

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



EDWIN M. LEE
MAYOR

OLSON LEE
DIRECTOR

REQUEST FOR PROPOSALS

SOUTH OF MARKET COMMUNITY STABILIZATION FUND

Deadline for Submitting Applications:
5:00 p.m., Wednesday, September 3, 2014
One original and 3 copies of the completed proposal should be submitted to:
Mayors' Office of Housing
1 South Van Ness Avenue, 5th Floor
Attention: Claudine M. del Rosario
HAND DELIVERY RECOMMENDED

Bidders Conference

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

Wednesday, August 13, 2014 at 11:00 a.m.
1 South Van Ness Avenue, 5th Floor

RFP Overview

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

Introduction

The Fund

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

In concert with Ordinance 217-05, monies deposited in the Fund shall be used to address the impacts of destabilization on residents and businesses in SoMa including assistance for: affordable housing and community asset building, small business rental assistance, development of new affordable homes for rental units for low income households, rental subsidies for low income households, down payment assistance for home ownership for low income households, eviction prevention, employment development and capacity building for SoMa residents, job growth and job placement, small business assistance, leadership development, community cohesion, civic participation, and community based programs and economic development.

Mayor's Office of Housing and the Community Advisory Committee

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

Strategic Plan

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

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

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

The Fund's **vision** is that populations most vulnerable to displacement in SoMa (individuals, families, businesses that serve and employ them, nonprofit organizations, community arts, and educational institutions) are able to live, work and prosper in a neighborhood that is safe and culturally and economically diverse.

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

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

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

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

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

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

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

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

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

Either

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

Or

Commits to at least two of the following:

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

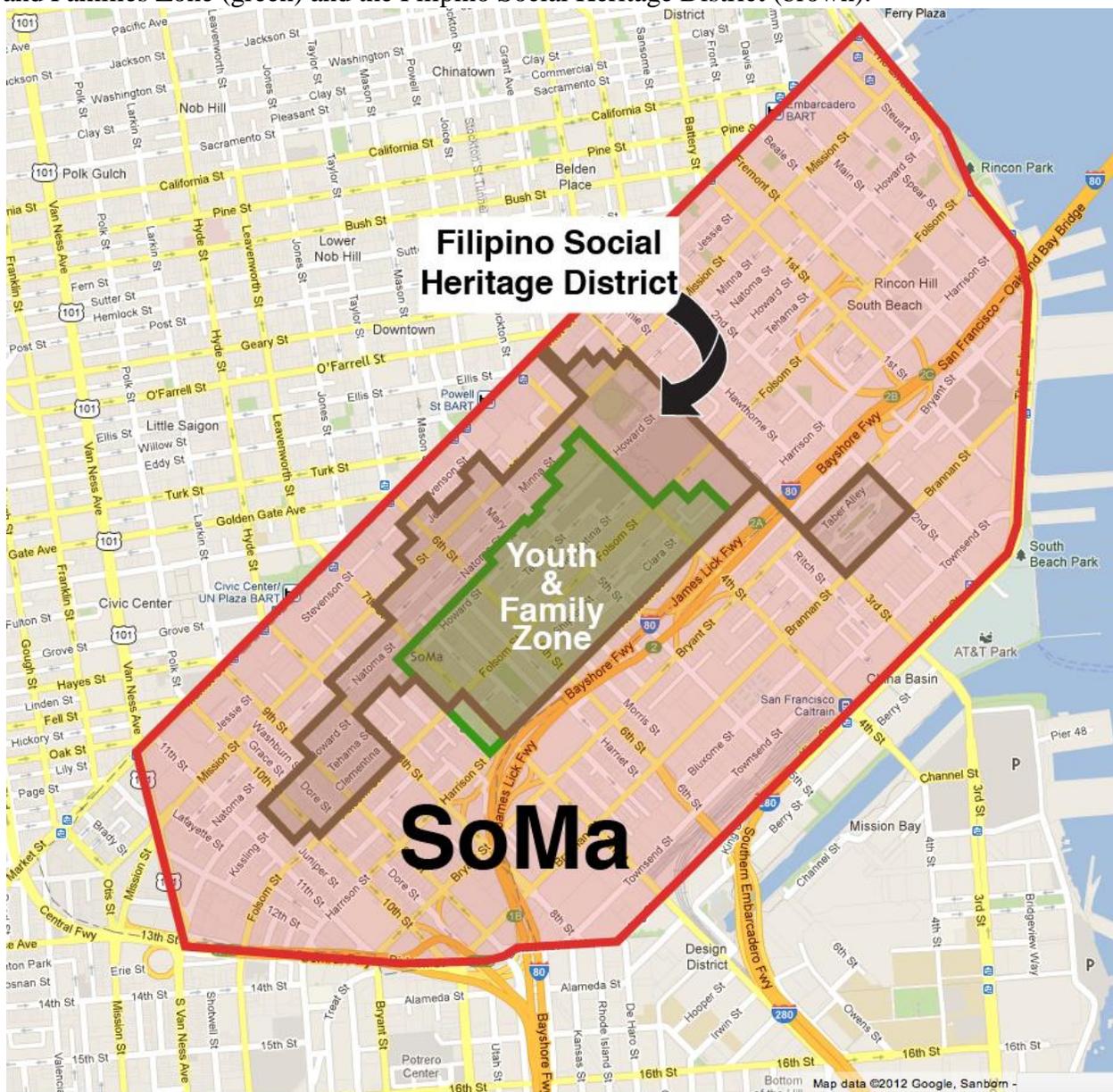
- Provides safe, dry places for individuals or community members to gather
- Provides a family-friendly environment
- Provides space for SoMa artists to exhibit or perform
- Participates in community watch or community safety
- Demonstrates a concerted effort to hire from the SoMa neighborhood
- Operates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

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

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

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

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



Special Considerations for Specific Program Areas

There are three program areas that will be funded for this RFP cycle:

1. Acquisition of a Community Facility
2. Development Strategy Consulting Services
3. College Preparatory Service Connection and Capacity Building

Criteria for each program area are described in this document. Specific questions regarding these programs can be addressed at the bidder conference.

Review Process

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

RFP Release	August 8, 2014
Bidder's Conference	August 13, 2014 at 11:00 a.m.
Proposal Deadline	September 3, 2014 at 5:00 p.m.
Interviews with Qualified Applicants for Funding Development Strategy Program Area	Week of September 15, 2014
Preliminary Recommendations to BOS and Mayor	Late September
Public Meeting on Preliminary Recommendations	October 16, 2014
Recommendations to BOS Finance Committee	Late October 2014
Consideration by BOS	Late October/Early November 2014
Mandatory orientations for funded agencies	November 2014
Contract/Workplan negotiation	November-December 2014
Execution of grant agreements	December 2014
Projects begin	January 2015

Community Facility Acquire a community serving facility in the South of Market (SoMa) that provides programs and activities that support youth development citywide.	
Proposal Type	A conditional grant of up to \$400,000 will be made available to a community-based organization located in SoMa to acquire a facility to provide programs and activities that support youth development including on-site support for transitional aged youth and job preparation for youth citywide.
Conditional Release of Grant Funding	<p>Agencies that apply under this program will conduct a capital campaign to raise funds for acquisition, building improvements and internal reserves. Release of grant funding is conditional upon the agency's ability to raise funding from other sources at a 1:1 match.</p> <ul style="list-style-type: none"> • Agency must demonstrate that an amount equal to or greater than the amount conditionally granted by the City has been committed by other sources. Grant award letters or commitment letters will suffice as documentation. • Grant agreement will only be executed upon demonstration of at least a 1:1 match. • Grantee must demonstrate that it is on track with fundraising benchmarks before grant funds are disbursed. • If necessary, up to 15% of the grant may be released prior to the accomplishment of negotiated benchmarks if the agency can demonstrate that an early release of funds would serve as leverage to secure matching dollars. • After the City has received the Capital Campaign Plan, MOHCD will negotiate benchmark disbursements for the remaining 85% of the grant or the entire grant amount. • A Project Manager for the acquisition and rehabilitation of the building is required. If a Project Manager is not currently in place, one must be contracted in order for grant funds to be disbursed.
Eligible Applicants	<p>Eligible applicants must:</p> <ul style="list-style-type: none"> • Demonstrate that it is a 501(c)(3) registered non-profit corporations with proposed program based in the South of Market neighborhood of San Francisco; • Have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served. • Have a SoMa resident client base; • A proven commitment and history of effectively serving low-income youth of SoMa; and • A demonstrated commitment to partnering youth with organizations, residents and businesses in SoMa.
Eligible Projects	Acquisition and construction funding is available for: A community-based organization located in SoMa to acquire a facility to provide programs that support youth development including on-site support for transitional aged youth and job preparation for youth citywide.

Ineligible Projects	No monies will be made available for operating expenses or services.
Matching	100% matching required. Grantees should include in their application: <ul style="list-style-type: none"> • A capital campaign plan. Plan must include a timeline and benchmarks for raising \$1 million by October 2014. This plan must demonstrate a minimum 1:1 match for SoMa funds requested. A comprehensive services plan and budget that demonstrates how this program will be funded beyond the term of this grant and how the Fund's investments will be leveraged to ensure continuity of the program.
Program Objectives	The proposed project must strengthen neighborhood community cohesion by: <ul style="list-style-type: none"> • Strengthening the local nonprofit infrastructure • Creating resident connections across income and culture
Eligible Beneficiaries	Program beneficiaries must be low- and moderate-income residents of SoMa.
Organizational Capacity	The applicant agency must demonstrate by its history and track record that it can effectively administer programs to achieve desired outcomes including the ability to fundraise and manage an asset. Funding preference is given to agencies demonstrating superior performance and the ability to leverage funds from non-SoMa sources.
Program Dates	Funds may be made available starting January 1, 2015 provided the approved grantee demonstrates completion of required benchmarks.
Awards	Grant maximum award is \$400,000
Fund Restrictions	Banking of capital funds is not allowed. An agency is considered to be banking funds when funds are awarded in one fiscal year and: <ul style="list-style-type: none"> • None of the funds are used during the fiscal year, and • There is no meaningful progress made on the project during the fiscal year, and • The agency requests additional funds the following fiscal year for the same project. Capital and acquisition are committed to a specific project. Funds cannot be used for capital improvements at another site or for another capital project within the same agency. Any funds remaining after completion of the project cannot be used for other capital projects. <p>The acquired facility will be restricted to the proposed uses for a period of twenty years and the sponsor must present documentation of its uses annually for five years.</p>
Ineligible Expenses	An agency's general administrative expenses, including salary for a Project Manager, general operating and services, cannot be reimbursed with grant funds. Costs that arise prior to certification of the grant agreement cannot be reimbursed.
Supporting	All projects funded under this program must supply the following

Documents	<p>documentation:</p> <ul style="list-style-type: none"> • SITE CONTROL: submit a deed or tax bill as evidence of ownership. A deed of trust will be required later to secure the grant. • MATCHING FUNDS: submit documents evidencing source and amount if currently secured • ASSET RESERVE ANALYSIS: submit a 20-year asset reserve analysis accompanied by proposed plans to pay for cost of operating the building. • CITATIONS, REPORTS submit Fire or Building Department citations, or inspection reports that support the funding request, if available. • SELLER AGREEMENT: submit documents evidencing the agreement to acquire the property from the current owner • CONSTRUCTION AND DESIGN BUDGETS: If available, submit cost estimates from design professional and/or contractor indicating the total construction budget
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Development Strategy Consultant Assist grantees in the SoMa Community Stabilization Fund portfolio in securing diverse funding sources for its programs to stabilize the SoMa neighborhood.	
Proposal Type	A grant of up to \$75,000 over eighteen months will be made available to a fund development consultant to assist and build the capacity of the portfolio of grantees funded by the SoMa Community Stabilization Fund in this area. *Please note that qualified applicants will be asked to interview with MOHCD and the SoMa Community Stabilization Fund CAC as part of the grant application process.
Description	Organizations that apply under this program area will work with the Mayor's Office of Housing and Community Development (MOHCD) and the South of Market Community Stabilization Fund Community Advisory Committee (CAC) to <ul style="list-style-type: none"> • Research prospective funders • Create fundraising package to pitch to potential donors • Assist funded organizations in developing a long-term funding strategy. Organizations funded through the SoMa Community Stabilization Fund will create a fund development plan. There are currently eight organizations in the SoMa portfolio.
Eligible Applicants	<ul style="list-style-type: none"> • Demonstrated track record in working with organizations to develop fundraising strategies • Ability to troubleshoot challenges • Demonstrated understanding of the cultural landscape and threats to stabilization in SoMa • Must demonstrate an ability to track program progress and impact on a monthly basis • Ability to work closely and meet with city staff on a quarterly basis • Demonstrate that it is a 501 (c)(3) registered non-profit corporation or under fiscal sponsorship of such a corporation
Required reporting/Reporting	Grantees will be expected to report quarterly to the SoMa Community Stabilization Fund CAC on the following: <ul style="list-style-type: none"> • Progress with regards to donor research • Progress on development of fundraising materials • # and % of grantees that have been engaged • Status updates on a development plan for the portfolio • Other deliverables as agreed upon through negotiation of a workplan
Program Objectives	The proposed project will strengthen neighborhood community cohesion by: Strengthening the local nonprofit infrastructure
Organizational Capacity	The applicant agency must demonstrate by its history and track record that it can effectively achieve desired outcomes.
Program Dates	Funds may be made available starting January 1, 2015 through June 30, 2016.
Awards	Grant Maximum award is \$75,000

College Preparatory Services Connector	
Develop and implement a program to connect SoMa youth to quality college preparatory services.	
Proposal Type	A grant of up to \$100,000 will be made available to a SoMa-based community-based organization, or a collaborative including such an organization, to connect SoMa youth to quality college preparatory services. A percentage of the grant funding must be used for fund-development/capacity building, to be determined during the workplan negotiation.
Eligible Applicants	Eligible applicants must: <ul style="list-style-type: none"> • Demonstrate that it is a 501(c)(3) registered non-profit corporations with proposed program based in the South of Market neighborhood of San Francisco; • Have a Board of Directors with a minimum of 7 members that reflect the diversity of the program(s) and clients being served. • Have a SoMa resident client base; • A proven commitment and history of effectively serving low-income youth of SoMa; and • A demonstrated commitment to partnering youth with organizations, residents and businesses in SoMa.
Eligible Projects	Funding is available for programs that connect SoMa youth to quality college preparatory services with proven track record of success.
Ineligible Projects	Proposals for developing new college preparatory services will not be funded. This project seeks to provide service connection for SoMa youth to existing college preparatory services with a proven track record for success.
Matching	Matching is not required, however, proposals that can demonstrate matching funds will be given priority for funding. Please include comprehensive services plan and budget that demonstrates how this program will be funded beyond the term of this grant/how the Fund's investments will be leveraged to ensure continuity of the program will
Program Objectives	The proposed project must strengthen neighborhood community cohesion by: <ul style="list-style-type: none"> • Providing college preparatory resources to SoMa youth • Connecting a SoMa-based organization (an organization that primarily services SoMa) and its constituents to high-capacity college preparatory service programs/organizations. • Developing a SoMa-based organization's capacity to provide college-preparatory services in the future • Building the fund-development capacity and long-term sustainability for a SoMa-based organization
Eligible Beneficiaries	Program beneficiaries must be low and moderate-income youth residents of SoMa between the ages of sixteen and twenty-three.
Organizational Capacity	The applicant agency must demonstrate by its history and track record that it can effectively administer programs to achieve desired outcomes

	and to provide monthly reporting to MOHCD. Funding preference is given to agencies demonstrating superior performance and the ability to leverage funds from non-SoMa sources.
Program Dates	Funds may be made available starting January 1, 2015 for a two-year period.
Awards	Grant maximum award is \$100,000
Supporting Documents	All projects funded under this program must supply the following documentation: <ul style="list-style-type: none"> • Board of Directors roster • Agency Budget • Project Budget

APPLICATION INSTRUCTIONS

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

- The following checklist identifies all RFP forms and other required items. Use this checklist to put together the proposal packet for submission. **One original and three copies of the RFP must be submitted. One copy of these must have original signatures in blue ink.**

- **Application** (*one original and three copies*)
 - [] Application (Including Agency Information, Proposal Narrative and List of Board of Directors)
 - [] Program Budget (Please use the attached Budget Form)
 - [] Agency-wide Budget

- **Additional required items for applicants not currently receiving CDBG funding** (*one copy attached to the original set*):
 - [] Articles of Incorporation, including all amendments
 - [] Organization by-laws, including all amendments
 - [] Evidence of Federal Tax Exempt 501(c) (3) status

- **Interview**

An interview with the applicants may be conducted before final funding recommendations are made. Please be prepared for interviews during the week of September 15, 2014.

APPLICANT BACKGROUND INFORMATION

(Please type all responses no smaller than 12 font)

Organization Name: _____

Street Address: _____ San Francisco, CA
941 _____

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

Main Phone: _____ Fax : _____

Executive Director: _____ Telephone: _____ x _____

Board President: _____ Telephone: _____ x _____

Contact Person: _____ Telephone: _____ x _____

Fax: _____

Email: _____

Amount requested under this Application:

Total Program Activity/Project Budget: \$ _____

Total 2013-14 Agency Budget: \$ _____

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

Signature of Executive Director Date

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

Signature of Board President Date

Neighborhood and Business Coordination Program

Proposal Format

Acquisition of Community Facility

(the narrative should not exceed five pages, excluding relevant attachments)

1. Background and Need (2-4 paragraphs suggested)

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

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

2. Proposed Activities (4-5 paragraphs suggested)

Summarize the proposed project, including how programs will directly benefit from the project.

- Please describe all investments by the City that support and existing programming that will occur within the facility.
- State how those programs will specifically support the goals and objectives as outlined in the SoMa Community Stabilization Fund Strategic Plan. This section should describe the work that your organization does and detail the target population(s) and neighborhood(s) the program will serve.
- Please describe the approximate age distribution of the program recipients, using the age division of 15 and under, 16-24, 25-62, or 62 and over.
- Please include the projected income distribution of your target population utilizing the categories of extremely low-income, low-income, and moderate income as defined by the 2009 HUD income guidelines. If other demographic information regarding the target population is useful such as family education level, contact with the criminal justice system, or other pertinent data, please include that information.

3. Implementation Schedule (table format)

Provide a detailed schedule of implementation for the proposed project. Include the following applicable items, with start and ending dates:

- establishing site control
- closing on a purchase
- terms of purchase agreement
- hiring a project manager
- hiring of architect or consultant (if applicable)
- applying for building permit (if applicable)
- fundraising process and milestones
- capital campaign benchmarks

4. Organizational Capacity (2-3 paragraphs suggested)

Describe any experience your staff has to implement the requested grant (purchasing a building for non-profit use, owning and managing such a building, working with architects, building inspectors, contractors, etc.) If you are currently already funded through an existing capital grant with MOHCD funds, please explain the current construction timeline. Is there a 5/20 year capital plan in place for the building that will be acquired and a building operating/maintenance reserve? If yes, describe how the current request fits into the plan/schedule. If no, describe the efforts the agency is undertaking to develop a plan and resources for building improvements.

Please describe how your agency staff and board of directors' skills and diversity will contribute to the proposed work.

How does the proposal fit with your organization's mission and history?

5. Building Information

- Owner of the Building
- Facility/Site Size (Square Feet)
- Number of Stories
- Construction Type

6. Budget and Matching

- Global Budget – please attach the most recent global budget approved by your agency's Board of Directors
- Total Requested Grant Budget (include uses)
- Total Project Cost including other sources and uses, if any
- Include as attachments:

- Capital campaign plan. Plan must include a timeline and benchmarks, including a plan demonstrating a minimum 1:1 match for SoMa funds requested.
- Comprehensive services plan and budget that demonstrates how this program will be funded beyond the term of this grant/how the Fund's investments will be leveraged to ensure continuity of the program.

7. Supporting Documents

- **SITE CONTROL/ SELLER AGREEMENT:** submit a deed or tax bill as evidence of ownership. A deed of trust will be required later to secure the grant.
- **MATCHING FUNDS:** submit documents evidencing source and amount if currently secured
- **ASSET RESERVE ANALYSIS:** submit a 20-year asset reserve analysis accompanied by proposed plans to pay for cost of operating the building.
- **CITATIONS, REPORTS** submit Fire or Building Department citations, or inspection reports that support the funding request, if available.
- **CONSTRUCTION AND DESIGN BUDGETS:** If available, submit cost estimates from design professional and/or contractor indicating the total construction budget

8. Board of Directors

Please provide a complete list of your organization's Board of Directors.

Fund Development Strategy Consultant

Proposal Format

(the narrative should not exceed five pages, excluding attachments)

1. Background and Need (2-4 paragraphs suggested)

This section should demonstrate a broad understanding of the barriers and challenges faced by the SoMa Community Stabilization Fund's target population for the relevant program area

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

2. Proposed Activities (4-5 paragraphs suggested)

This section should provide information about agency capacity to implement the activities prioritized in this RFP for the relevant program area. This section should provide detail about program design and service delivery strategies.

- What are the proposed activities and who does your organization target for services?
- How will you involve the community, or connect with community-based knowledge and experience, to inform program design?
- What other organization(s) do you partner with, and how does this partnership impact your reach/activities/services?
- What, if any, fees or other costs to clients would be associated with service delivery and what is the justification for these fees or costs?

3. Objectives and Outcomes (3-4 paragraphs suggested)

This section should list objectives for your proposal and include specific activities and outcomes for each objective. Please give the timeline for completion of objectives. Please include:

- How many prospective funders will be identified for each grantee in the portfolio?
- Description of fundraising package to be developed
- Description of what grantees will be equipped with as a result of the proposed work

4. Evaluation (1-2 paragraphs suggested)

- How will you track progress and determine the level of impact for the Fund's priority populations?

- How will you evaluate and analyze the progress of your work and inform program design?
- How will you share and disseminate the results of this project to the priority populations, key decision makers and the general community?

5. Organizational Capacity (2-3 paragraphs suggested)

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

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

6. Budget

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

- What is the budget for the proposed project?
- What is your organization's FY '13-'14 global budget? Please attach the most recent agency budget as approved by your board. If you are submitting a proposal on behalf of a collaborative, please submit the budget of the lead agency.

7. Board of Directors

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

College Preparatory Services Connector

Proposal Format

(the narrative should not exceed five pages, excluding attachments)

1. Background and Need (2-4 paragraphs suggested)

This section should provide a description of the specific history of services that your organization has provided to South of Market Priority populations.

- What data or information supports the need for the proposed work?
- What gaps in the neighborhood's organizational infrastructure does your proposal hope to fill?
- How does the proposed program align with the Fund's strategic goals and direction?
- Please present a clear picture of your organization's understanding of the challenges faced by the target population, as well as successful strategies implemented by your organization (or collaboration of organizations) to address them.
- How does the proposed program serve to stabilize priority populations in the face of rapid development in the neighborhood?

2. Proposed Activities (4-5 paragraphs suggested)

This section should provide detail about program design and service delivery strategies.

- What are the proposed activities and who will you target for these activities? What is the timeline for accomplishing these activities?
- What is your outreach strategy and how will this be accomplished? How will you involve the community, or connect with community-based knowledge and experience to inform program design?
- What other organization(s) will you partner with, and how does this partnership impact your reach/activities/services?
- What fees or other costs to clients would be associated with service deliver and what is the justification for these fees or costs?
- How will you involve the school and the community or connect with community-based knowledge and experience to inform your program design?
- What organization(s) do you currently partner with and how will this partnership impact your reach in accomplishing the desired outcomes for this program?

3. Objectives and Outcomes (3-4 paragraphs suggested)

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

Please make sure to include:

- Total number of people to be served as well as timeline for completion
- Projected outcome for people who are served. For example, what percentage of people served will be admitted to college?
- # and frequency of service sessions provided to people served

4. Evaluation (1-2 paragraphs suggested)

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

5. Organizational Capacity (2-3 paragraphs suggested)

Discuss your organization's ability to implement and achieve the proposed work. Please describe how your agency staff and Board of Directors skills and diversity will contribute to the proposed work. Please note that collaboratives may be considered for this program.

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

6. Board of Directors

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