limited Service
Triage - Imminent Loss of Housing	Warm Referral to Eviction Prevention System – UD, Pre-UD, post-settlement or post judgement
	Warm referral to rental assistance/tenant-based subsidy, homelessness response system, or other social services
	Service Coordination/Negotiation with owner resulting in preservation of tenancy, housing placement, or loss of tenancy
	Service Coordination/Negotiation with Owner Resulting in Loss of

Additional Qualifications

♦ Applicants must have a purpose or mission is to provide services to vulnerable populations in San Francisco.

♦ Applicants (and their proposed subcontractors, if applicable) must have demonstrated experience providing full scope legal representation in eviction cases, a demonstrated commitment to coordinating efforts with local legal services and tenant counseling organizations, and a demonstrated commitment to the implementation of the coordinated and required framework and elements as listed above.

♦ Applicants (and their proposed subcontractors, if applicable) should also have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing. Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

Tenant Counseling and Education

This service strategy will support tenant counseling and education provided by non- attorneys, as well as the coordination of tenant-serving organizations citywide.

Eligible activities include:

- ♦ Tenant counseling services and more intensive advocacy around a variety of tenant-landlord issues, including but not limited to:
  - ◊ Threats of eviction;
  - ◊ Rent increases;
  - ◊ Habitability matters;
  - ◊ Reasonable accommodations;
  - ◊ Fair housing matters;
  - ◊ Rent Board proceedings;
  - ◊ San Francisco Housing Authority proceedings;
  - ◊ General tenant-landlord issues;
- ♦ Know-your-rights education to tenants and community-based stakeholders in group and one-on-one settings, which may include workshops and door-to- door outreach;
- ♦ Referring tenants facing eviction to the Tenant Right to Counsel (TRC) Program;
- ♦ Tenant-focused leadership development and civic engagement programming; and
- ♦ Convening tenant counselors and other tenant advocates to improve service coordination, promote best practices, and advance a public information campaign around tenants' rights citywide.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Administrative Advocacy with SF Housing Authority	Favorable Determination
	Unfavorable Determination
Administrative Advocacy with Rent Board	Matter Resolved in Tenant's Favor
	Matter Resolved in Landlord's Favor
Assistance/Education with Rent Board	Tenant Is Prepared to Navigate Rent Board
Tenant Counseling - Eviction Notice/ Threat	Referred to TRC LSO
	Collaboration with TRC LSO
	Tenant Referred to Private Attorney
	Tenant Avoids Eviction
	Tenant Moves Out
Tenant Counseling - Non-Eviction Matter	Matter Resolved in Tenant's Favor
	Matter Not Resolved
	Matter Referred to Appropriate Agency

Additional Qualifications

- ♦ Applicants must have a purpose or mission is to provide services to vulnerable populations in San Francisco.

- ♦ Applicants (and their proposed subcontractors, if applicable) must have demonstrated experience providing tenant counseling services and a demonstrated commitment to coordinating efforts with local legal and social service organizations.

- ♦ Applicants (and their proposed subcontractors, if applicable) should have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing. Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

- ♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities

Tenant Emergency Rental Assistance

This service strategy reduces risk of housing insecurity and homelessness by providing financial assistance for tenants. San Francisco's Emergency Rental Assistance Program (SF ERAP) developed during the COVID-19 pandemic to keep San Franciscans housed during a public health emergency. The program distributed over $60 million to over 10,000 households between July 2021 and March 2024. SF ERAP continues to operate using local funds and employs an evidence-based assessment tool that targets tenants with the highest likelihood of homelessness or housing loss. The program is operated and funded as a partnership between MOHCD and the Department of Homelessness and Supportive Housing (HSH).

SF ERAP providers will be required to implement the program as specified by MOHCD; parameters to screen and identify residents will be undertaken in accordance with MOHCD policies and procedures and by utilizing MOHCD-provided tools. While only households whose applications meet the vulnerability assessment threshold will receive financial assistance, ERAP providers will also provide limited assistance to not-selected households (such as explaining denials, offering opportunities for applicants to correct or dispute decisions, and providing information & referrals).

Specifically, SF ERAP providers will be responsible for:

♦ Helping eligible tenants apply for assistance;

♦ Reviewing applications and determining whether they meet eligibility and selection criteria;

♦ Ensuring non-duplication of benefits and preventing fraud;

♦ Communicating with applicants regarding their status and gathering required information and documents from both tenant and landlord;

♦ Issuing checks and maintaining accurate financial records and strong fiscal controls;

♦ Entering client data in an accurate, timely way in the BACS Prevention Platform;

♦ Outreach and promotion of SF ERAP, specifically to communities or neighborhoods that are particularly vulnerable to displacement or homelessness; and

♦ Attending regular trainings held by MOHCD and HSH.

Eligible Costs:

The following costs associated with housing services, among others to be determined, may be eligible for reimbursement through these future grant awards:

♦ Financial assistance costs (funds directly disbursed to landlord/property manager or in limited cases, tenants themselves);

♦ Staff (e.g., program staff, accounting/finance);

♦ Program delivery (i.e., shared and direct program costs); and

♦ Indirect costs (not to exceed higher of 15% of the grant amount or federally-approved indirect cost rate).

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Direct Financial Assistance	Move-in Assistance provided
	Back or Future Rent Assistance
	Rental Assistance provided as part of Unlawful Detainer settlement
Information & Referral	Information and alternate resources provided for clients who do not qualify for rental assistance

Additional Qualifications

♦ Applicants must have a purpose or mission is to provide services to vulnerable populations in San Francisco.

♦ Applicants must have demonstrated experience providing tenant emergency rental assistance and a demonstrated commitment to the implementation of the coordinated and required framework and elements as listed above.

♦ Applicants should have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing. Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

Tenant-Based Rental Subsidies

This service strategy will provide tenant-based rental subsidies to special needs populations, including seniors, adults with disabilities, and other individuals and families at high risk for housing instability. Rental subsidies serving persons with HIV/AIDS are not eligible under this strategy, as other funding sources exist for this purpose (see HIV Supportive Services section).

Subsidy program design should feature flexibility in the form of ongoing deep and shallow assistance, as well as one-time assistance. "Deep" means program participants pay a fixed percentage (typically 30- 50%) of their monthly income toward rent and the subsidy program pays the rest. "Shallow" means assistance is designed to lower the program participant's rent burden to a sustainable level. "One-time" means assistance is provided on a one-time basis on its own or in conjunction with deep or shallow subsidies.

Proposals may also include housing stability case management services. Proposals may not include one-time assistance or housing stability case management services only.

MOHCD may refer clients directly and authorize assistance on a case-by-case basis. MOHCD may also limit the source of referrals.

The rental subsidy program must also, to the maximum extent possible, leverage MOHCD Affordable Rental Opportunities (e.g., Below Market Rate, Mixed-Income, 100% Affordable, Small Sites, etc.) for program participants who, without a subsidy, would not income-qualify.

Applicants should describe in their proposal (Narrative Question 2 Project Design) detail proposed program guidelines, including: standards for determining eligibility and amount of assistance, habitability standards, Area Median Income (AMI) and rent burden thresholds, rent burden target(s), maximum amount and duration of assistance, rate of client turnover (for ongoing assistance), financial infrastructure for landlord monthly payments, system for referrals to case management services, etc.

In order to avoid organizational conflicts of interest, grantees may not, with respect to individuals or families occupying housing owned or operated by the grantee, carry out the initial evaluation or administer assistance provided with this funding.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Eligibility Screening	Client successful application for subsidy
Direct Financial Assistance	Rental subsidy – ongoing
Emergency Assistance	One time assistance (utilities, moving costs, furniture, etc.)
Annual Recertification	Rental subsidy renewed
Enhanced I & R	Client used information and/or successfully connected to appropriate services
Service Connection	Client successfully connected to supportive services

Additional Qualifications

♦ Applicants must have a purpose or mission is to provide services to vulnerable populations in San Francisco.

♦ Applicants must have demonstrated experience directly administering tenant based rental subsidies assistance in San Francisco as described above.

♦ Applicants should have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing. Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

Tenant and Landlord Assistance

This service strategy will support a readily-available continuum of alternative dispute resolution (ADR) services to tenants, landlords, property managers, and other rental housing stakeholders at any stage of a tenant-landlord or tenant-tenant conflict. The primary goal of ADR services is to quickly de-escalate tensions that could lead to an eviction or other form of residential instability.

ADR services should include a robust ombudsperson component. The ombudsperson will facilitate communication, gather and analyze facts, work toward shared understanding, and develop mutually agreed upon solutions. ADR practitioners will provide independent, impartial, confidential, and formal or informal assistance to stakeholders involved in housing-related matters.

Additionally, practitioners will triage cases of housing instability that may or may not involve an underlying dispute. Housing triage involves working with a household to identify the underlying causes of instability and developing a plan to address those causes. The goal is to ensure that adequate supports are in place, including linkages to community resources, so households can stabilize and maintain their housing.

Tenant & Landlord Assistance programs will also be expected to deliver technical assistance to landlords, property managers, on-site service providers, and other stakeholders. The goals of this technical assistance are to improve operations and communication between stakeholders and promote housing retention and healthier tenant-landlord relationships.

Additional services under this strategy may include legal clinics and workshops for small property owners on topics such as compliance with the Rent Ordinance and other legal obligations. However, legal services will not be funded through this strategy.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Mediation - Ombuds	Resolution resulted in imminent/continued eviction action
	Resolution prevented imminent or reversed eviction action
	Resolution resulted in improved communication between/among parties
	No resolution
Mediation - Structured Dispute Resolution	Resolution resulted in imminent/continued eviction action
	Resolution prevented imminent or reversed eviction action
	Resolution resulted in improved communication between/among parties
	No resolution
Mediation - Group Facilitation	Beneficiaries: residents only
	Beneficiaries: housing providers only
	Beneficiaries: residents & housing providers
Court Rapid Deployment	Tenancy preserved
	Loss of tenancy
	Housing placement
	Referral to eviction prevention system (post-judgment/settlement)
Triage - Imminent Loss of Housing	Referral to tenant counseling organization
	Referral to TRC LSO
	Referral to financial assistance
	Referral to homelessness response system
	Referral to other social services
	Warm referral to other social services

Additional Qualifications

♦ Applicants have a purpose or mission is to provide services to vulnerable populations in San Francisco.

♦ Applicants must have demonstrated experience providing alternative dispute resolution services to San Francisco tenants and landlords.

♦ Applicants must have a demonstrated commitment to coordinating efforts with local legal services organizations, tenant counseling organizations, social service organizations, and health care providers. They should also have documented expertise in culturally competent and racially equitable approaches to conflict resolution.

♦ Applicants should have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing. Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

Shared Housing

This service strategy will support a shared housing program that is designed to leverage San Francisco's existing stock of rental and single-family housing to create affordable housing opportunities. It will also promote aging in place and the reduction of social isolation by connecting people (especially seniors) who have extra space in their home with people seeking a place to share.

The program should outreach to and screen home providers and home seekers, connect potential home providers to potential home seekers, provide ongoing support to "matched" home providers and home seekers, and check-in periodically with those in the pipeline. Proposals may include financial incentives for home providers that participate in the program.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Shared Housing	# of shared housing program applications completed
	# of successful shared housing program matches made
	# of households who develop a Housing Stability Action Plan
	# of households placed in Housing
	# of home visits conducted

Additional Qualifications

♦ Applicants must whose purpose or mission is to provide services to vulnerable populations in San Francisco.

♦ Applicants must have at least one year of experience operating a shared housing program in San Francisco, more than five years' experience in the Bay Area, or more than ten years' experience in Northern California.

♦ Applicants should have experience working with the diverse tenant communities of San Francisco. This could include experience working with: immigrants, individuals who were formerly homeless, families with young children, seniors, individuals with disabilities, or people living in subsidized housing. Applicants should be able to serve tenants across San Francisco and/or have strong connections to a particular neighborhood, linguistic, or cultural community that faces high levels of housing instability.

♦ Applicants must have the ability to provide culturally competent and humble services in appropriate languages for the communities being served, and history of effectively serving those communities.

HIV Supportive Housing

HIV Supportive Housing encompasses housing that is dedicated to people living with HIV/AIDS (PLWHA). Services are funded through Federal funding - Housing Opportunity for People with HIV/AIDS (HOPWA) and programs that are funded through General Funds.

Community Needs

For people living with HIV/AIDS (PLWHA), the expenses of health care can be too high to manage. In addition, discrimination and stigma at the workplace, as well as health care-related absences, can put PLWHA at risk of losing their jobs. The burden of medicine and health care costs paired with the potential for income-loss may place PLWHA at a higher risk of experiencing homelessness. Exhaustive research has noted that PLWHA that are stably housed are able to achieve better health outcomes and remain in care and on HIV medication.

Ensuring HIV/AIDS households are able to navigate housing resources and secure housing is critical to preventing homelessness for the PLWHA community.

In a series of focus groups conducted by MOHCD, PLWHA and HIV/AIDS service providers pointed out several characteristics that can improve the housing environments of PLWHA. These include safety, quiet and personal outdoor space, having a liaison between building management and tenants, and management being respectful and knowledgeable about HIV/AIDS.

As such, comprehensive knowledge and cultural humility are critical for all service providers who interface with PLWHA.

Securing subsidies to remain in housing is a key solution to achieving healthy outcomes for PLWHA. In San Francisco, non-payment of rent is the leading cause of eviction. The aforementioned stigma and cost associated with HIV/AIDS care and treatment can create situations that interrupt the ability to pay a fixed rent. Preserving the housing of PLWHA is a fundamental support to ensure good health outcomes.

To strengthen the health, well-being and housing stability of PLWHA, we seek to fund programs and solutions that:

1. Increase housing dedicated to supporting PLWHA through creative approaches to increasing housing supply and improving Plus Housing program access to Housing Opportunities for Persons with AIDS (HOPWA) housing units.

2. Increase housing subsidies and vouchers for HIV/AIDS households.

3. Provide additional housing services, as required, for current HOPWA units and those in development.

4. *Ensure assessment of tenant acuity and ability to live independently in order to move to more appropriate housing.*

Care Facility Operating Costs and Supportive Services

Agencies that operate Residential Care Facilities for the Chronically Ill (RCFCIs) or Transitional Residential Care Facilities (TRCFs) serve some of the most vulnerable households within the HIV/AIDS community by providing on-site residential medical care, as well as food/meals, independent living skills classes, activities and case management. Agencies that have a long history of providing this type of service are highly encouraged to submit a proposal for funding.

This strategy will support RCFCIs and TRCFs with the below funded activities:

♦ Operating costs such as staffing, maintenance, security, operations, insurance, utilities, furnishings, equipment, supplies and other incidental costs; and

♦ Supportive services, including case management and case coordination, that address tenant issues such as economic self-sufficiency, health and wellness, mental health, needs assessment, permanent housing placement, substance use and abuse, day care, personal assistance, nutrition, intensive care (when required), and assistance in gaining access to local, state, and federal government benefits and services.

MOHCD will prioritize facilities that have received prior Housing Opportunities for Persons with AIDS (HOPWA) funding for capital improvements.

In your proposal:

♦ Submit a comprehensive budget that shows how funding will be prioritized to meet the various services mentioned above. Agencies cannot use more than 10% of their total grant award for administrative or indirect expenses.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Long-Term Housing and Essential Services	Tenant is able to secure and maintain housing for more than 3 months
Transitional Housing and Essential Services	Successfully transitioned to permanent housing
Service Connection - Client Needs Assessed	Needs Assessment survey 100% completed
Service Connection - Short Term Goals Identified	Identified short-term goals are successfully addressed
Service Connection - Follow Up Within Two Weeks of Referral	Client successfully connected to appropriate services
Case Management - Client Needs Assessed	Need Assessment survey 100% completed
Case Management - Individual Service Plan Developed	Client Completes At Least 50% of goals by end of fiscal year
	Client Completes 100% of Goals by end of fiscal year
Case Management - Follow Up Within Two Weeks of Referral	Client successfully connected to appropriate services
Placement - Long-Term Subsidy	Enrolled into a long term subsidy
Placement - Relocation	Placed in new unit
HQS Inspection Conducted	HQS Inspection passed

Additional Qualifications

♦   Applicants must operate a long-term care facility and/or provide supportive services at such a facility;

♦   Applicants must exclusively serve individuals with proof of an HIV/AIDS medical diagnosis and who may also have multiple chronically-disabling conditions such as, but not limited to: mental health disorders, substance abuse disorders, social/emotional disorders, hearing and speech impairment, etc. Programs may benefit families as long as at least one family member has a disabling HIV or AIDS diagnosis;

♦   Applicants must exclusively serve households that do not exceed 80% of Area Median Income (AMI). For a one-person household in San Francisco, 80% AMI is $83,900. MOHCD AMI limits can be found here;

♦   Applicants must demonstrate a history and track record of providing culturally competent and humble services and support to San Francisco's HIV/AIDS persons and their families; and

♦   Applicants must be knowledgeable of and in compliance with all HOPWA regulations (24 CFR part 574), including the 10% cap on administrative or indirect expenses budgeted to each grant.

♦   Applicants for RCFCIs may exclusively serve individuals who are exiting a hospital and/or need 24-hour medical care and support who may be wheelchair bound or have limited mobility and exhibit a high acuity level regarding independent living and medication management;

♦   Applicants for TRCFs must highlight how they support clients to achieve independent living and how they provide case management and service connection for clients;

♦   Applicants must exclusively serve households that do not exceed 80% of Area Median Income (AMI). For a one-person household in San Francisco, 80% AMI is $83,900. MOHCD AMI limits can be found here;

♦   Applicants must demonstrate a history and track record of providing culturally competent and humble services and support to San Francisco's HIV/AIDS persons and their families; and

♦   Applicants must be knowledgeable of and in compliance with all HOPWA regulations (24 CFR part 574), including the 10% cap on administrative or indirect expenses budgeted to each grant.

Long-term Housing and Supportive Services

Individuals living with HIV/AIDS often times have to make difficult decisions about monthly expenses, including rent. In an effort to ease this burden, MOHCD awards funding to agencies that provide housing stability services to households . Households may be served/supported with a subsidized unit or a tenant based subsidy.

This strategy will support the administration of an HIV/AIDS voucher program called Tenant Based Rental Assistance, Partial Rental Subsidies that collectively serve approximately 400 eligible individuals and/or households, and includes the following components:

♦ Providing support to the eligibility certification of new and existing subsidy residents;

♦ Conducting Housing Quality Standards (HQS) inspections by trained inspectors; and

♦ Developing, administering and reporting the results of client satisfaction surveys to MOHCD and/or other stakeholders.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Long-Term Housing and Essential Services	Tenant is able to secure and maintain housing for more than 3 months
Service Connection - Client Needs Assessed	Needs Assessment survey 100% completed
Service Connection - Short Term Goals Identified	Identified short-term goals are successfully addressed
Service Connection - Follow Up Within Two Weeks of Referral	Client successfully connected to appropriate services
Case Management - Client Needs Assessed	Need Assessment survey 100% completed
Case Management - Individual Service Plan Developed	Client completes at least 50% of goals by end of fiscal year
	Client Completes 100% of goals by end of fiscal year
Case Management - Follow Up Within Two Weeks of Referral	Client successfully connected to appropriate services
Placement - Long-Term Subsidy	Enrolled into a long term subsidy
Placement - Relocation	Placed in new unit
HQS Inspection Conducted	HQS Inspection passed

Additional Qualifications

♦ Applicants must exclusively serve individuals with proof of an HIV/AIDS medical diagnosis and who may also have multiple chronically-disabling conditions such as, but not limited to: mental health disorders, substance abuse disorders, social/emotional disorders, hearing and speech impairment, etc. Programs may benefit families as long as at least one family member has a disabling HIV or AIDS diagnosis;

♦ Applicants must exclusively serve households that do not exceed 80% of AMI. For a one-person household in San Francisco, 80% AMI is $83,900. HUD AMI limits can be found here;

♦ Applicants should serve households with a minimum rent burden (i.e., percentage of total monthly income that goes to rent) of 50% or higher;

♦ Applicants must demonstrate a history and track record of providing culturally competent and humble services and support to San Francisco's HIV/AIDS persons and their families; and

♦ Applicants must be knowledgeable of and in compliance with all HOPWA regulations (24 CFR part 574), including the 10% cap on administrative or indirect expenses budgeted to each grant.

Transitional Housing and Supportive Services

Individuals who seek mental health and/or substance abuse treatment often have a limited timeframe during which they are housed as part of their treatment. These individuals need extra support during their transition to permanent housing.

This strategy will support transitional housing programs with:

♦ Operating costs such as staffing, maintenance, security, operations, insurance, utilities, furnishings, equipment, supplies and other incidental costs;

♦ Supportive services, including case management and case coordination, that address tenant issues such as permanent housing, economic self-sufficiency, health and wellness, mental health, needs assessment, permanent housing placement, substance use and abuse, day care, personal assistance, nutrition, intensive care (when required), and assistance in gaining access to local, state, and federal government benefits and services; and

♦ Financial assistance with move-in expenses, such as first and last month's rent, security deposits, application fees, etc.

MOHCD will prioritize applicants who own facilities that have received prior HOPWA funding for capital improvements.

In your proposal:

♦ Submit a comprehensive budget that shows how funding will be prioritized to meet the various services mentioned above. Agencies cannot use more than 10% of their total grant award for administrative or indirect expenses.

Activities & Outcome Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Transitional Housing and Essential Services	Successfully transitioned to permanent housing
Service Connection - Client Needs Assessed	Needs Assessment survey 100% completed
Service Connection - Short Term Goals Identified	Identified short-term goals are successfully addressed
Service Connection - Follow Up Within Two Weeks of Referral	Client successfully connected to appropriate services
Case Management - Client Needs Assessed	Need Assessment survey 100% completed
Case Management - Individual Service Plan Developed	Client completes at least 50% of goals by end of fiscal year
	Client completes 100% of goals by end of fiscal year
Case Management - Follow Up Within Two Weeks of Referral	Client successfully connected to appropriate services
Placement - Long-Term	Enrolled into a long term
Placement - Relocation	Placed in new unit
HQS Inspection	HQS Inspection passed

Additional Qualifications

♦ Applicants must operate a transitional housing program and/or provide supportive services for such a program;

♦ Applicants must exclusively serve individuals with proof of an HIV/AIDS medical diagnosis and who may also have multiple chronically-disabling conditions such as, but not limited to: mental health disorders, substance abuse disorders, social/emotional disorders, hearing and speech impairment, etc. Programs may benefit families as long as at least one family member has a disabling HIV or AIDS diagnosis;

♦ Applicants must exclusively serve individuals who are housed but have a fixed time limit by which they must exit, such as those in mental health treatment, substance abuse treatment, etc.;

♦ Applicants must exclusively serve households that do not exceed 80% of AMI. For a one-person household in San Francisco, 80% of AMI is $83,900. HUD AMI limits can be found here;

♦ Applicants must demonstrate a history and track record of providing culturally competent and humble services and support to San Francisco's HIV/AIDS persons and their families; and

♦ Applicants must be knowledgeable of and in compliance with all HOPWA regulations (24 CFR part 574), including the 10% cap on administrative or indirect expenses budgeted to each grant.

Cultural Districts

» DESCRIPTION OF THE PROGRAM

The Cultural Districts program is a place-making and place-keeping program that preserves, strengthens, and promotes cultural communities in San Francisco that have been historically marginalized and are facing, or at risk of, displacement and gentrification. The vision is to safeguard the cultural assets and traditions of diverse communities 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.

Through a formalized, collaborative partnership between the City and communities, the program coordinates resources to assist in stabilizing vulnerable communities. This initiative calls on City departments to 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.

» COMMUNITY NEEDS

San Francisco has one of the highest levels of income inequality of any city in the nation. We are losing our rich cultural and ethnic traditions as rental prices continue to soar. This means the loss of families, artists, institutions, and small businesses and commercial corridors that lend to the diversity that San Francisco is known for and that drives our economic engine.

The Cultural Districts program is a direct response to the loss and risk of loss of these ethnically and culturally distinct neighborhoods. The program supports community-driven comprehensive strategies to strengthen and protect vulnerable communities.

Priority areas for community stabilization include:

♦ Cultural Heritage Conservation - Preserving, promoting and developing cultural and historic buildings, businesses, organizations, traditions, arts, events and district aesthetics.

♦ Housing and Tenant Protections - Protecting residents and tenants from displacement and promote affordable housing and homeownership.

♦ Arts and Culture - Attracting and supporting artists and cultural enterprises that embody and promote the District's cultural heritage.

♦ Economic and Workforce Development - Promoting employment, tourism and economic opportunities that stabilize the District's economy and its residents.

♦ Land Use - Creating City regulations, tools and programs that support businesses and industries that advance the Cultural District.

♦ Cultural Competency - Promoting culturally competent and appropriate City services, policies and narratives.

Please note that each District has the freedom identify additional policy areas that meet its distinct community's needs.

Allocation Range

We anticipate up to $330,000 in local funds for each Cultural District in FY2025-2026 and up to $230,000 for each Cultural District in subsequent years over the period of this procurement. Cultural Districts that have completed their CHHESS Reports may be eligible for additional funding, depending on availability.

» STRATEGY

This strategy supports Cultural Districts to enhance anti-displacement measures and identify and implement cultural preservation strategies. With this RFP, MOHCD's funding goals are to:

♦ Invest in healthy, transparent and diverse community-based Cultural District entities that support the community within its geographic boundaries and those who frequent it.

♦ Ensure that each District has sound operational and governance structures that contribute to organizational sustainability and attainment of place-keeping outcomes identified by the community.

♦ Support each Cultural District to complete the Cultural History, Housing and Economic Sustainability Strategies (CHHESS) Report, a 3-year strategic roadmap for each District.

♦ For Districts whose CHHESS Reports have been completed and approved by the Board of Supervisors (or in concurrence with the development of the CHHESS Report), support the implementation of strategies and pilot programs that advance the District's priorities, as identified by the community.

♦ Develop and refine 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.

♦ Work collectively to document, share and promote an accurate history of San Francisco.

Grant funding available will support a combination of the following eligible activities that advance this strategy area:

CHHESS Report Development

The Cultural Districts legislation mandates that each District work with its community and City departments to complete a Cultural History, Housing, and Economic Sustainability Strategies (CHHESS) Report, a strategic plan to fulfill the community's vision and goals.

Districts shall engage with community and City partners to identify and prioritize strategies for stabilizing vulnerable communities facing, or at risk of, displacement or gentrification. In addition to the strategies, the CHHESS report must include a profile of the neighborhood (past, present, and future), areas of concern/challenges for the cultural community, and a record of cultural legacy and heritage.

CHHESS Report Development will include the following activities:

♦ Community engagement, such as interviews, focus groups, and 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

♦ Report writing

The final CHHESS Report will be approved by the Board of Supervisors by resolution and will serve as a roadmap for stabilizing the cultural community. It is to be refreshed every three years.

Regular Community Engagement

Community engagement is key to ensuring that each Cultural District's vision and activities align with that of the broader cultural community – and that the community is aware of the District's place-keeping efforts and the overall Cultural Districts program. Districts should create a communications strategy that ensures regular and transparent mechanisms to connect with those who live in and frequent the area. Community engagement activities may include but are not limited to:

♦ Large public meetings (aka Town Halls) to communicate the District's work, gather input, and raise awareness of the District

♦ Focused affinity group engagement and feedback sessions

♦ Website, newsletter, and social media presence

♦ Participation in and collaboration with existing community networks and the broader neighborhood ecosystem

Community Stabilization Activities / CHHESS Strategy Implementation

Upon completion of the CHHESS Report and its adoption by the Board of Supervisors, and/or concurrent with the report's development, each Cultural District should work to advance community place-keeping priorities. Activities may include:

♦ Refinement and prioritization of recommendations and strategies outlined in the CHHESS Report

♦ An implementation strategy document that lays out benchmarks and an overall timeline to carry out the CHHESS strategies, in collaboration with City Departments

♦ Identifying key leaders and partners that can advance specific CHHESS strategies

♦ Administration, execution, and tracking of pilot programming that advance priority strategies

♦ Reporting out to, and getting feedback from, stakeholders, partners, and community members on implementation progress

♦ Leveraging funds for implementation through fundraising and advocacy

Capacity Building

Capacity building is an investment in the effectiveness and future sustainability of a nonprofit organization. A portion of the grant funding may be allocated to organizational capacity building. This will allow the organizations that stewards Cultural Districts to improve their internal practices and infrastructure by investing in new approaches, structures, or skills that can make them more effective and better equipped to achieve their missions.

Nonprofit capacity building may include investments in the following areas (from Learning for Action Capacity Building Landscape Study):

♦ Vision and impact model - A clear and detailed description of the impact the organization is trying to create, mapped to the set of organizational activities that help produce that impact (e.g., Theory of Change)

♦ Governance and leadership - A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission

♦ Program delivery - Staff, technology, facilities, and other capabilities needed to deliver programs effectively and in fidelity to the impact model

♦ Resource generation - A strong funding model to guide resource generation, and the capabilities to secure resources over time

♦ Internal operations and management - Includes technical functions such as IT, financial management, and internal/external communications, plus human resources management and strategic planning

♦ Evaluation and learning - Tools, processes, infrastructure, and culture that support continuous program and organizational improvement

♦ Strategic relationships - The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support

Activities & Outcome Metrics

In your proposal, when addressing program impact (Narrative Question 2: Program Design), please also identify the activities and brief description related to your program with projected annual targets for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activities	Outcomes
Economic and Workforce Development	# projects that promote economic sustainability and growth
	# businesses supported through technical assistance and/or grants
Tenant Protections and Housing	# housing-related workshops
	# advocacy efforts that promote tenant stabilization
Arts and Culture	# murals or other public artworks completed
	# events promoting local artists/arts organizations
	# artists and/or creative enterprises supported
Cultural and Historic Preservation	# public realm improvement projects completed
	# cultural and community events produced
Cultural Competency	# workshops that promote cultural competency and education
	# projects that promote culturally competent services and policies
Land Use	# projects completed that use underutilized or vacant land
	# advocacy efforts that address land-use policies
CHHESS Report	CHHESS report completed
	CHHESS implementation plan completed
Community Engagement and Collaboration	# town halls and other large-scale community forums
	# affinity groups and neighborhood-based collaboratives engaged
	# community members engaged in Cultural District efforts
Capacity Building	# capacity building trainings and workshops for staff and/or board members
	# documented organizational processes created

Additional Qualifications

Applicants must be a community-based entity (nonprofit or fiscally sponsored project) with a demonstrated familiarity with and track record of working with one of the ten established Cultural District communities.

Community Building

» DESCRIPTION OF THE PROGRAM

The United Nations defines community development as "a process where community members come together to take collective action and generate solutions to common problems." Through the Community Building portfolio, including convening and collaboration activities, MOHCD is looking for innovative solutions to address a number of San Francisco's most pressing issues, such as displacement, income inequality, lack of access to opportunity and other problems facing the city.

» COMMUNITY NEEDS

Community members must be at the center of any process that builds real and lasting change. This type of change can only be driven by the people who best know their distinct needs. Unfortunately, the responsibilities and challenges of day-to-day life, especially for low -income, vulnerable and disenfranchised populations, can make it increasingly difficult to participate in civic and community opportunities. This program area provides funding for the staffing, resources and ongoing maintenance of community building activities to provide these populations with a voice.

Communities recognize the importance of their engagement in planning and would appreciate opportunities and resources for increased community engagement. Some community members cited community meetings and involvement as an asset. Other community members (in the Bayview and Tenderloin) shared a concern about the level of their community's engagement and the need for more community forums or neighborhood gatherings. Ideas for how to increase community engagement included: incentives (free food, a raffle), inviting city leaders or "supervisors" to attend, and training/resourcing for local community leaders.

Participants in the Latino CBO, API CBO, African Diaspora, and Native focus groups shared a few perspectives about the importance of community building for community cohesion and community planning. In particular, the African Diaspora and Native groups shared the desire to build community strength and cohesion through the establishment of their own Cultural Districts so that they have a place where they can see themselves and build greater agency. Notably, in addition to in-language support services and community features like cultural and community centers, playgrounds, a community computer room for school and business, and pools, the African Diaspora focus group specified their needs and interests in support for locally-based community building.

» STRATEGY

This strategy supports MOHCDs Community Building portfolio, enhancing opportunities for all San Franciscans to come together to proactively build their communities. Whether bound by a shared identity, geography or values, people should have the resources necessary to engage with one another, with local government, institutions and businesses, and with their public spaces. This strategy aims to remove barriers to convening and collaboration so communities can transform themselves in new and positive ways.

Grant funding available through this strategy will support the formation and ongoing maintenance of groups of people working together to accomplish one or more of the following community benefits:

♦   Identify community needs and gaps in services informed by a formal or informal strategic/ implementation plan or community needs assessment.

♦   Implement resources, including small grants for community-led projects in response to voiced community needs.

♦   Develop approaches and solutions to critical community issues, such as addressing recurring trauma experienced by residents.

♦   Develop community leaders and authentic voices to speak on behalf of the community.

♦   Improve communication and coordination between residents and multiple grant stakeholders, including public, private and non-profit sectors.

♦   Overall coordination should result in capacity building and increased relationship-building between organizations.

Collaborative groups must be comprised of one or more nonprofit organizations, along with community residents and other critical stakeholders. They may collaborate around a particular issue area, a shared identity or characteristic (such as race, ethnicity, heritage, sexual orientation, or gender), or a shared geography (such as a neighborhood). As part of its convening and collaboration, groups must embrace and foster the principles of equity and healing, so all members feel safe and respected.

Activities and Outcomes Metrics

In your proposal, when addressing Program Design (Narrative Question 2: Program Design), please also identify the following activities and outcomes and brief description related to your program with projected numbers served for each.

Note that we do not expect applicants to address every activity; please only provide information on those that are applicable.

Activity	Outcome
Plans & Reports Presented	Date that plan/report is presented
Surveys Distributed	Number of surveys distributed
Surveys Presented	Date that survey results are presented
Outreach Materials Distributed	Number of outreach materials distributed
Grants Awarded	Number of grants awarded through community grantmaking process
Collaboratives Supported	Number of neighborhood-based collaboratives supported
Meetings Held	Number of community meetings held
Meeting Attendees	Number of individuals attending community meeting
Events Held	Number of events held
Event Attendees	Number of individuals attending events
Workshops/Training Held	Number of workshops/trainings held
Workshops/Trainings Attendees	Number of individuals attending workshops/training
Staff Trainings Held	Number of staff trainings held
Staff Training Attendees	Number of staff attending training
Community Projects Complete	Number of community projects completed
Businesses Assisted	Numbers of businesses assisted

Additional Qualifications

♦   You must be able to clearly articulate the basis for your convening and collaboration by concisely describing the particular need or issue area(s), shared identity or characteristic, and/or shared geography of your group.

♦   You must be able to clearly articulate how the community will benefit from your convening and collaboration, as well as a specific plan (including milestones and timeline) to achieve it.

APPENDIX

IN THIS SECTION

Community Engagement Findings

MOHCD's RFP is informed by the department's recent series of community engagement activities held as part of its five-year strategic planning process. This set of engagements identified cross-cutting community needs and concerns spanning neighborhoods and constituencies. As those needs apply to the program areas in this RFP, they include:

- ♦ Target populations would benefit from more culturally appropriate, -responsive, and prioritized or preferential support. As needs are not being experienced equally across all residents, certain residents (namely seniors, disabled individuals, people of color, and LGBTQ+ residents) request more intentional allocation of services and support to address their diverse needs. Both residents of color and those identifying as long-time residents feel they can't afford to stay in SF and are actively being displaced by new developments. Suggestions from the survey included:

  - ◊ Targeted efforts, including lottery preferences (for people of color, seniors, longtime residents [and their children]).

  - ◊ Increased Downpayment Assistance Loan Program (DALP) and other home ownership services for Black residents, Indigenous residents, domestic violence survivors.

  - ◊ Increased case management; particularly responsive to distinct needs of Transgender and non-English speaking residents.

  - ◊ Rental subsidies for unique populations, including Bayview residents, families, teachers, nonprofit workers, and civil servants.

  - ◊ Housing access for seniors and disabled residents as a right not just a preference.

  - ◊ Eviction prevention, emergency rental assistance, and other legal services were named as a priority for Indigenous and Pacific Islander residents, Transgender and LGBQ residents, and seniors to remain housed.

  - ◊ Education and legal services for undocumented and low wage workers to safeguard their workplace rights and defend against abuses.

- ♦ Increasing Access Across the Continuum of Service and Support
  A finding that has relevance across multiple MOHCD priority needs area is that of strengthened access to services and support through education, outreach and referrals, and by improving ease of navigation to increase use. Additional details on this finding are specified in Goal 5Ai: Develop specific funding, policies and practices to ensure equitable access to MOHCD programs.

  - ◊ 98% of community forum participants across neighborhoods rated "Community services (e.g., information and referrals, case management, life skills and educational trainings)" as "Important" - the highest rating of all MOHCD services.

  - ◊ According to survey respondents, the biggest overall barrier to accessing or using existing programs and services is lack of awareness of the services that are available (reported most acutely among Middle Easter/West Asian/North African, and Pacific Islander residents). This was also true for 72% of respondents from Tenderloin.

  - ◊ There appears to be the greatest demand for MOHCD programs/services among Asian, Black, Indigenous, and Middle Eastern/West Asian/North African residents, based on survey responses. Latino and Pacific Islander residents demonstrate less demand for these supports, with White residents showing the least need.

  - ◊ Survey respondents identified the following as the best methods to receive information about MOHCD programs and services: MOHCD's website and office and email alerts (44% and 40% of residents, respectively). More than a third of respondents also named neighborhood centers (35%), public libraries (35%), other community service organizations (34%), and text message (34%).

◊ Supporting Community-Based Access

- Many residents, especially those with limited digital access/competency or language barriers, spoke about the importance of a centralized place or a go-to person in the community who can help them navigate and access services. Suggestions included enhanced training for these individuals as well (e.g., trained on the DAHLIA application system and processes).

- While stand-alone community facilities are important service hubs, residents also spoke about wanting to have services "at their doorstep."

- Translation services were frequently mentioned – both for digital and in-person spaces. Notable is an interest in community-based translators to help residents navigate both linguistic and cultural differences.

  ◊ Arab focus group participants called out language assistance as a high need to ensure access to and use of housing services.

  ◊ One suggestion, underscored by the African Diaspora focus group is to employ and train individuals that are part of the community to act as interpreters.

◊ Suggestions for Improvement

- Across community engagement activities, participants named several solutions to improve access and connection to services:

- Funding community outreach leaders (e.g., Promotoras).

- Service specialists or representatives who can come out to the community regularly to provide information about available services and help with applications.

- Coordination among CBOs and other community stakeholders also surfaced as important to improving service coordination and access.

- Getting information to the community about services from CBOs, city agencies (e.g., resource fairs).

- Community engagement findings highlight the imperative of addressing systemic challenges and root causes of San Francisco's affordable housing crisis–exacerbated and reinforced by the city's growing economic divide. Developing and preserving affordable housing and focused eviction prevention efforts must align with efforts aimed at bolstering connective social infrastructure–high-quality, sustainable working conditions and opportunities, affordable access to healthcare and childcare, community-centric services and supports, and the retention of long-term residents and thriving local businesses. Strengthening coordination of efforts and across systems, will ensure individuals can access social services and support without compromising their ability to maintain a dignified, self-determined quality of life and enabling full participation in community and social activities. Concerns named by community engagement participants include, but are not limited to:

  ◊ Homelessness' impact on economic opportunity, with lack of access to digital resources named as a frequent barrier for the unhoused to access resources.

  ◊ The significance of a living wage for all, but particularly young adults experiencing homelessness and accompanying paid training programs to support stability and mobility.

  ◊ Safe, affordable, and reliable childcare as requisite for maintaining employment and housing stability.

  ◊ Review and transparency of programs designed to increase homeownership, supporting the interest and aspirations of long-term residents and prioritized populations.

  ◊ The ability to live free of harassment, under personally optimal circumstances and relatedly, without the threat of losing access to affordable housing and services if economic status marginally improves.

"There are no more yellow pages to refer to. Need methods to connect residents to resource. Need a coordinated System, if you connect to one agency, they should be able to connect you to other services, a network of providers that can serve the varied needs of clients."

- Chinatown community member

"There are families that have been in apartments based on income, multi-generation[s] living in the same affordable housing. It almost disincentivizes making more money for fear of losing housing."

- Native focus group participant

"It's challenging for low-wage workers and their families to stay in the city without job opportunities with higher wages, labor enforcement and community services. Domestic worker/care industry workers face higher minimum wage violations and workplace exploitation but do essential work. Even with higher minimum wage, workers still struggle with getting paid and accessing their benefits. The city needs to continue expanding labor protection and enforcement to vulnerable workers.

- Survey respondent

♦ Residents from historically underserved communities wanted to prioritize improving their access to programs through targeted outreach, improving application and eligibility processes, and ensuring services are responsive to their needs.

◊ Outreach: Strikingly, "I am not aware of the services that are available" was the first or second most selected barrier to accessing or using services by underserved community members responding to the survey (Asian, Black, Indigenous, Latinos, Middle Eastern/West Asian or North African, and Pacific Islander). This suggests that there is a need for more targeted outreach to these communities.

◊ Application: Even if residents are aware of services, they are not able to easily apply. Residents cited the lack of service navigators who can help them apply and the amount of paperwork needed to apply as issues. One Asian community member spoke about feeling discriminated against in the application process. Another Latino community member spoke about being scared to apply.

◊ Eligibility: Eligibility was also a common pain point. In fact, "I do not qualify for services" was the second-most selected reason among various underserved community members responding to the survey (Asian, Black, Indigenous, Latinos, and Pacific Islander).

◊ Services: Residents would like to see more services overall in their communities, and there is a pointed need for these services to be trauma-informed (Domestic Violence, Newly Arrived), culturally competent (Latino, Native), and linguistically responsive (Latino, Arab). It is also important for these services to be responsive to the unique needs of each population (e.g., seniors, persons with disabilities, Transgender).

"[My] relatives got section 8 voucher and had native voucher. SF city didn't know what to do, so SF canceled the Sec 8 voucher. The person was left out of the process, the city was negligent with this person. How can we appropriately assist native people with federal vouchers? It can't be one size fits all with programs. Not just a DAHLIA training, we need someone who has the expertise to have federal tribal housing."

- Native focus group participant

"The main issue currently with MOHCD services is the inability for many Limited English Proficient (LEP) residents to access these services. I think that MOHCD needs to improve their culturally specific services and needs to be better about offering their services and support in more languages. Offering services in more languages is an essential bridge between the LEP communities of SF and all public supports for housing. In the same vein, having trauma informed approaches to housing support and assistance is crucial for LEP and low-income communities in SF. The intersection of trauma, LEP, and low-income is large and MOHCD needs to take that into account as they provide a critical safety net for these SF residents. Moving forward, I would hope to see more culturally specific support, more language support, and a trauma informed approach to providing these crucial services to SF residents."

- Survey respondent

"More opportunities for the undocumented community, more resources in the community, and have people [with] knowledge to help those with application assistance."
- Bayview community member

"No services to people that have been living in the Bayview for decades but services available to immigrants arriving to the city immediately. Imaginary city funds show up to new populations that need such services such as housing [and] medical, but not accessible to people who historically have been in the Bayview."
- Bayview community member

♦ Overall, community engagement participants shared a deep need for increased access to housing and employment services, as addressed above in the cross-cutting findings. Moreover, participants spoke of the importance of providing more support in key areas that are linked to the ability of community members to secure housing and employment long term.

◊ 95% of community forum participants across neighborhoods rate "Services for affordable housing residents (e.g., service connection, resident education and/or workshops, leadership development training, economic self-sufficiency, and public safety)" as "important".

◊ Lack of awareness of available services is the primary barrier that prevents respondents from accessing services (42% of survey respondents named this option). 39% of respondents note they do not qualify for services.

"There is a woeful lack of wrap-around community services or resources for community service provides to refer to, especially for housing. Employment programs are critical, but fail without complementary housing services, financial education, and other community services. City departments need to design their funding to compliment other city department funding (e.g. many shelters have curfews that begin before the end of the job shift—we shouldn't have to decide between a bed and a job."
- Excelsior community member

"[We need more] initiatives that take more holistic [...] well-rounded approach, like combining daycare [and] job training/placement services [...] more collaboration from the top, nonprofits [that] coordinate/collaborate to coordinate services, [and] tie [to] job services [...]. There are multiple RFPs, which require lots of time and effort to respond to.
- Chinatown community member

Citywide Population Data

» RACE

The two largest racial groups in San Francisco are White (49.3%) and Asian (38.5%), with Latino (15.4%) being the third largest, and then followed by Black (6.7%), Middle Eastern/North African (2%), Indigenous (1.3%), and Pacific Islander (0.9%). When looking among just the City residents that earn 80% of Area Median Income (AMI) or less, the proportions of almost all groups except for White go up: the proportions of Asian, Black, Latino, and Indigenous people are all higher for low-mod, while Pacific Islander and Middle Eastern/North African are the same for low-mod. More specifically, most low-mod people are Asian (43.8%) or White (33%), followed by Latino (21.2%), Black (10.6%), Middle Eastern/North African (2.1%), Indigenous (1.6%), and Pacific Islander (0.9%).

Racial Makeup of Low-Mod (0-80% AMI) Population	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Population	865709	57855	333443	11550	133172	7397	17231	426464
Low-Mod Population	280974	29845	122971	4379	59437	2594	5768	92630
Race Breakdown of San Francisco	100.0%	6.7%	38.5%	1.3%	15.4%	0.9%	2.0%	49.3%
Concentration of Low-Mod	32.5%	51.6%	36.9%	37.9%	44.6%	35.1%	33.5%	21.7%
Race Breakdown of Low-Mod	100.0%	10.6%	43.8%	1.6%	21.2%	0.9%	2.1%	33.0%

Indigenous Population

Indigenous Population

Analysis Neighborhoods
Excluded Analysis Neighborhood

0.0% - 0.4%
0.5% - 1.0%
1.1% - 1.6%
1.7% - 2.3%
2.4% - 3.4%

Source: IPUMS NHGIS Table B02010. American Indian and Alaska Native Alone or in Combination with One or More Other Races, 5-Year 2017-2021 ACS
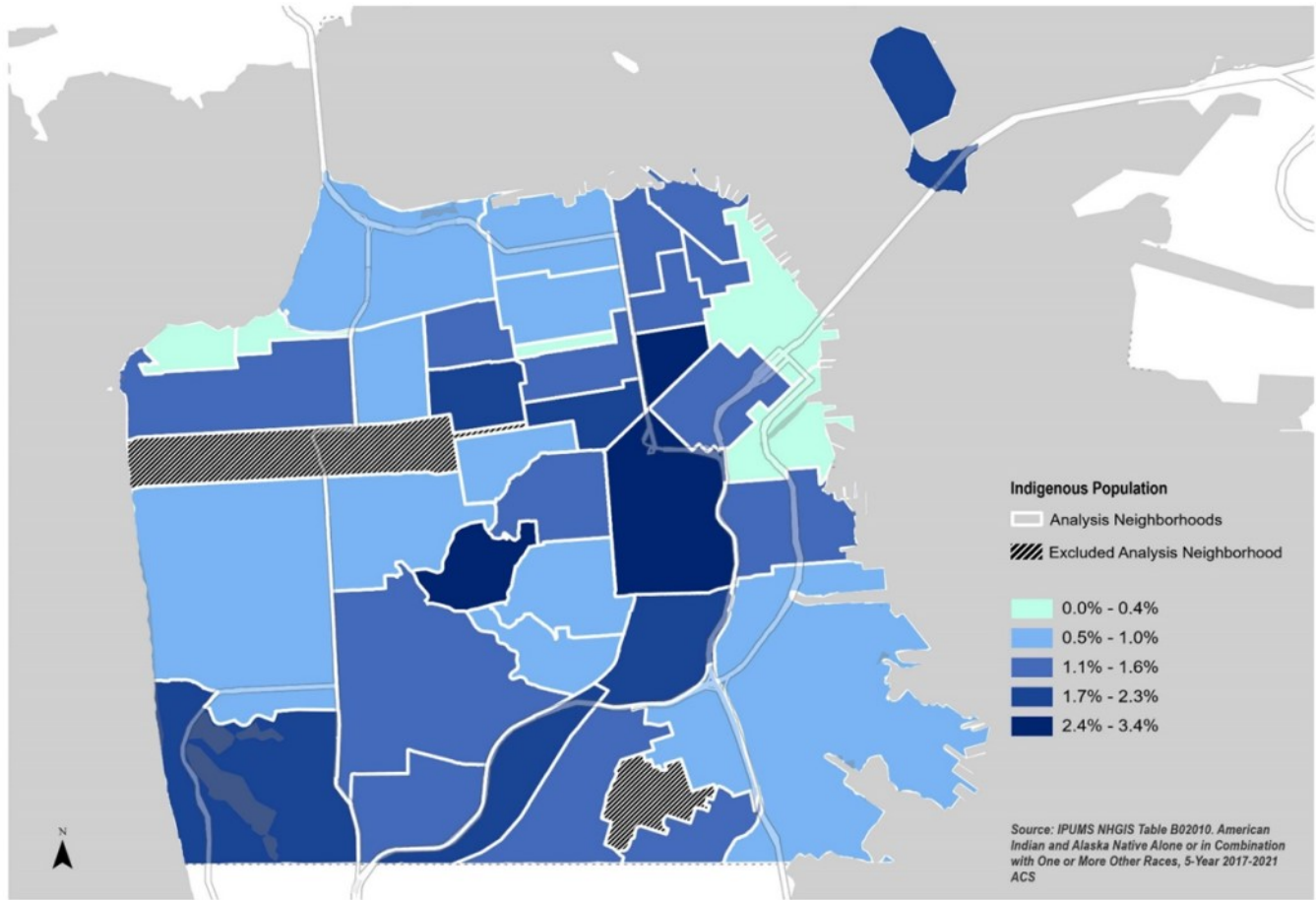
Map date: April 8, 2024

CHANGE IN RACE CONCENTRATION: AMERICAN INDIAN/ALASKAN NATIVE

Race Concentration: American Indian/Alaskan Native

% American Indian or Alaska Native population per Block (1990)

0-0.08
0.08-0.16
0.16-0.24
0.24-0.32
0.32-0.53

% American Indian or Alaska Native population per Block (2020)

0-0.08
0.08-0.16
0.16-0.24
0.24-0.32
0.32-0.53
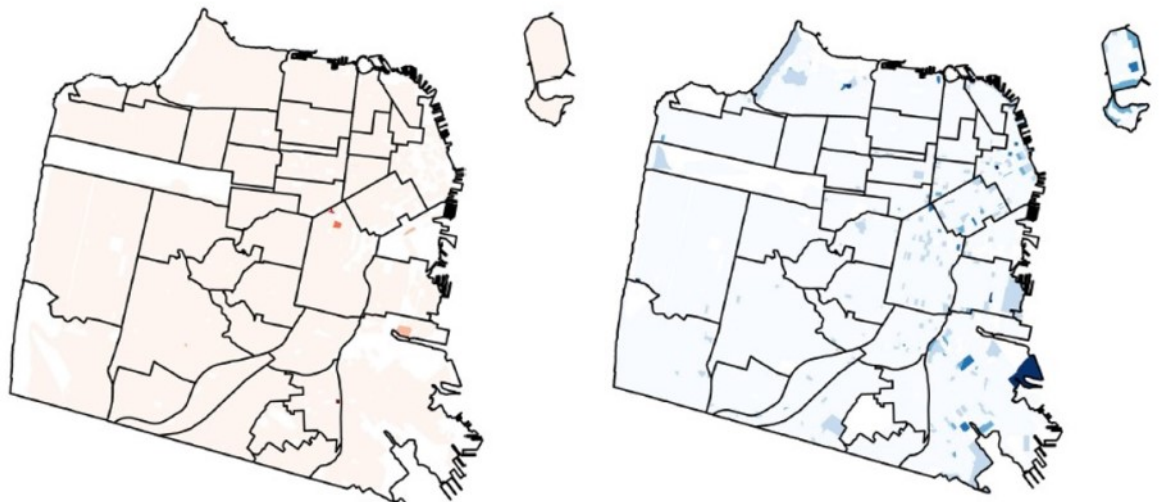
Asian Population
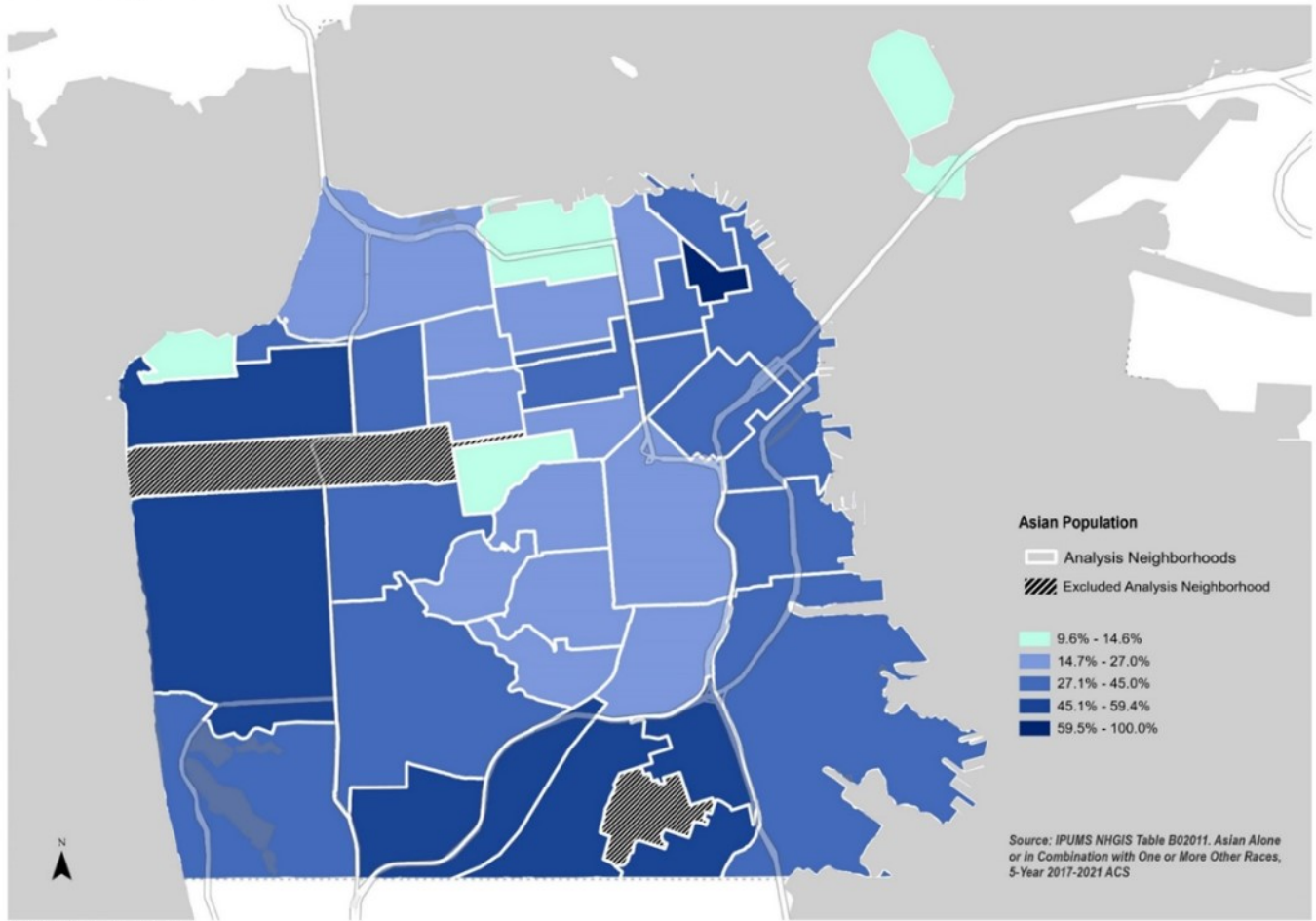
Map date: April 8, 2024

CHANGE IN RACE CONCENTRATION: ASIAN AND PACIFIC ISLANDER

Race Concentration: Asian/Pacific Islander

Pacific Islander Population

Pacific Islander Population

Analysis Neighborhoods

Excluded Analysis Neighborhood

- 0.0% - 0.2%
- 0.3% - 0.6%
- 0.7% - 0.8%
- 0.9% - 1.5%
- 1.6% - 3.5%

Source: IPUMS NHGIS Table B02012. Native Hawaiian and Other Pacific Islander Alone or in Combination with One or More Other Races, 5-Year 2017-2021 ACS
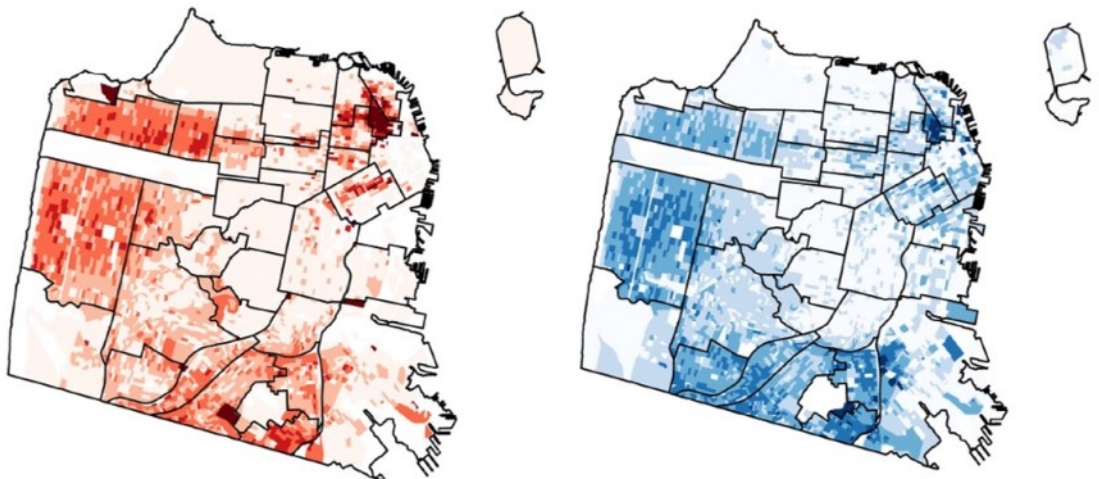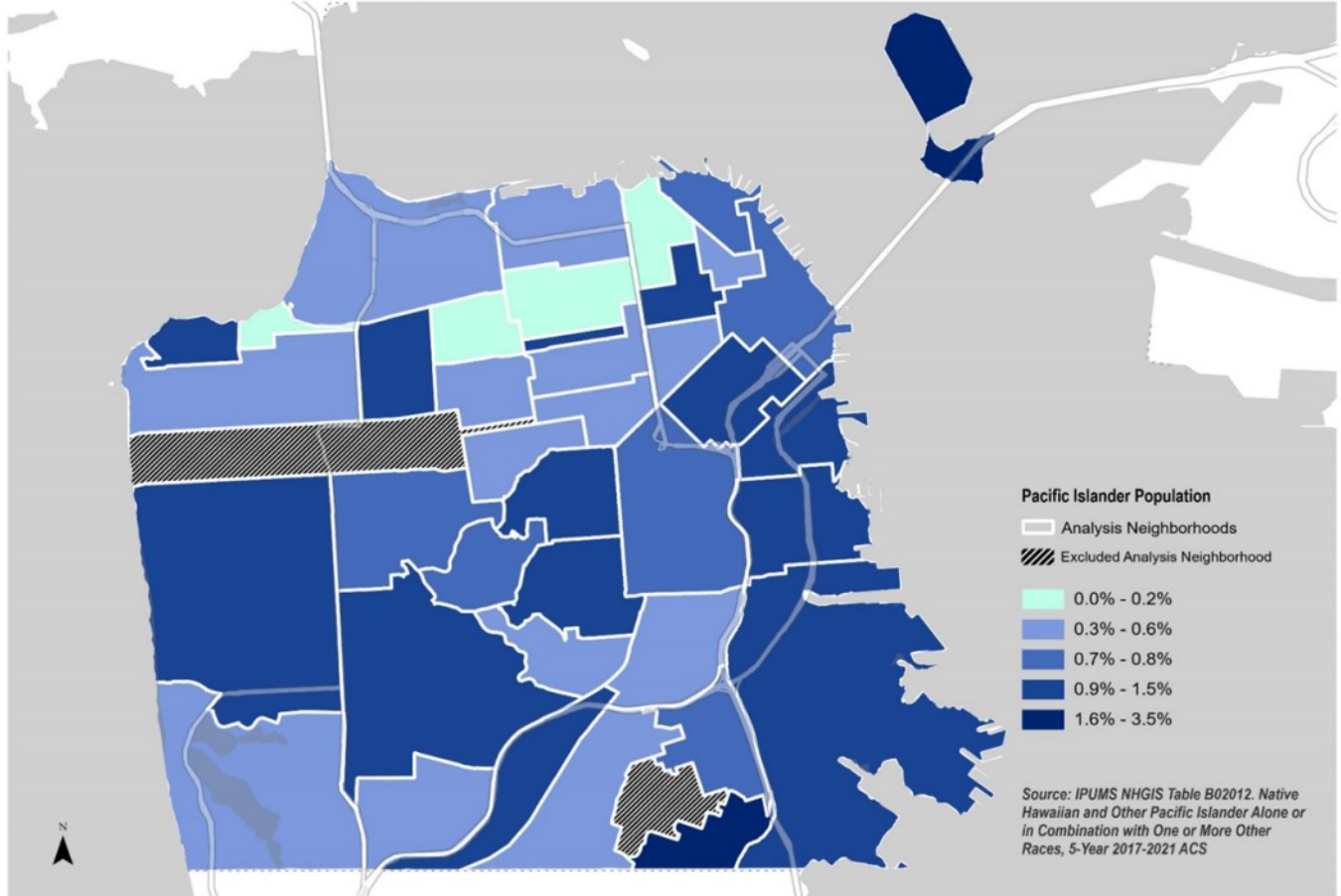
Map date: April 8, 2024

Black Population
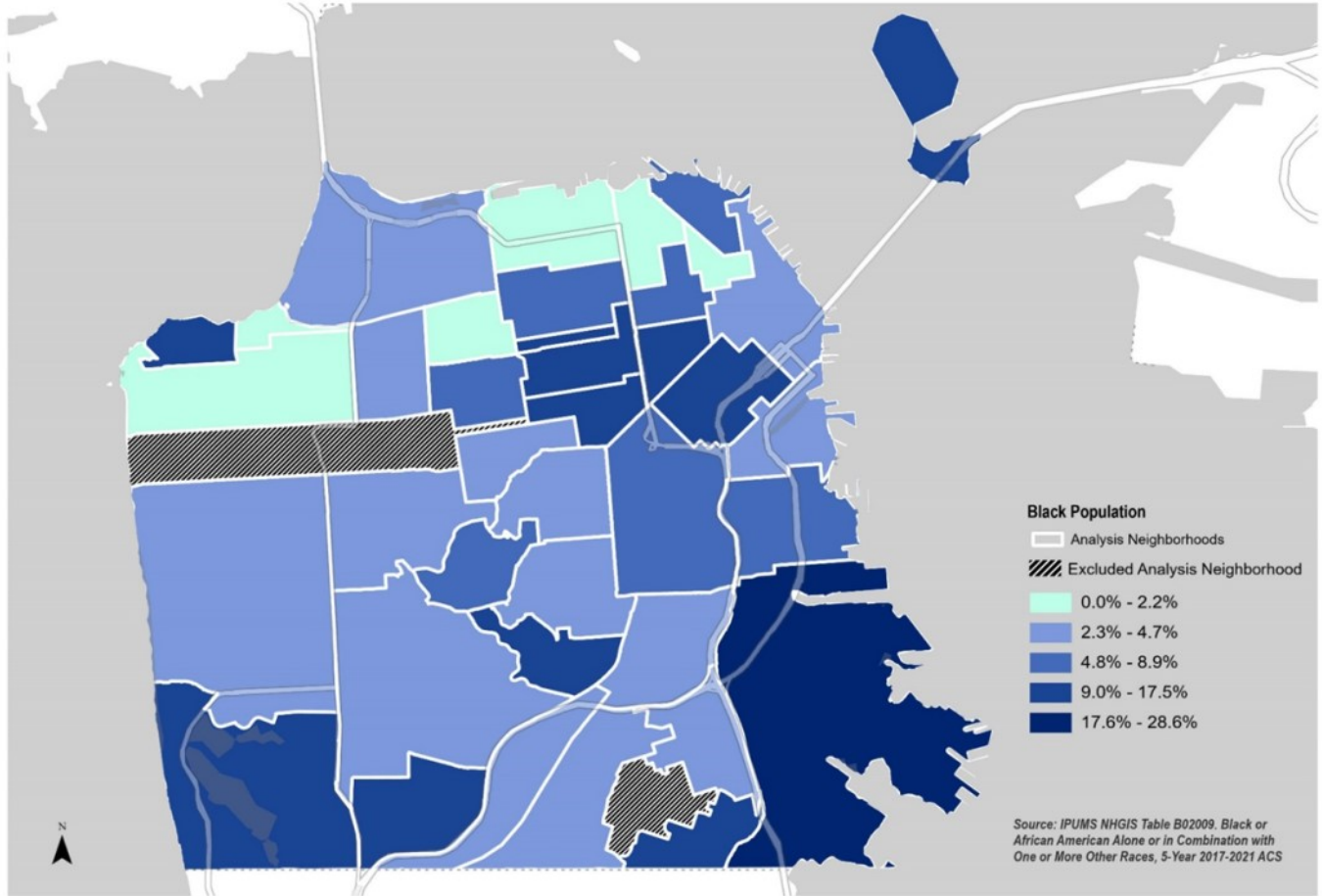
Map date: April 8, 2024

CHANGE IN RACE CONCENTRATION: BLACK
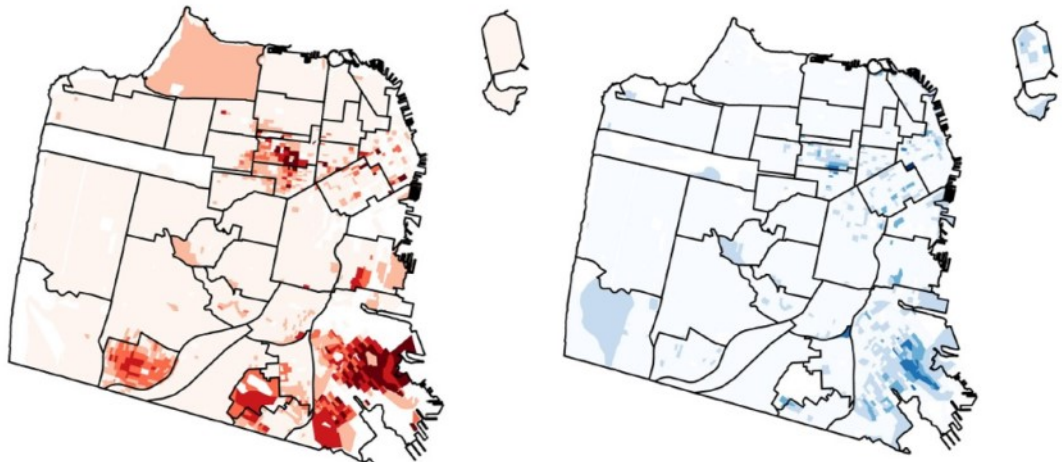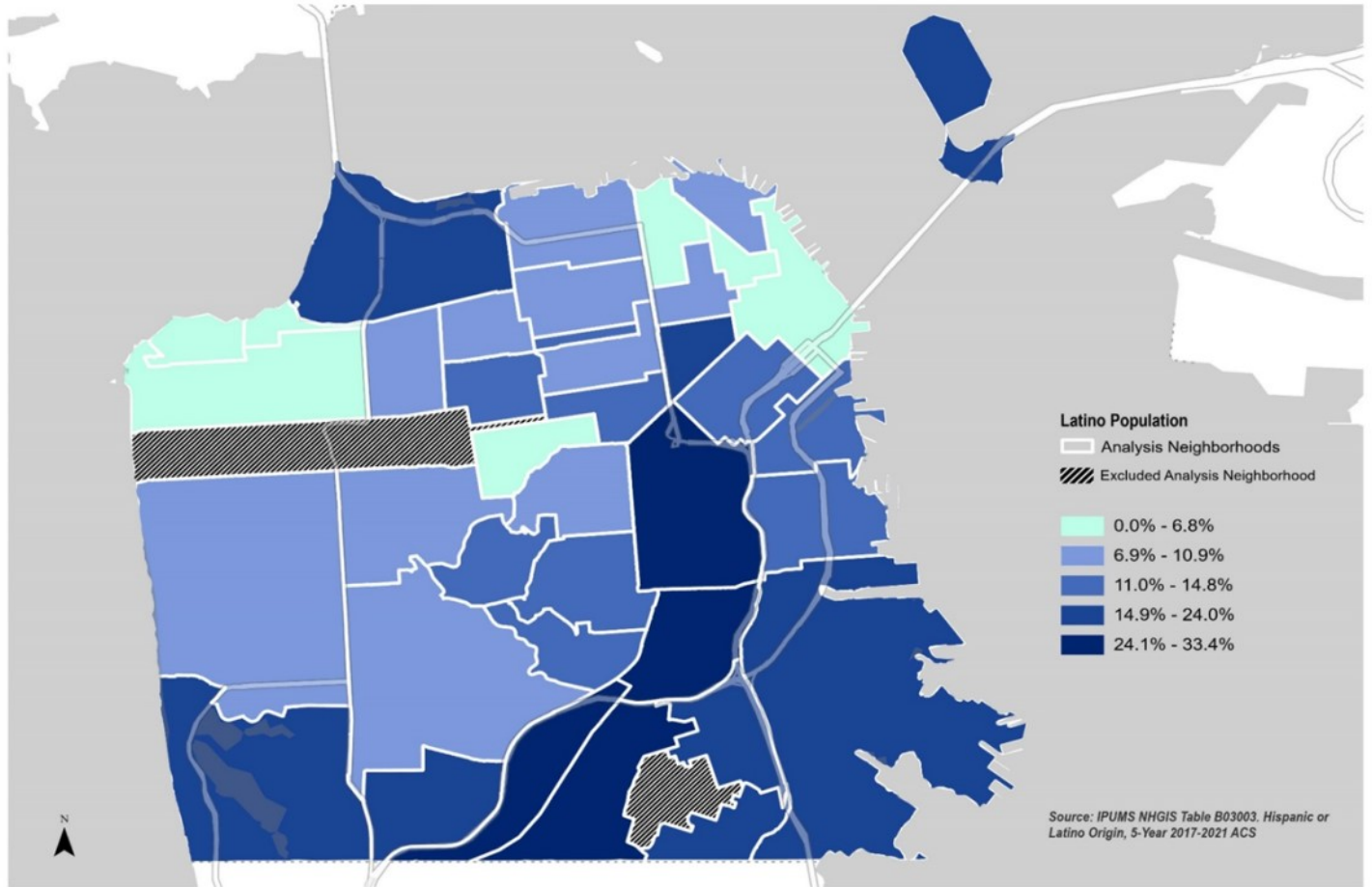
Latino Population

Map date: April 8, 2024

CHANGE IN RACE CONCENTRATION: LATINO
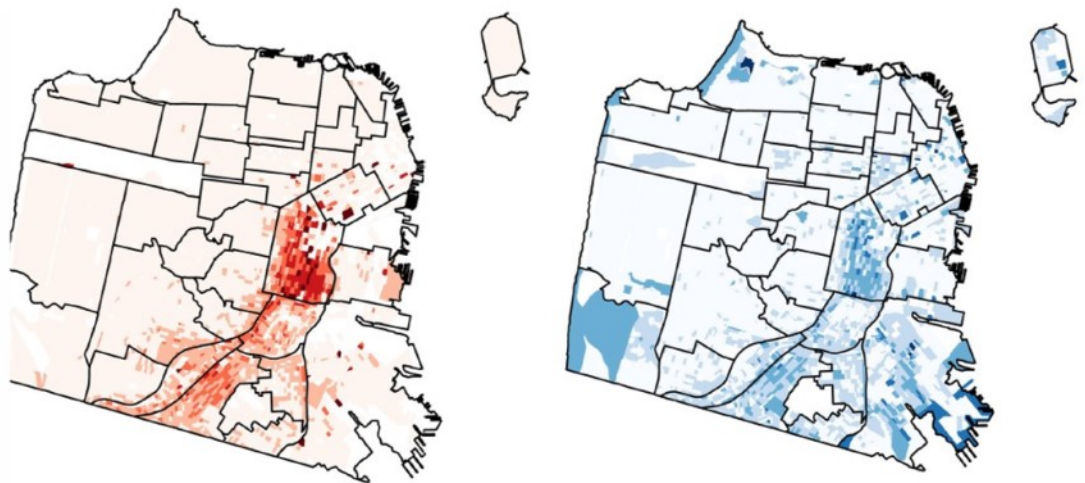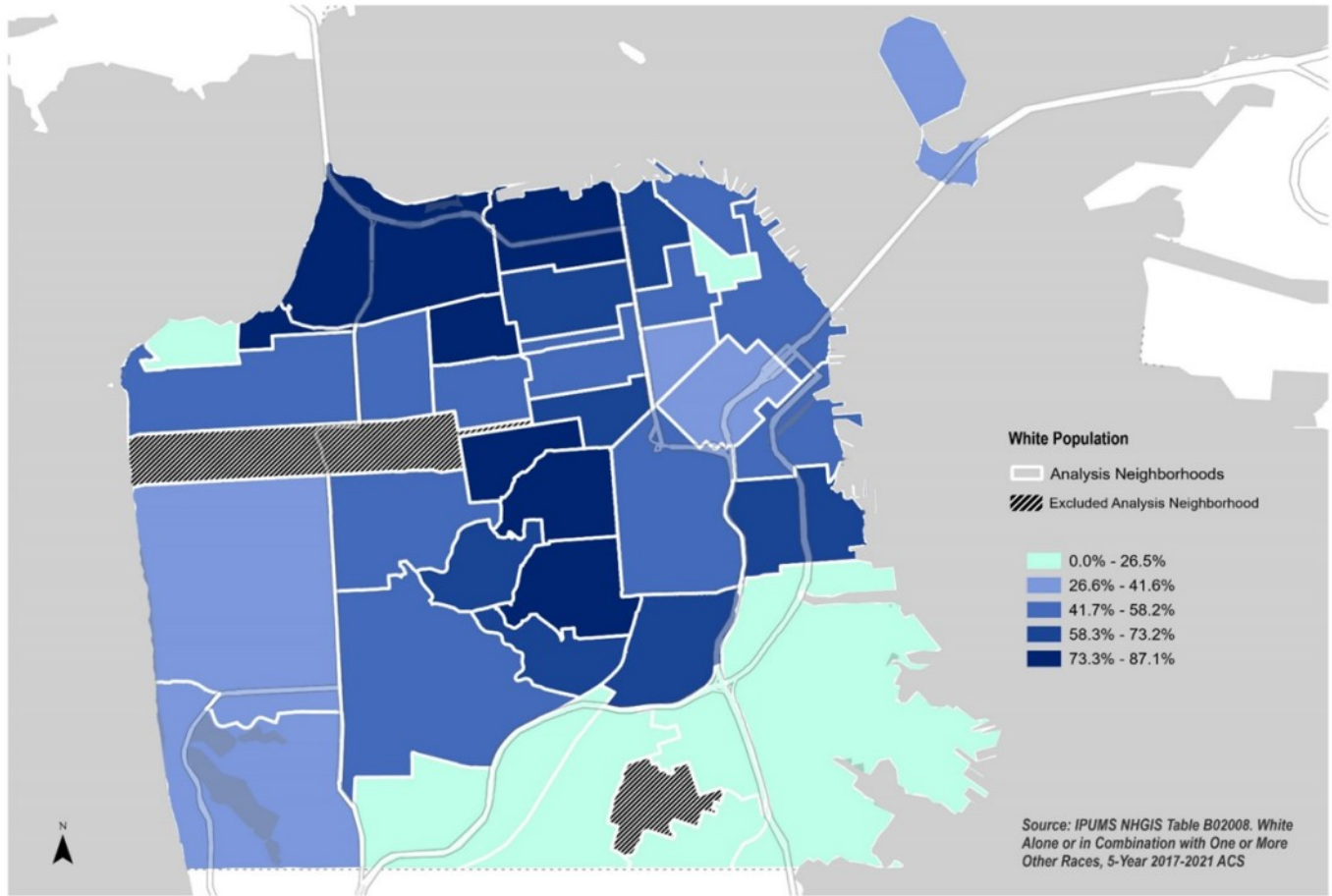
White Population

Map date: April 8, 2024

CHANGE IN RACE CONCENTRATION: WHITE
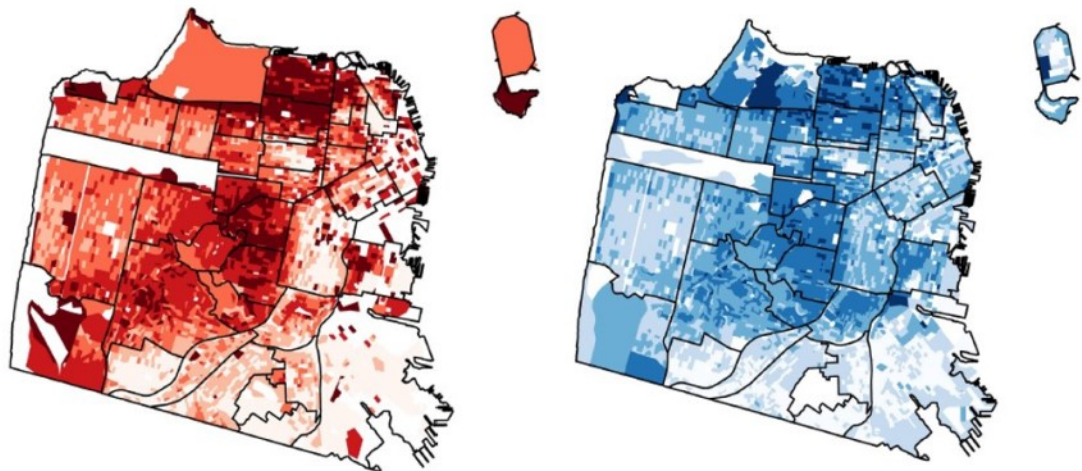
» EXTREMELY LOW-INCOME AND LOW-INCOME POPULATION

In San Francisco, 16.6% of households are Extremely Low Income (ELI, earning less than 30% of AMI, Area Median Income), but Black households are twice as likely to be ELI (32.3%), experiencing by far the highest rate of economic precarity. Indigenous households have the second highest incidence of ELI (24%), having at least 4 full percentage points above the next four highest racial groups: Middle Eastern/North African (20%), Asian (19.5%), Latino (19.2%), and Pacific Islander (17.9%). White households are the only racial group to have lower than average rates of ELI (11.7%). Thus, **Black and Indigenous communities experience markedly higher financial hardship than other racial/ethnic groups**.

Asian communities experience rates comparable or better than average for many population-level indicators of need, such as rent burden and lack of homeownership, but this is not the case for ELI: Asian households are slightly more likely to be ELI than Latino and Pacific Islander households. This suggests that extreme low-income is one of the key indicators of need for the Asian community. When disaggregating by detailed Asian racial categories, ELI rates were measurably higher for Chinese (22.7%) and Southeast Asian (23.3%) ethnic groups, as well as for some low-population groups. Relatively high ELI rates for Asian households appears driven by Chinese and Southeast Asian communities.

ELI rates are also higher among Central American (25.8%) and Caribbean (24.5%) Latino households, African American (33.2%) and African (25.1%) Black households, and West Asian (18.7%) Middle Eastern/North African households. **Samoan (26.8%) Pacific Islanders ELI rates are also high**.

Low-Income Population in San Francisco by Neighborhood
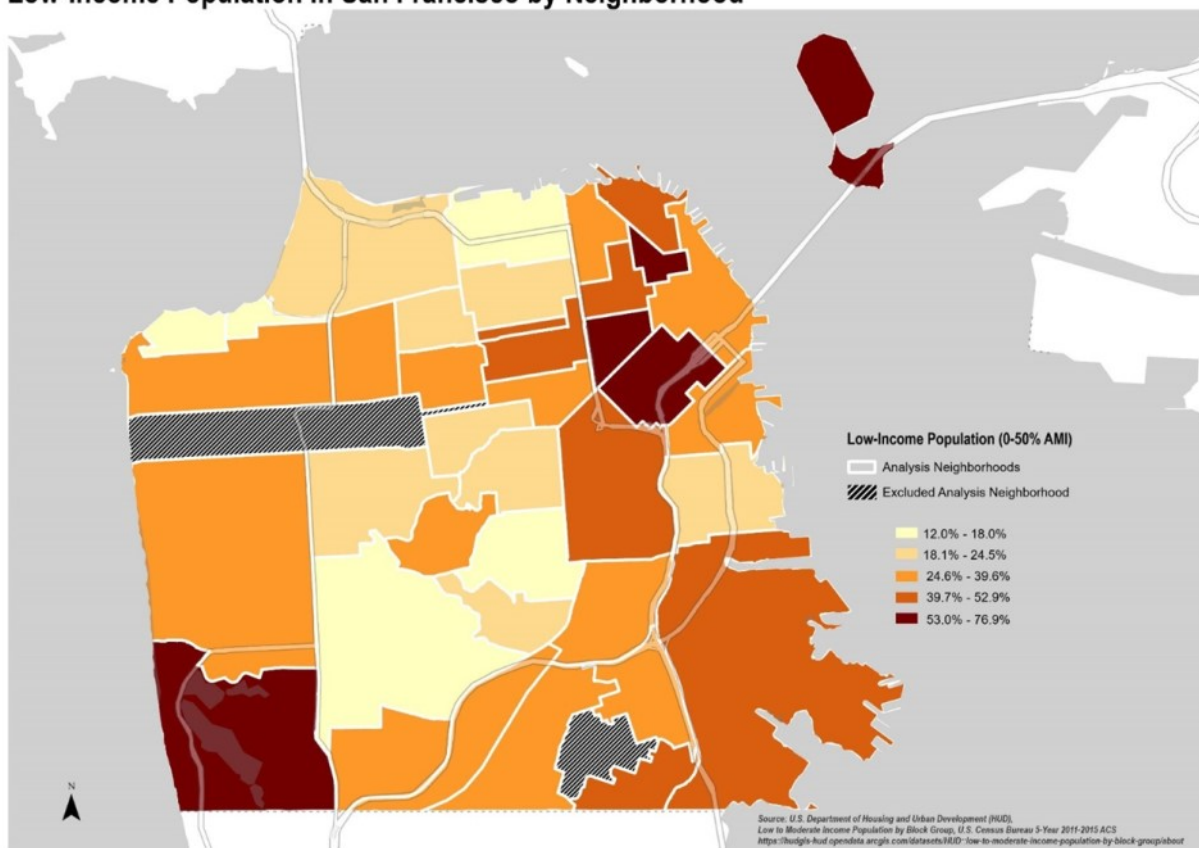
Map date: April 9, 2024

EXTREMELY LOW-INCOME POPULATION IN SAN FRANCISCO BY RACE AND ETHNICITY								
Extremely Low Income (0-30% AMI)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Households	380170	24667	126874	5722	46842	2849	7965	209600
Extremely Low Income	63139	7972	24686	1375	9007	509	1591	24583
Concentration of Extremely Low Income	16.6%	32.3%	19.5%	24.0%	19.2%	17.9%	20.0%	11.7%

Extremely Low Income (0-30% AMI)	Total Households	Extremely Low Income	Concentration of Extremely Low Income	Race Breakdown of Extremely Low Income
Total	380170	63139	16.6%	100.0%
Asian - Central Asian	82	14	17.1%	0.0%
Asian - Chinese	68372	15541	22.7%	24.6%
Asian - Filipino	13103	1804	13.8%	2.9%
Asian - Japanese	6601	758	11.5%	1.2%
Asian - Korean	6171	765	12.4%	1.2%
Asian - Mongolian	207	65	31.4%	0.1%
Asian - South Asian	10574	818	7.7%	1.3%
Asian - Southeast Asian	9219	2152	23.3%	3.4%
Black - African	2401	602	25.1%	1.0%
Black - African American	17858	5927	33.2%	9.4%
Black - Caribbean, Central or South American, or Mexican	1649	187	11.3%	0.3%
Indigenous - American Indian	4012	795	19.8%	1.3%
Indigenous - Caribbean, Central or South American, or Mexican	1946	389	20.0%	0.6%
Latino - Caribbean	3293	808	24.5%	1.3%
Latino - Central American	8686	2238	25.8%	3.5%
Latino - Mexican	18255	3532	19.3%	5.6%
Latino - South American	3762	633	16.8%	1.0%
Middle Eastern/West Asian or North African - North African	729	36	4.9%	0.1%
Middle Eastern/West Asian or North African - West Asian	6214	1165	18.7%	1.8%
Pacific Islander - Chamorro	290	116	40.0%	0.2%
Pacific Islander - Native Hawaiian	668	22	3.3%	0.0%
Pacific Islander - Samoan	276	74	26.8%	0.1%
White - European	153533	16797	10.9%	26.6%

» EXTREME RENT BURDEN

Extreme Rent Burden refers to spending over 50% of your household income on rent, and Low-Mod refers to earning less than 80% of AMI (Area Median Income). San Francisco has among the highest rates of this combination of extreme rent burden and low-mod nationally. The proportion of households in the City that are low-mod rent burdened is 10.4%. Across racial groups, Indigenous households have the highest rate of low-mod rent burden (17.2%), almost double the rate of the lowest group (White, 9.1%). The next two racial groups with higher proportions of low-mod rent burden are Black (15.6%) and Latino (15.2%), with effectively equivalent rates. The next two highest groups, Pacific Islander (13%) and Middle Eastern/ West Asian (12.4%) people, have markedly lower rates of low-mod rent burden, but still higher levels than Asian people (9.7%), who are just a fraction of a percentage point above White. **Taken together, rental costs are most acute for Indigenous, Black, and Latino households. Although Indigenous people have among the greatest levels of many of the indicators of need we analyzed, low-mod rent burden is the only one in which they have the absolute highest rate, suggesting that rental housing costs are a particularly significant issue for this community.**

Among Latino and Indigenous racial subgroups, those from Central and South America and the Caribbean tend to experience higher levels of low-mod rent burden than those from North America. Latino households from Central (16.9%) and South (20.7%) America and the Caribbean (20.1%) have greater housing cost burdens than those from Mexico (14.1%). Indigenous households that are Caribbean, Central or South American, or Mexican (15.5%) have modestly higher incidence of low-mod rent burden than those who are American Indian (13.2%).

On most indicators of need, Chinese communities experience among the highest rates of hardship among Asian groups, but for low-mod rent burden, Chinese people (9.3%) have much lower rates than Southeast Asian people (15.1%), and somewhat lower rates than Japanese (10.6%) and Korean (10%) people. For Pacific Islanders, Chamorro people (40%) have the highest rates out of any subgroup but are a small population.

Households with Extreme Rent Burden in San Francisco by Neighborhood

Rent Burdened by Over 50% of Household Income (spends over 50-percent of income on rent)
- Analysis Neighborhoods
- Excluded Analysis Neighborhood
- Less Than 50% Low-to-Moderate Income (0-80% AMI) Block Groups
- 0.0% - 3.5%
- 3.6% - 7.3%
- 7.4% - 9.9%
- 10.0% - 14.9%
- 15.0% - 23.4%

Source: IPUMS NHGIS Table B25140. Housing Costs as a Percentage of Household Income in the Past 12 Months, 5-Year 2018-2022 ACS
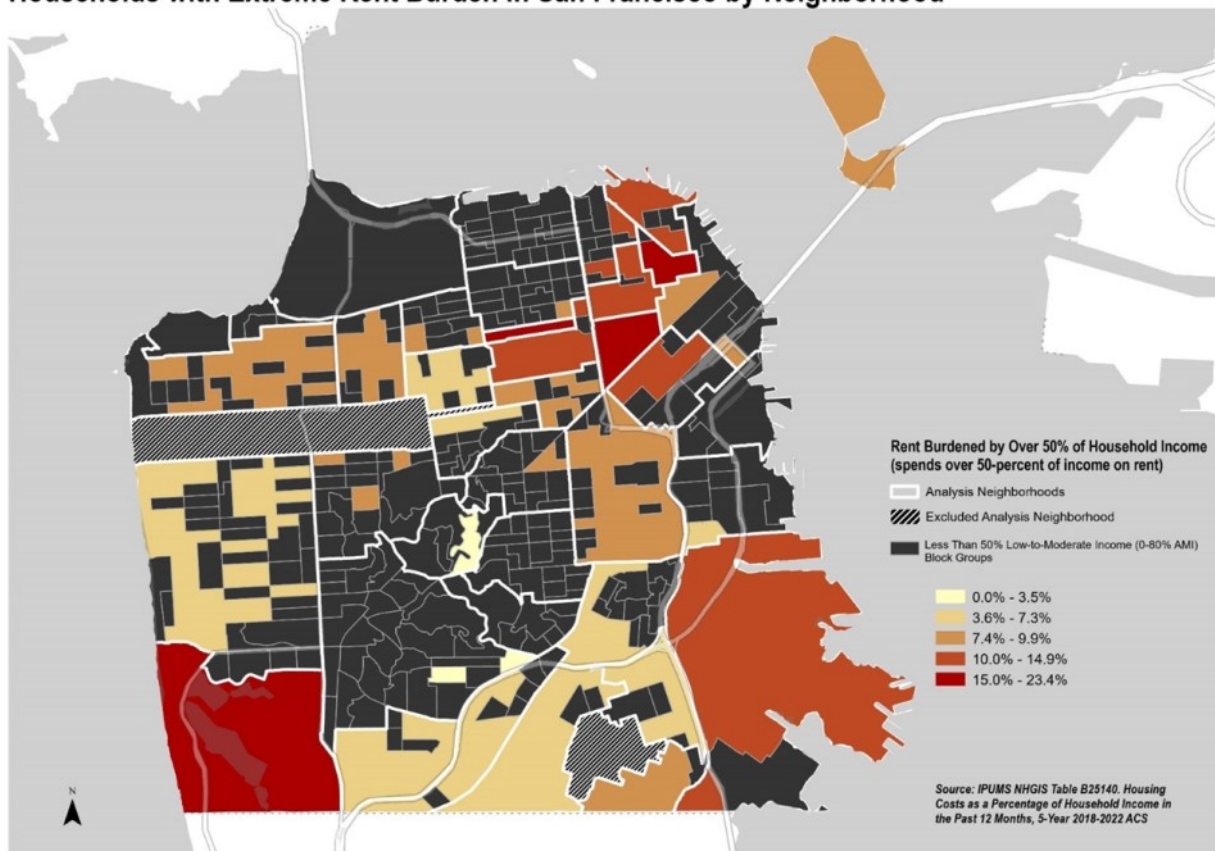
Map date: April 9, 2024

LOW- AND MODERATE-INCOME POPULATION WITH EXTREME RENT BURDEN IN SAN FRANCISCO BY RACE AND ETHNICITY								
Low-Mod (0-80% AMI) Extreme Rent Burden (Spends Over 50% Income on Rent)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Households	380170	24667	126874	5722	46842	2849	7965	209600
Renters	223390	15910	63653	3740	32089	1782	5647	129017
Low-Mod Renters	97164	11492	32380	2166	18744	816	2358	41216
Low-Mod and Rent Burdened	39375	3842	12323	983	7101	370	984	19012
Concentration of Low-Mod Rent Burden	10.4%	15.6%	9.7%	17.2%	15.2%	13.0%	12.4%	9.1%

Low-Mod (0-80% AMI) Extreme Rent Burden (Spends Over 50% Income on Rent)	Total Households	Renters	Low-Mod Renters	Low-Mod and Rent Burdened	Concentration of Low-Mod Rent Burden	Race Breakdown of Low-Mod Rent Burden
Total	380170	223390	97164	39375	10.4%	100.0%
Asian - Central Asian	82	56	14	14	17.1%	0.0%
Asian - Chinese	68372	29910	18010	6374	9.3%	16.2%
Asian - Filipino	13103	6703	2826	827	6.3%	2.1%
Asian - Japanese	6601	3659	1514	701	10.6%	1.8%
Asian - Korean	6171	3709	1480	616	10.0%	1.6%
Asian - Mongolian	207	177	103	65	31.4%	0.2%
Asian - South Asian	10574	7069	1493	801	7.6%	2.0%
Asian - Southeast Asian	9219	5553	3120	1391	15.1%	3.5%
Black - African	2401	1746	1114	177	7.4%	0.4%
Black - African American	17858	11540	8400	2713	15.2%	6.9%
Black - Caribbean, Central or South American, or Mexican	1649	888	555	230	13.9%	0.6%
Indigenous - American Indian	4012	2691	1335	528	13.2%	1.3%
Indigenous - Caribbean, Central or South American, or Mexican	1946	1257	713	301	15.5%	0.8%
Latino - Caribbean	3293	2344	1308	663	20.1%	1.7%
Latino - Central American	8686	6505	4632	1471	16.9%	3.7%
Latino - Mexican	18255	12533	7501	2583	14.1%	6.6%
Latino - South American	3762	2811	1556	779	20.7%	2.0%
Middle Eastern/West Asian or North African - North African	729	547	203	39	5.3%	0.1%
Middle Eastern/West Asian or North African - West Asian	6214	4309	1655	602	9.7%	1.5%
Pacific Islander - Chamorro	290	237	146	116	40.0%	0.3%
Pacific Islander - Native Hawaiian	668	290	106	22	3.3%	0.1%
Pacific Islander - Samoan	276	172	160	24	8.7%	0.1%
White - European	153533	94078	28684	13243	8.6%	33.6%

» MORTGAGE APPLICATIONS AND HOMEOWNERSHIP

The Home Mortgage Disclosure Act mandates that home loan lenders publicly report mortgage application data, including demographics, household income, and the outcomes of the applications. Out of all applications in San Francisco for non-commercial, principal residence home loans among moderate-income (less than 120% AMI, Area Median Income) households in 2019-2022, 2.4% are prematurely withdrawn by the applicant (an indicator of giving up) or denied by the lender. **Moderate-income mortgage denials or withdrawals are highest for Black (6%), Indigenous (5.3%), and Latino (4%) households, which are also the three racial groups with the lowest homeownership rates in the City.** According to Census, 20.6% of Black, 22.1% of Latino, and 22.4% of Indigenous households live in a home that they own. The rate of denials and withdrawals for Black households is four times that for White (1.5%), with Indigenous and Latino households being well over twice as likely as White households to submit unsuccessful applications. The group with the next highest moderate-in8come denial or withdrawal rate is Asian (3.3%) households, which are a little over twice as likely as White to be unsuccessful. Although Asian applications are less likely to be successful than White, Asian residents are more likely to be homeowners (46.3%) than any other racial group in San Francisco, including White (34%). Pacific Islander applicants have the lowest moderate-income denial or withdrawal rate (0%), but this community only submitted 79 applications in the four-year period analyzed, so this may be an effect of small sample size.

Comprehensive detailed racial categories are not available for mortgage data, but there is Census data on current homeowners. Black households that are African (16.2%) are a little less likely to be homeowners than those who are African American (19.3%). Native Hawaiian (51.2%) Pacific Islanders have the second highest homeownership rate of any detailed racial group, just a couple percentage points lower than Chinese Asians (53.7%), and much higher than other Pacific Islanders (Samoan, 16.7%; Chamorro, 12.8%). Whereas Southeast and Chinese Asian communities typically have the highest levels of the indicators of need we analyzed, for homeownership, Chinese people have the highest homeownership rate in the City (26.6% of all homeowner households in San Francisco are Chinese), and Southeast Asian people are about as likely to be homeowners as South Asian (30.9%) and Korean (33.3%) people. There aren't appreciable differences in homeownership rate among Latino, Indigenous, and Middle Easter/North African groups.

MORTGAGE APPLICATIONS SUBMITTED FOR SF HOMES IN LAST FOUR YEARS COMPARED TO SF HOUSEHOLDS BY RACE AND ETHNICITY OF APPLICANT							
Mortgage Applications	Total	Black	Asian	Indigenous	Latino	Pacific Islander	White
Total Households	380170	24667	126874	5722	46842	2849	209600
Mortgage Applications	22590	399	9302	75	1265	79	13099
Concentration of Mortgage Applications	5.9%	1.6%	7.3%	1.3%	2.7%	2.8%	6.2%

Mod (Under 120% AMI) Denials or Withdrawals (Mortgage Application Denials or Withdrawals)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	White
Total Mortgage Apps	22590	399	9302	75	1265	79	13099
Denials or Withdrawals	3865	95	1755	14	236	13	2033
Mod Denials or Withdrawals	532	24	304	4	50	0	202
Concentration of Mod Denials or Withdrawals	2.4%	6.0%	3.3%	5.3%	4.0%	0.0%	1.5%
Race Breakdown of Mod Denials or Withdrawals	100.0%	4.5%	57.1%	0.8%	9.4%	0.0%	38.0%
Equity Benchmark of Mod Denials or Withdrawals	100.0%	9.7%	87.4%	1.5%	16.6%	0.0%	0.0%

Mortgage applications submitted for SF homes in last four years compared to SF households by neighborhood of applicant

Home Mortgage Loan Applications in the Last Four Years (2019, 2020, 2021, and 2022)

- Analysis Neighborhoods
- Excluded Analysis Neighborhood

- 0.1% - 1.3%
- 1.4% - 3.7%
- 3.8% - 6.5%
- 6.6% - 9.7%
- 9.8% - 14.0%

Source: Home Mortgage Disclosure Act (HMDA), yearly data for 2019, 2020, 2021, and 2022 https://ffiec.cfpb.gov/data-browser/data/2022?category=counties&items=06075
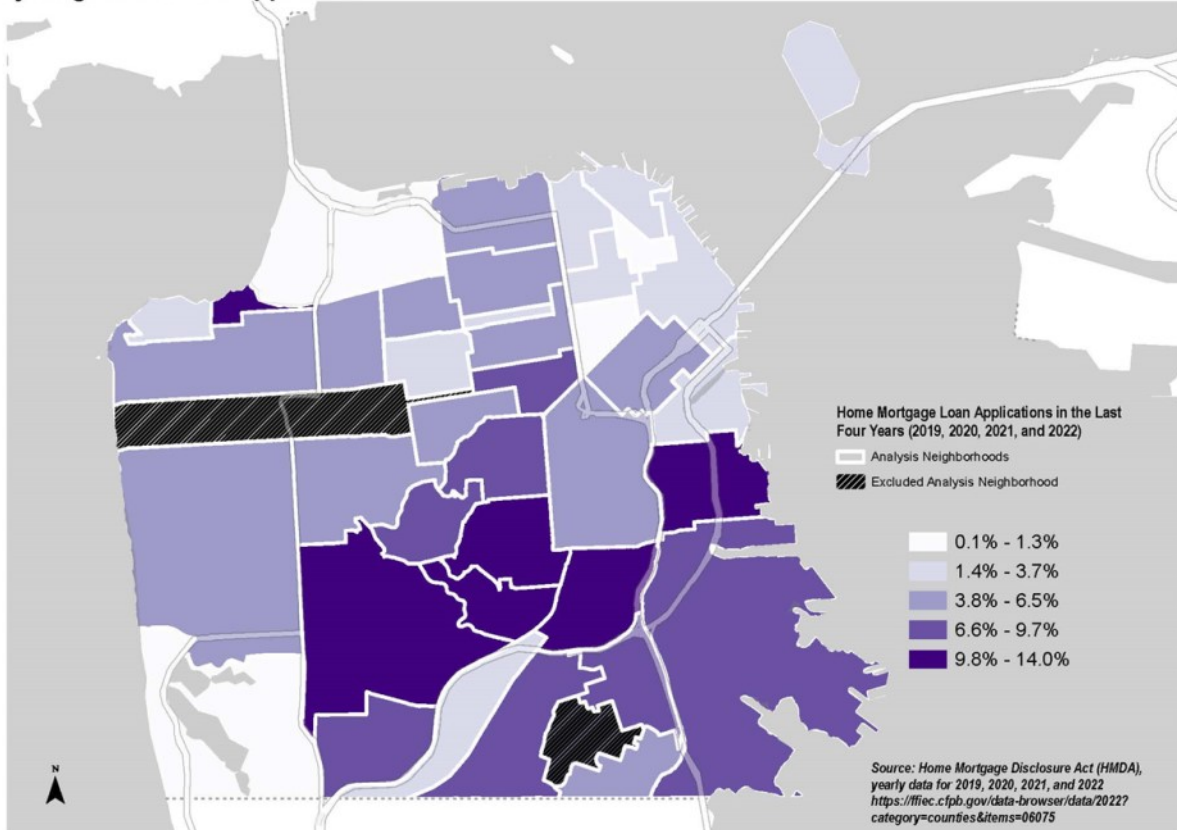
Map date: April 9, 2024

Mortgage applications denied or withdrawn for SF homes in last four years compared to total mortgage applications by neighborhood of applicant

Denied or Withdrawn Home Mortgage Loan Applications in the Last Four Years (2019, 2020, 2021, and 2022)

- Analysis Neighborhoods
- Excluded Analysis Neighborhood

- 0.0%
- 0.1% - 17.0%
- 17.1% - 20.6%
- 20.7% - 25.9%
- 26.0% - 50.0%

Source: Home Mortgage Disclosure Act (HMDA), yearly data for 2019, 2020, 2021, and 2022 https://ffiec.cfpb.gov/data-browser/data/2022?category=counties&items=06075
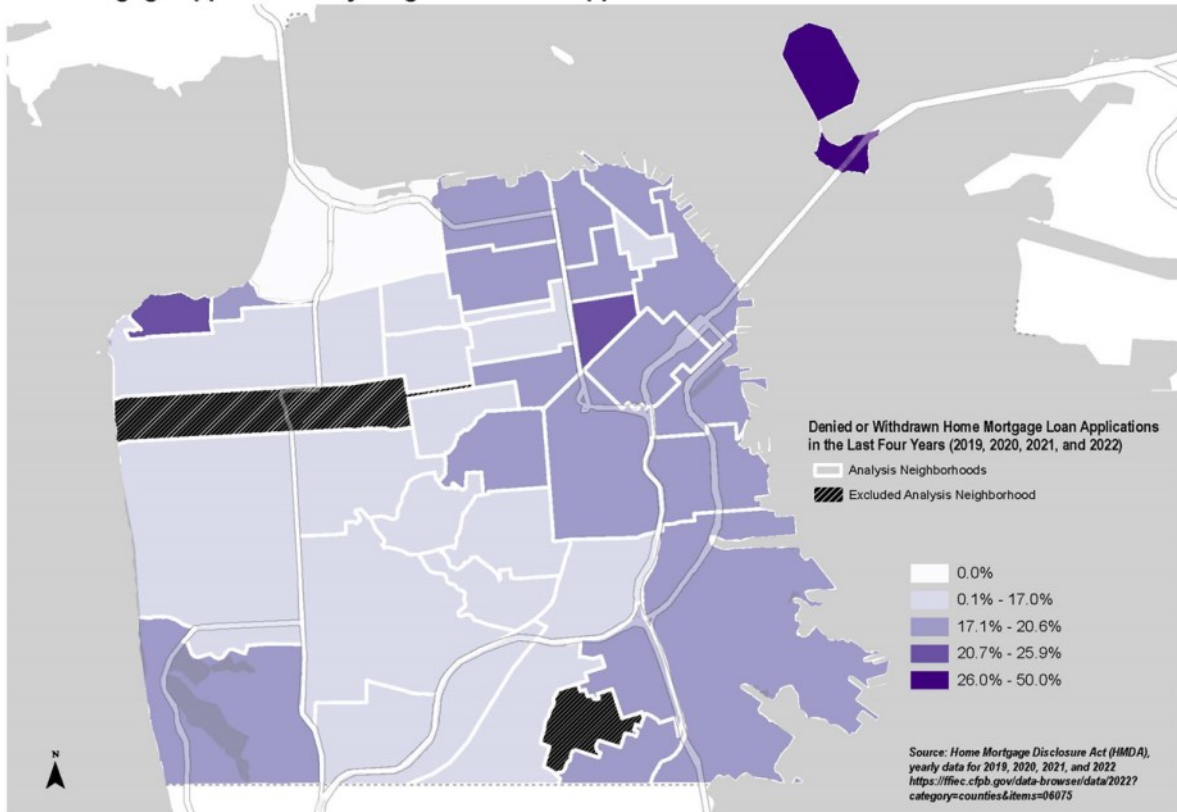
Map date: April 9, 2024

» EDUCATION

The racial group with the highest proportion of people who are low-mod (earning less than 80% AMI, Area Median Income) and not a high school graduate (including never receiving a GED or any higher degrees) in San Francisco is Asian (9.4%). The only other indicator of need in which Asian communities experience greater hardship than every other racial group is English proficiency, making education a particularly important issue for them. There is only a slightly lower proportion of low-mod Latino (9.3%) people without a high school degree, whereas Black people report a good measure less than either (6.7%), and Indigenous people even less (5.3%).

Proportions of low-mod without a high school degree for detailed racial groups align with proportions of low-mod immigrants without citizenship status. As with this other indicator of need, Black African people (9.7%) have higher rates than Black African American people (6.7%), people Indigenous to Mexico, Central and Soth America, and the Caribbean (6.6%) have higher rates than American Indian people (4.7%), and Central American Latino people (14.5%) have higher rates than Mexican (10%) and other Latino people. This trend is different for Asian communities, as Chinese (13.7%) and Southeast Asian (9.7%) people have much higher rates than all others. The fact that Asian people have the highest level of low-mod without a high school degree is almost entirely driven by the Chinese and Southeast Asian groups.

Population in San Francisco Over 18 Years Old and Without a High School Diploma or GED by Neighborhood
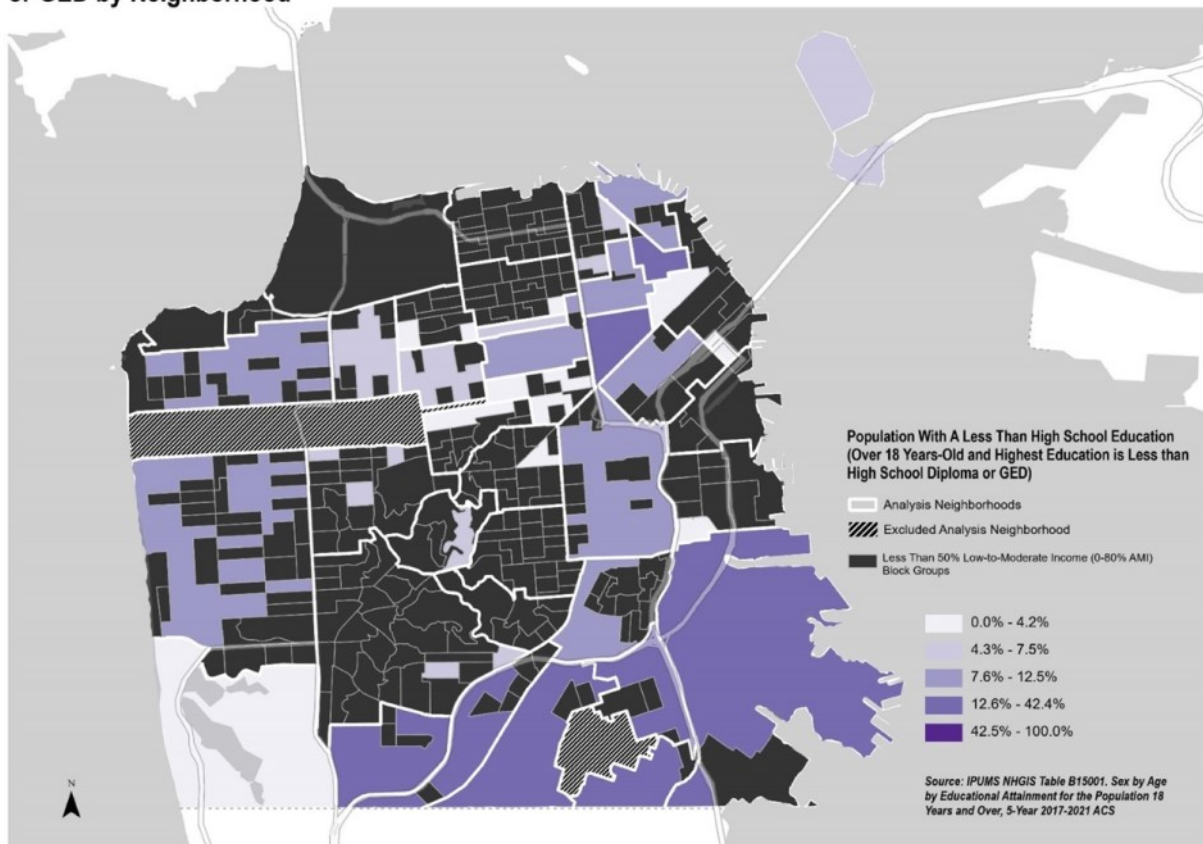
Population With A Less Than High School Education
(Over 18 Years-Old and Highest Education is Less than
High School Diploma or GED)

⬜ Analysis Neighborhoods

▨ Excluded Analysis Neighborhood

⬛ Less Than 50% Low-to-Moderate Income (0-80% AMI)
Block Groups

0.0% - 4.2%
4.3% - 7.5%
7.6% - 12.5%
12.6% - 42.4%
42.5% - 100.0%

Source: IPUMS NHGIS Table B15001, Sex by Age
by Educational Attainment for the Population 18
Years and Over, 5-Year 2017-2021 ACS

N

Map date: April 9, 2024

LOW- AND MODERATE-INCOME POPULATION IN SAN FRANCISCO OVER 18 YEARS AND WITHOUT A HIGH SCHOOL DIPLOMA OR GED BY RACE AND ETHNICITY								
Low-Mod (0-80% AMI) Not a High School Grad (Over 18 and Highest Education is Less than High School Diploma or GED)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total People	865709	57855	333443	11550	133172	7397	17231	426464
Not a High School Grad	77292	5456	47575	946	19165	494	658	10669
Low-Mod Not a High School Grad	50502	3864	31394	615	12326	187	436	5616
Concentration of Low-Mod Not a High School Grad	5.8%	6.7%	9.4%	5.3%	9.3%	2.5%	2.5%	1.3%

Low-Mod (0-80% AMI) Not a High School Graduate (Over 18 and Highest Education is Less than High School Diploma or GED)	Total People	Not a High School Graduate	Low-Mod Not a High School Graduate	Concentration of Low-Mod Not a High School Graduate	Race Breakdown of Low-Mod Not a High School Graduate
Total	865709	77292	50502	5.8%	100.0%
Asian - Central Asian	274	0	0	0.0%	0.0%
Asian - Chinese	168747	33586	23143	13.7%	45.8%
Asian - Filipino	36241	1663	658	1.8%	1.3%
Asian - Japanese	13369	199	121	0.9%	0.2%
Asian - Korean	13558	165	97	0.7%	0.2%
Asian - Mongolian	616	0	0	0.0%	0.0%
Asian - South Asian	23140	605	580	2.5%	1.1%
Asian - Southeast Asian	23558	3532	2285	9.7%	4.5%
Black - African	5655	658	548	9.7%	1.1%
Black - African American	37563	3145	2534	6.7%	5.0%
Black - Caribbean, Central or South American, or Mexican	4943	397	246	5.0%	0.5%
Indigenous - American Indian	7002	661	327	4.7%	0.6%
Indigenous - Caribbean, Central or South American, or Mexican	4808	434	315	6.6%	0.6%
Latino - Caribbean	6805	364	313	4.6%	0.6%
Latino - Central American	26070	5664	3781	14.5%	7.5%
Latino - Mexican	50489	7634	5037	10.0%	10.0%
Latino - South American	8055	478	308	3.8%	0.6%
Middle Eastern/West Asian or North African - North African	1594	42	0	0.0%	0.0%
Middle Eastern/West Asian or North African - West Asian	13634	382	304	2.2%	0.6%
Pacific Islander - Chamorro	459	0	0	0.0%	0.0%
Pacific Islander - Native Hawaiian	1269	70	0	0.0%	0.0%
Pacific Islander - Samoan	1199	21	21	1.8%	0.0%
White - European	274538	3090	1564	0.6%	3.1%

» EMPLOYMENT

Among the traditional working age population (16-64) in San Francisco, there are 69,208 (8%) people that are both unemployed (including those looking and not looking for work) and low-mod (earning less than 80% AMI, Area Median Income). This rate varies substantially by race, with Black people (17.8%) being 3.5 times more likely to be low-mod unemployed than the group with the lowest rate (White, 5.1%). Indigenous people (13.2%) have the second highest rate, a drop from the level for Black people, and the third highest group, Latino (9.7%), is another drop down from Indigenous. The rates for the next three groups, Middle Eastern/North African (8.6%), Asian (8.6%), and Pacific Islander (7.3%), are all much closer to Latino and each other in their concentrations. **Accordingly low-mod unemployment is particularly acute for Black and Indigenous communities.**

For Black detailed racial groups, Africans (19.6%) have a slightly higher rate of low-mod unemployment than African Americans (18.9%), which is usually not the case for indicators of need that are directly economically related. American Indian Indigenous (14.4%) people have much higher rates of low-mod unemployment than Indigenous people from Mexico, Central and South America, and the Caribbean (8.8%), which is also an unusual trend. Although the populations are small, the only Pacific Islander group with identifiable rates of low-mod unemployment is Samoan (17.4%), and this too is uncommon, as Chamorro people most often have much higher rates of economic hardship. Rates among the larger population Asian communities are more typical to other indicators of need: Southeast Asians (12.9%) have the highest rate of low-mod unemployment, and Chinese (9.7%) people have the second highest, with all others clustering together.

Population in San Francisco Ages 16 to 64 Years-Old and Unemployed by Neighborhood

Unemployed Population Age 16 to 64 Years-Old (both looking and not looking for work)

☐ Analysis Neighborhoods
▨ Excluded Analysis Neighborhood
■ Less Than 50% Low-to-Moderate Income (0-80% AMI) Block Groups

0.0% - 1.2%
1.3% - 3.4%
3.5% - 5.4%
5.5% - 7.7%
7.8% - 12.0%

Source: IPUMS NHGIS Table B23001. Sex by Age by Employment Status for the Population 16 Years and Over, 5-Year 2017-2021 ACS

Map date: April 9, 2024
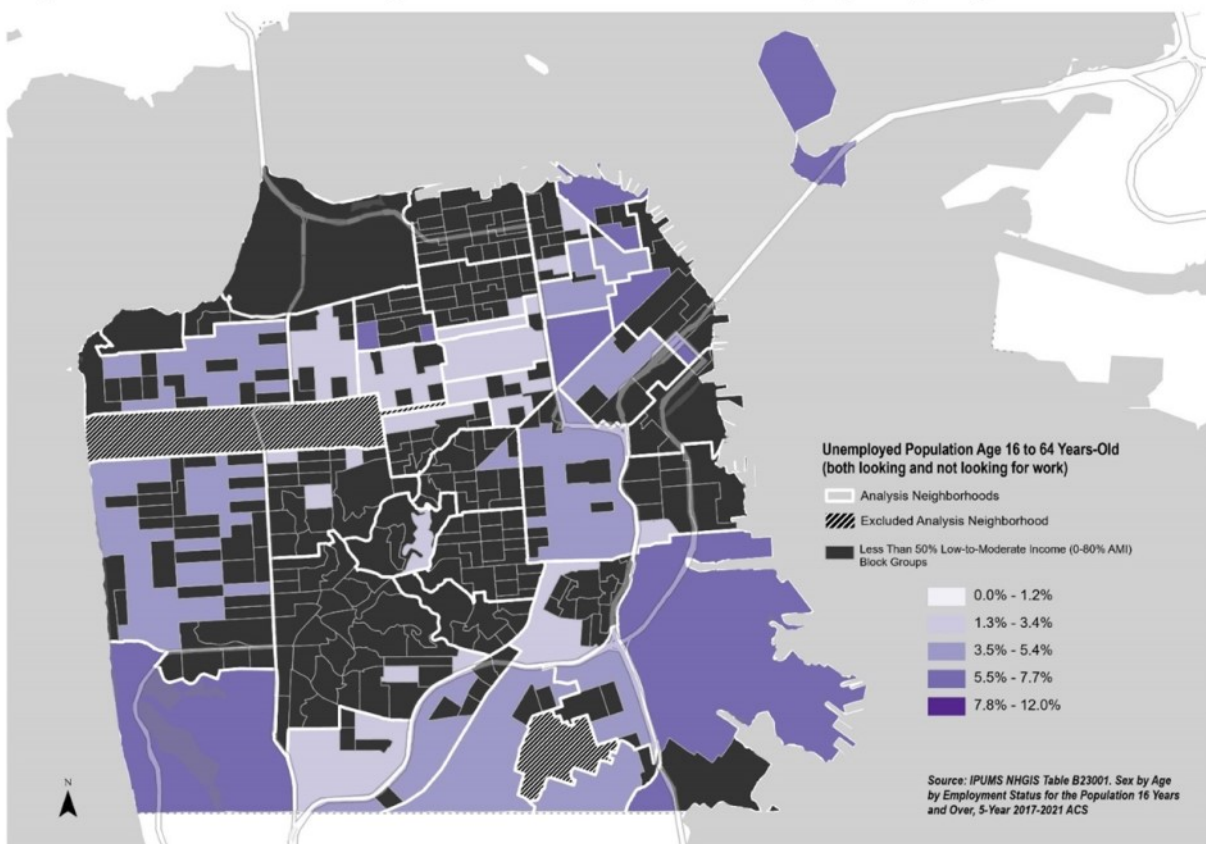
LOW- AND MODERATE-INCOME POPULATION IN SAN FRANCISCO AGES 16-64 AND UNEMPLOYED BY RACE AND ETHNICITY

Low-Mod (0-80% AMI) Unemployed (Ages 16-64 both Looking and Not Looking for Work)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total People	865709	57855	333443	11550	133172	7397	17231	426464
Unemployed	136668	15881	53476	2961	24025	983	2743	56058
Low-Mod Unemployed	69208	10298	28710	1521	12940	538	1488	21911
Concentration of Low-Mod Unemployed	8.0%	17.8%	8.6%	13.2%	9.7%	7.3%	8.6%	5.1%

Low-Mod (0-80% AMI) Unemployed (Ages 16-64 both Looking and Not Looking for Work)	Total People	Unemployed	Low-Mod Unemployed	Concentration of Low-Mod Unemployed	Race Breakdown of Low-Mod Unemployed
Total	865709	136668	69208	8.0%	100.0%
Asian - Central Asian	274	15	15	5.5%	0.0%
Asian - Chinese	168747	27438	16320	9.7%	23.6%
Asian - Filipino	36241	5167	2065	5.7%	3.0%
Asian - Japanese	13369	1614	619	4.6%	0.9%
Asian - Korean	13558	1866	961	7.1%	1.4%
Asian - Mongolian	616	214	82	13.3%	0.1%
Asian - South Asian	23140	2252	1262	5.5%	1.8%
Asian - Southeast Asian	23558	5077	3043	12.9%	4.4%
Black - African	5655	1358	1111	19.6%	1.6%
Black - African American	37563	10652	7083	18.9%	10.2%
Black - Caribbean, Central or South American, or Mexican	4943	992	394	8.0%	0.6%
Indigenous - American Indian	7002	1805	1011	14.4%	1.5%
Indigenous - Caribbean, Central or South American, or Mexican	4808	951	422	8.8%	0.6%
Latino - Caribbean	6805	1094	513	7.5%	0.7%
Latino - Central American	26070	4323	2363	9.1%	3.4%
Latino - Mexican	50489	9806	5264	10.4%	7.6%
Latino - South American	8055	1320	933	11.6%	1.3%
Middle Eastern/West Asian or North African - North African	1594	333	115	7.2%	0.2%
Middle Eastern/West Asian or North African - West Asian	13634	1917	1130	8.3%	1.6%
Pacific Islander - Chamorro	459	7	0	0.0%	0.0%
Pacific Islander - Native Hawaiian	1269	68	0	0.0%	0.0%
Pacific Islander - Samoan	1199	305	209	17.4%	0.3%
White - European	274538	34272	13286	4.8%	19.2%

» ENGLISH SPEAKING

The Census asks people if they speak a language other than English at home, and of those who say yes, they ask to rate themselves on English speaking ability: very well, well, not well, or not at all. In San Francisco, 10.2% of people speak low or no English (not well or not at all), and 6.6% of people are both low-mod (earn less than 80% AMI, Area Median Income) and speak low or no English. **Almost all low-mod low or no English speakers are Asian (13.2%) and Latino (8.1%), with the next highest group, Middle Eastern/North African (2.6%), experiencing this hardship at less than one third of the rate of the highest two.** At the same time, groups with low or no English proficiency whose primary languages are not the City's mandatory ones (Chinese, Spanish, Filipino, Vietnamese) may experience greater hardship precisely because their populations are small. Beyond Middle Eastern/North African people, there are Indigenous (2.2%), Pacific Islander (1.7%), White (1.1%), and Black (0.7%) low-mod no or low English speakers.

One out of every five Chinese people (19.8%) in San Francisco is low-mod and speaks low or no English, easily the highest rate of any racial subgroup. The next highest Asian subgroup is Southeast Asian (13%), which can include Vietnamese and Filipino but also Thai, Lao, Cambodian, Burmese, Malay, and Indonesian. The only other Asian subgroup with a rate of low-mod and no or low English proficiency above 2% is Koreans (7.8%). Among Latino communities, Central Americans (15.5%) are much more likely to be low-mod low or no English speakers, as compared to Mexicans (8.9%), South Americans (7.5%), and especially Caribbeans (0.1%). Most Indigenous low-mod no or low English speakers are Mexican, Central or South American, or Caribbean (4%), whereas most Black people with this language proficiency are African (4.9%). Racial groups with sizeable portions of low-mod low or no English proficiency that may speak languages other than the four mandatory City translation languages are Southeast Asian other than Vietnamese and Filipino, Korean, Latino and Indigenous other than Spanish, Black African, and Middle Eastern/West Asian.

Population in San Francisco Who Speak No English or Low English by Neighborhood
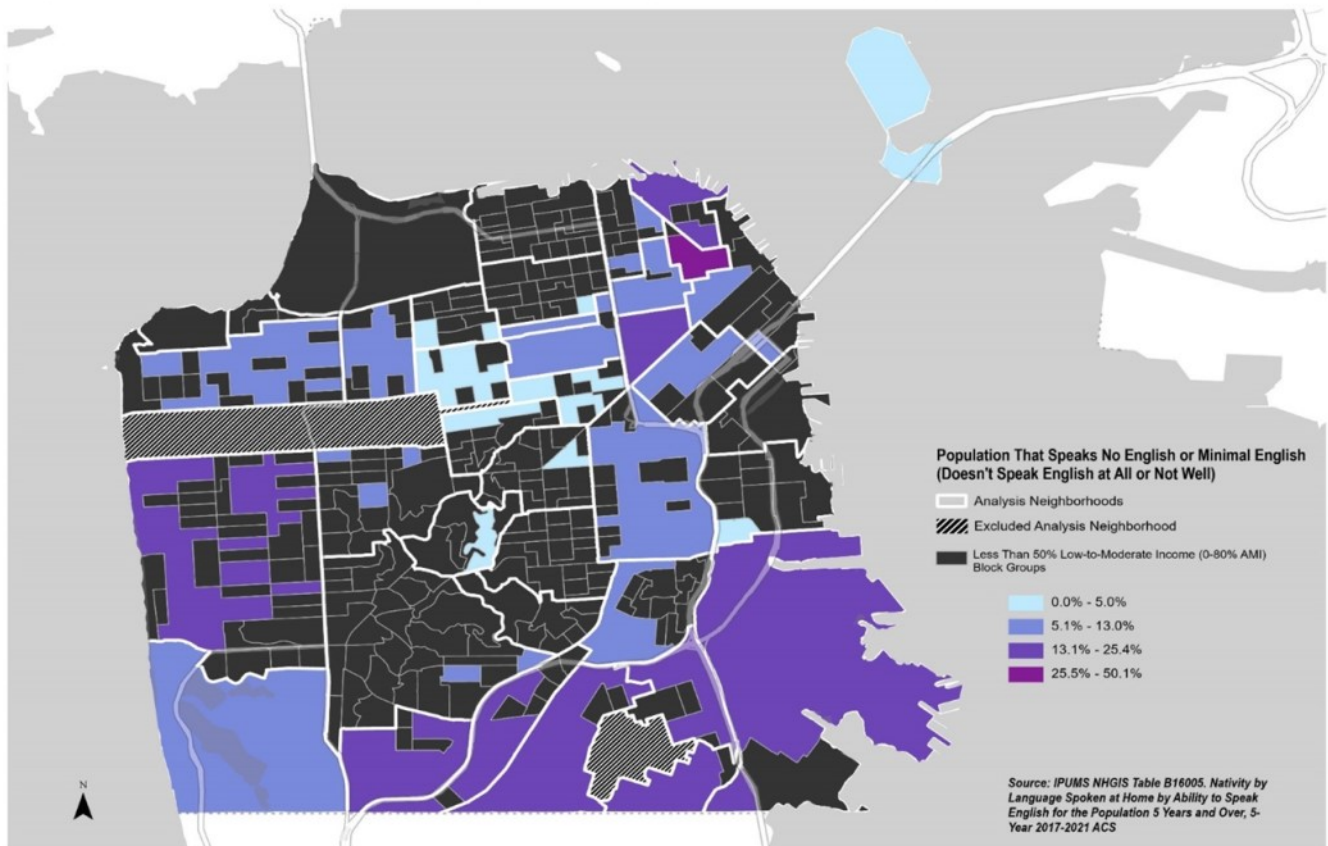
Population That Speaks No English or Minimal English (Doesn't Speak English at All or Not Well)

☐ Analysis Neighborhoods

▨ Excluded Analysis Neighborhood

■ Less Than 50% Low-to-Moderate Income (0-80% AMI) Block Groups

0.0% - 5.0%
5.1% - 13.0%
13.1% - 25.4%
25.5% - 50.1%

Source: IPUMS NHGIS Table B16005. Nativity by Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over, 5-Year 2017-2021 ACS

Map date: April 9, 2024

LOW- AND MODERATE-INCOME POPULATION IN SAN FRANCISCO WHO SPEAK NO ENGLISH OR LOW ENGLISH BY RACE AND ETHNICITY								
Low-Mod (0-80% AMI) No or Low English (Doesn't Speak English at All or Not Well)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total People	865709	57855	333443	11550	133172	7397	17231	426464
No or Low English	88092	662	67455	498	16399	308	930	7148
Low-Mod No or Low English	57473	392	43876	252	10726	123	443	4608
Concentration of Low-Mod No or Low English	6.6%	0.7%	13.2%	2.2%	8.1%	1.7%	2.6%	1.1%

Low-Mod (0-80% AMI) No or Low English (Doesn't Speak English at All or Not Well)	Total People	No or Low English	Low-Mod No or Low English	Concentration of Low-Mod No or Low English	Race Breakdown of Low-Mod No or Low English
Total	865709	88092	57473	6.6%	100.0%
Asian - Central Asian	274	21	0	0.0%	0.0%
Asian - Chinese	168747	49587	33410	19.8%	58.1%
Asian - Filipino	36241	1381	594	1.6%	1.0%
Asian - Japanese	13369	452	162	1.2%	0.3%
Asian - Korean	13558	1252	1056	7.8%	1.8%
Asian - Mongolian	616	0	0	0.0%	0.0%
Asian - South Asian	23140	473	429	1.9%	0.7%
Asian - Southeast Asian	23558	4787	3070	13.0%	5.3%
Black - African	5655	382	275	4.9%	0.5%
Black - African American	37563	65	38	0.1%	0.1%
Black - Caribbean, Central or South American, or Mexican	4943	96	0	0.0%	0.0%
Indigenous - American Indian	7002	244	99	1.4%	0.2%
Indigenous - Caribbean, Central or South American, or Mexican	4808	438	192	4.0%	0.3%
Latino - Caribbean	6805	42	8	0.1%	0.0%
Latino - Central American	26070	6520	4038	15.5%	7.0%
Latino - Mexican	50489	5927	4508	8.9%	7.8%
Latino - South American	8055	753	605	7.5%	1.1%
Middle Eastern/West Asian or North African - North African	1594	3	0	0.0%	0.0%
Middle Eastern/West Asian or North African - West Asian	13634	678	314	2.3%	0.5%
Pacific Islander - Chamorro	459	0	0	0.0%	0.0%
Pacific Islander - Native Hawaiian	1269	35	0	0.0%	0.0%
Pacific Islander - Samoan	1199	0	0	0.0%	0.0%
White - European	274538	2186	1754	0.6%	3.1%

» INTERNET AND TECHNOLOGY

The Census data includes two types of digital equity, low or no internet (nobody in the home has any internet access or only has dial-up) and no computer (nobody in the home has a computer, tablet, or smartphone). In San Francisco, 7.5% of households are low-mod (earning less than 80% AMI, Area Median Income) and have low or no internet and 4.2% of households are low-mod and have no computer. **For both indicators of digital inequity, Black households have the highest rate: 14.7% for internet and 7.4% for computer.** Both rates are over three times higher than the group with lowest rate, White (4.8%) for internet and Middle Eastern/North African (2.4%) for computer. The next two highest groups for each indicator of need are Latino (internet: 10%, computer: 5.4%) and Asian (internet: 9.7%, computer: 5.4%).

Although Black households have the worst rates of technology access overall, and African Americans have among the highest levels of low-mod low or no internet (7.4%) and no computer (15.4%), **Central American Latinos have the highest rate of both out of any detailed racial category (internet: 15.6%, computer: 10%).** Caribbean Latinos have higher rates of low-mod low or no internet (12.4%) and no computer (7.8%) too. Among Asian groups, Southeast Asian people have the highest rate for low-mod low or no internet (11.9%) but a low rate for low-mod no computer (3.9%), whereas Chinese people have high rates for both (internet: 11.6%, computer: 6.7%). Similar to Southeast Asians, Native Hawaiian Pacific Islanders have high levels of low-mod low or no internet (11.8%) but low levels of low-mod no computer (1.5%).

Population with No Computer in Home in San Francisco by Neighborhood
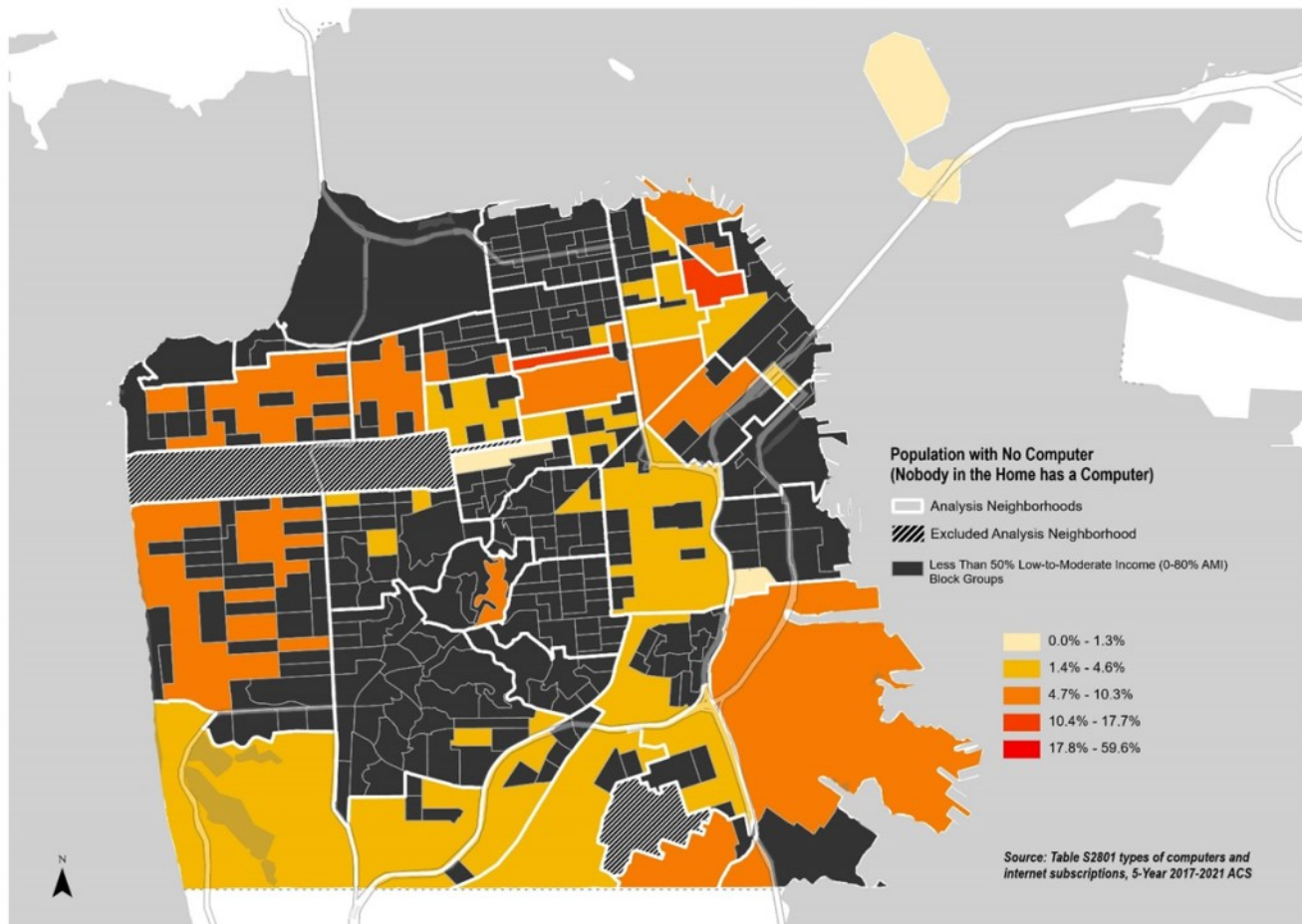
Population with No Computer
(Nobody in the Home has a Computer)

☐ Analysis Neighborhoods

▨ Excluded Analysis Neighborhood

■ Less Than 50% Low-to-Moderate Income (0-80% AMI) Block Groups

- 0.0% - 1.3%
- 1.4% - 4.6%
- 4.7% - 10.3%
- 10.4% - 17.7%
- 17.8% - 59.6%

Source: Table S2801 types of computers and internet subscriptions, 5-Year 2017-2021 ACS

Map date: April 9, 2024

LOW- AND MODERATE-INCOME POPULATION WITH NO COMPUTER IN HOME IN SAN FRANCISCO BY RACE AND ETHNICITY								
Low-Mod (0-80% AMI) No Computer (Nobody in Home has a Computer)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Households	380170	24667	126874	5722	46842	2849	7965	209600
No Computer	17980	2003	7414	288	2630	96	193	7062
Low-Mod No Computer	16087	1830	6877	225	2512	96	193	5978
Concentration of Low-Mod No Computer	4.2%	7.4%	5.4%	3.9%	5.4%	3.4%	2.4%	2.9%

Low-Mod (0-80% AMI) No Computer (Nobody in Home has a Computer)	Total Households	No Computer	Low-Mod No Computer	Concentration of Low-Mod No Computer	Race Breakdown of Low-Mod No Computer
Total	380170	17980	16087	4.2%	100.0%
Asian - Central Asian	82	0	0	0.0%	0.0%
Asian - Chinese	68372	4975	4580	6.7%	28.5%
Asian - Filipino	13103	622	559	4.3%	3.5%
Asian - Japanese	6601	406	389	5.9%	2.4%
Asian - Korean	6171	255	232	3.8%	1.4%
Asian - Mongolian	207	0	0	0.0%	0.0%
Asian - South Asian	10574	112	112	1.1%	0.7%
Asian - Southeast Asian	9219	366	358	3.9%	2.2%
Black - African	2401	111	95	4.0%	0.6%
Black - African American	17858	1458	1328	7.4%	8.3%
Black - Caribbean, Central or South American, or Mexican	1649	76	76	4.6%	0.5%
Indigenous - American Indian	4012	200	120	3.0%	0.7%
Indigenous - Caribbean, Central or South American, or Mexican	1946	87	87	4.5%	0.5%
Latino - Caribbean	3293	256	256	7.8%	1.6%
Latino - Central American	8686	901	869	10.0%	5.4%
Latino - Mexican	18255	621	595	3.3%	3.7%
Latino - South American	3762	99	99	2.6%	0.6%
Middle Eastern/West Asian or North African - North African	729	10	10	1.4%	0.1%
Middle Eastern/West Asian or North African - West Asian	6214	169	169	2.7%	1.1%
Pacific Islander - Chamorro	290	0	0	0.0%	0.0%
Pacific Islander - Native Hawaiian	668	10	10	1.5%	0.1%
Pacific Islander - Samoan	276	0	0	0.0%	0.0%
White - European	153533	4120	3410	2.2%	21.2%

Population with No Computer in Home in San Francisco by Neighborhood

Population with No Computer
(Nobody in the Home has a Computer)

▢ Analysis Neighborhoods

▨ Excluded Analysis Neighborhood

■ Less Than 50% Low-to-Moderate Income (0-80% AMI) Block Groups

- 0.0% - 1.3%
- 1.4% - 4.6%
- 4.7% - 10.3%
- 10.4% - 17.7%
- 17.8% - 59.6%

Source: Table S2801 types of computers and internet subscriptions, 5-Year 2017-2021 ACS

Map date: April 9, 2024
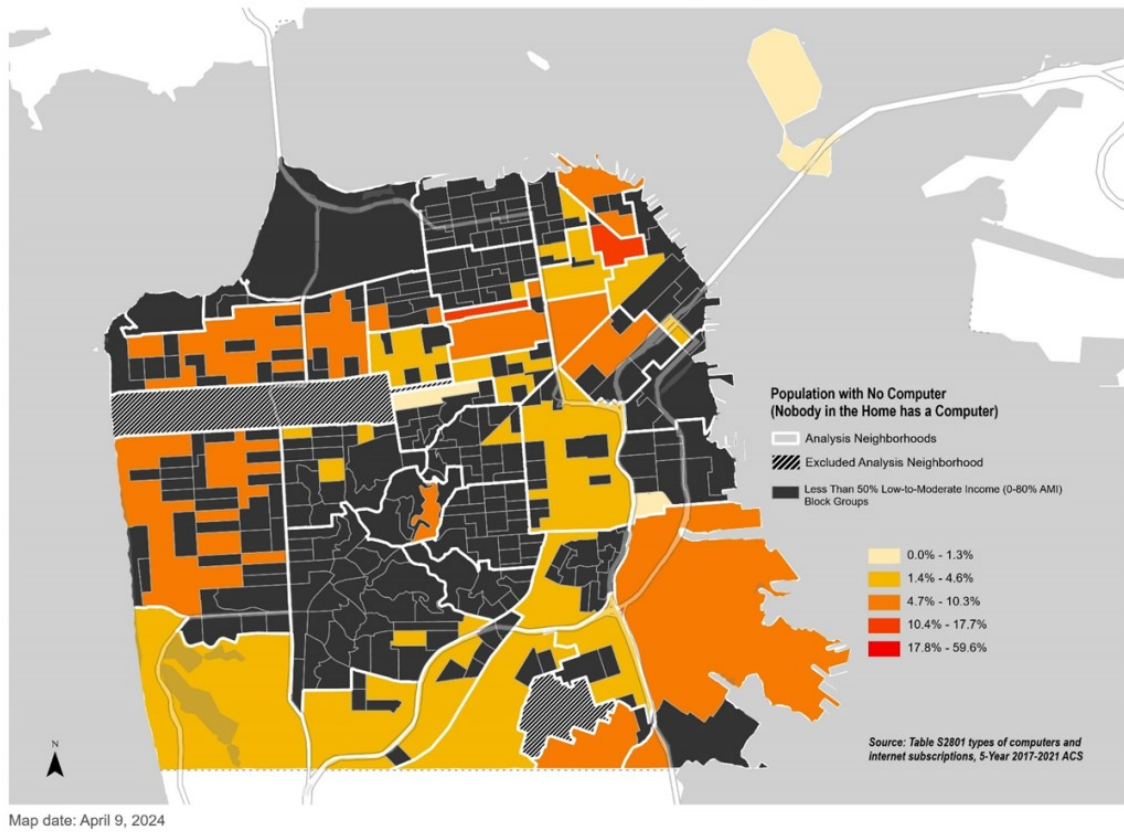
LOW- AND MODERATE-INCOME POPULATION WITH NO INTERNET OR ONLY DIAL-UP IN HOME IN SAN FRANCISCO BY RACE AND ETHNICITY								
Low-Mod (0-80% AMI) Low or No Internet (Nobody in Home has Internet or Only has Dial-Up)	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total Households	380170	24667	126874	5722	46842	2849	7965	209600
Low or No Internet	34836	4193	14299	680	5144	408	661	13645
Low-Mod Low or No Internet	28478	3631	12258	483	4664	265	605	10165
Concentration of Low-Mod Low or No Internet	7.5%	14.7%	9.7%	8.4%	10.0%	9.3%	7.6%	4.8%

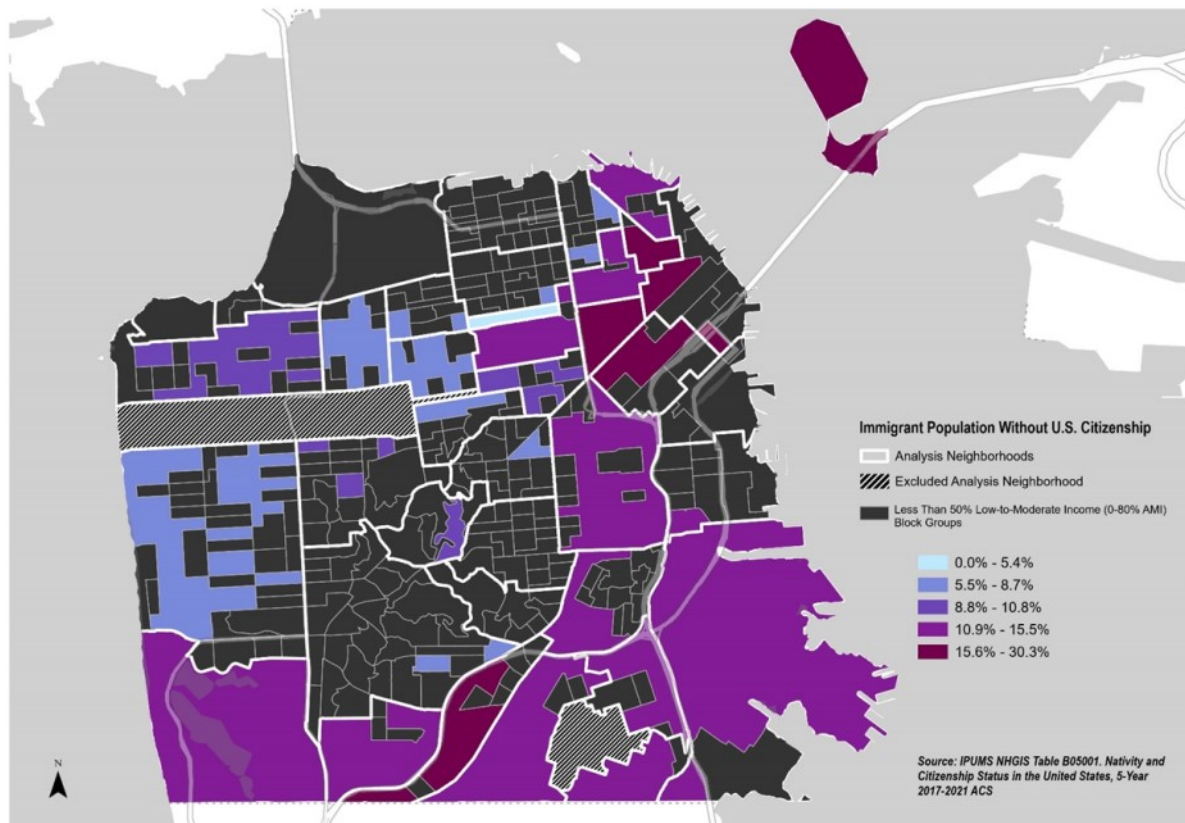| Low-Mod (0-80% AMI) Low or No Internet (Nobody in Home has Internet or Only has Dial-Up)	Total Households	Low or No Internet	Low-Mod Low or No Internet	Concentration of Low-Mod Low or No Internet	Race Breakdown of Low-Mod Low or No Internet
Total	380170	34836	28478	7.5%	100.0%
Asian - Central Asian	82	0	0	0.0%	0.0%
Asian - Chinese	68372	9226	7960	11.6%	28.0%
Asian - Filipino	13103	1300	1100	8.4%	3.9%
Asian - Japanese	6601	641	595	9.0%	2.1%
Asian - Korean	6171	400	215	3.5%	0.8%
Asian - Mongolian	207	0	0	0.0%	0.0%
Asian - South Asian	10574	188	173	1.6%	0.6%
Asian - Southeast Asian	9219	1179	1098	11.9%	3.9%
Black - African	2401	184	165	6.9%	0.6%
Black - African American	17858	3196	2757	15.4%	9.7%
Black - Caribbean, Central or South American, or Mexican	1649	161	161	9.8%	0.6%
Indigenous - American Indian	4012	486	322	8.0%	1.1%
Indigenous - Caribbean, Central or South American, or Mexican	1946	200	177	9.1%	0.6%
Latino - Caribbean	3293	407	407	12.4%	1.4%
Latino - Central American	8686	1506	1352	15.6%	4.7%
Latino - Mexican	18255	1632	1479	8.1%	5.2%
Latino - South American	3762	313	278	7.4%	1.0%
Middle Eastern/West Asian or North African - North African	729	10	10	1.4%	0.0%
Middle Eastern/West Asian or North African - West Asian	6214	501	445	7.2%	1.6%
Pacific Islander - Chamorro	290	0	0	0.0%	0.0%
Pacific Islander - Native Hawaiian	668	98	79	11.8%	0.3%
Pacific Islander - Samoan	276	12	0	0.0%	0.0%
White - European	153533	8247	5998	3.9%	21.1%

» CITIZENSHIP STATUS

San Francisco has a large number of immigrants (310,991, 35.9%), defined as someone born outside the US to parents that do not have US citizenship status, and of those immigrants, 108,303 have not been naturalized. This can include those in the US with work or student visas, refugees, asylum seekers, and others. Out of all City residents, 5% are both low-mod (earning less than 80% AMI, Area Median Income) and non-naturalized immigrants (without citizenship status). By far, Latino residents are the most likely to be low-mod non-naturalized immigrants (11.5%), which is a 50% higher concentration than the second highest group, Asian residents (7%). There is also a sizeable Middle Eastern/North African (5.8%) low-mod non-naturalized immigrant population in San Francisco.

Latino people from Central America (19.1%) are much more likely to be low-mod non-naturalized immigrants than those from Mexico (12.8%) and South America (12.6%), and almost no Caribbean Latino people (0.7%) are low-mod non-naturalized immigrants. Other racial subgroups from the Americas have higher proportions of immigrants without citizenship status: Black (6.4%) and Indigenous (6.4%) people from Mexico, Central and South America, or the Caribbean have higher rates than their counterparts from the US (Black: 0%, Indigenous: 1.9%). Black Africans (7.1%) had higher rates as well. Although Middle Eastern/North African people from West Asia typically face higher rates of low-income, rent burden, and lack of technology, compared to those from North Africa, this is not the case for low-mod non-naturalized immigrants (West Asia: 5.8%, North Africa: 5.9%).

The highest Asian subgroup with a significant population is Chinese (8.2%), which makes up the vast majority of Asian low-mod non-naturalized immigrants. There are also sizeable rates of this immigration status among Japanese (6.6%), South Asian (6.3%), Southeast Asian (5.7%), and Korean (5.5%) people.

Non-Naturalized Immigrant Population in San Francisco by Neighborhood

Immigrant Population Without U.S. Citizenship

▢ Analysis Neighborhoods
▨ Excluded Analysis Neighborhood
■ Less Than 50% Low-to-Moderate Income (0-80% AMI) Block Groups

0.0% - 5.4%
5.5% - 8.7%
8.8% - 10.8%
10.9% - 15.5%
15.6% - 30.3%

Source: IPUMS NHGIS Table B05001. Nativity and Citizenship Status in the United States, 5-Year 2017-2021 ACS

Map date: April 9, 2024

LOW- AND MODERATE-INCOME NON-NATURALIZED IMMIGRANT POPULATION IN SAN FRANCISCO BY RACE AND ETHNICITY

Low-Mod (0-80%) Non-Naturalized Immigrants	Total	Black	Asian	Indigenous	Latino	Pacific Islander	MENA	White
Total People	865709	57855	333443	11550	133172	7397	17231	426464
Immigrants	310991	5464	193873	1527	53272	2140	8213	74220
Non-Naturalized Immigrants	108303	2046	54158	680	28099	726	2702	32152
Low-Mod Non-Naturalized Immigrants	43345	872	23213	320	15279	149	998	7030
Concentration of Low-Mod Non-Naturalized Immigrants	5.0%	1.5%	7.0%	2.8%	11.5%	2.0%	5.8%	1.6%

Low-Mod (0-80%) Non-Naturalized Immigrants	Total People	Immigrants	Non-Naturalized Immigrants	Low-Mod Non-Naturalized Immigrants	Concentration of Low-Mod Non-Naturalized Immigrants	Race Breakdown of Low-Mod Non-Naturalized Immigrants
Total	865709	310991	108303	43345	5.0%	100.0%
Asian - Central Asian	274	104	42	15	5.5%	0.0%
Asian - Chinese	168747	106010	24430	13851	8.2%	32.0%
Asian - Filipino	36241	20646	4756	1195	3.3%	2.8%
Asian - Japanese	13369	4197	2614	887	6.6%	2.0%
Asian - Korean	13558	6803	2361	741	5.5%	1.7%
Asian - Mongolian	616	419	361	141	22.9%	0.3%
Asian - South Asian	23140	13649	7949	1447	6.3%	3.3%
Asian - Southeast Asian	23558	14090	2542	1348	5.7%	3.1%
Black - African	5655	2355	928	402	7.1%	0.9%
Black - African American	37563	939	93	18	0.0%	0.0%
Black - Caribbean, Central or South American, or Mexican	4943	1437	904	316	6.4%	0.7%
Indigenous - American Indian	7002	622	298	135	1.9%	0.3%
Indigenous - Caribbean, Central or South American, or Mexican	4808	1306	624	307	6.4%	0.7%
Latino - Caribbean	6805	723	120	45	0.7%	0.1%
Latino - Central American	26070	14816	8789	4984	19.1%	11.5%
Latino - Mexican	50489	16286	10425	6484	12.8%	15.0%
Latino - South American	8055	4924	1996	1011	12.6%	2.3%
Middle Eastern/West Asian or North African - North African	1594	925	395	94	5.9%	0.2%
Middle Eastern/West Asian or North African - West Asian	13634	6172	1992	785	5.8%	1.8%
Pacific Islander - Chamorro	459	0	0	0	0.0%	0.0%
Pacific Islander - Native Hawaiian	1269	156	12	0	0.0%	0.0%
Pacific Islander - Samoan	1199	268	69	36	3.0%	0.1%
White - European	274538	42721	17429	2388	0.9%	5.5%

DEPORTATION COURT FILINGS BY REGION	
Region	**# of deportation filings**
Asia	274
Caribbean	42
Central America	7,600
Europe	250
North America	12
South America	167
South Asia	276
Southeast Asia	195
Sub-Saharan Africa	84
Western Europe	13
Middle East/Northern Africa/West Asia	78
Pacific Island	14
Grand Total	**9,005**