

**MAYOR'S OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT
AND
SAN FRANCISCO ARTS COMMISSION
REPORT ON NONPROFIT DISPLACEMENT MITIGATION FUNDS
MARCH 2016**



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FEBRUARY 2016**

Executive Summary

In December 2013 the City convened a working group to respond to the many nonprofits being displaced or threatened with displacement due to San Francisco's real estate market, which saw property values and rental rates escalating at historic levels, and available vacancies in short supply. The goal was to find short- and long-term solutions that supported the nonprofit sector's space stabilization, and to maintain client services, especially those requiring neighborhood-based or site-specific services.

Responding to the Nonprofit Displacement Working Group's May 2014 report and recommendations, the \$4.515 million Nonprofit Displacement Mitigation Fund was established as a three-year program to provide San Francisco 501(c)3 organizations the resources and tools to stabilize their spaces and continue providing services to maintain community resiliency. A total of \$2 million was allocated to the San Francisco Arts Commission to support arts nonprofits; \$2.515 million was allocated to the Mayor's Office of Housing & Community Development to support social service nonprofits. An additional \$400,000 was added to the fund in November 2014 specifically for childcare organizations.

In July 2014, these two City agencies jointly released a Request for Proposals for an intermediary organization that would manage the disbursement of funds to nonprofits, while providing technical assistance for those needing support regarding real estate issues, financing and related infrastructure and support services. Northern California Community Loan Fund was selected through a panel review, and by October 2014 was in contract with the City. NCCLF immediately began the process of soliciting and reviewing proposals for both financial assistance (FA) and technical assistance (TA) and awarding grants to provide help to nonprofits.

The Nonprofit Displacement Mitigation Fund (NDMF) has been instrumental in guiding San Francisco's community-based nonprofits through their real estate crises. Since its inception fifteen months ago, the program has administered over \$2.1 million in financial assistance grants to **35** organizations (12 arts nonprofits and 23 social service organizations), and provided technical assistance services to over **50** nonprofits at risk of displacement.

With the NDMF program's assistance, **40** organizations have secured leases of three or more years that in total occupy over 250,000 square feet of space. Securing long-term homes for San Francisco's nonprofits has also resulted in preserving 500 full-time and 249 part-time nonprofit jobs citywide.

The NPDM is helping nonprofits plan their space needs, assess their financial capacity, identify and evaluate spaces, negotiate with landlords, leverage other funding sources, and alleviate one-time moving costs with grant awards. Most importantly, these social service, childcare, and arts and cultural organizations have signed leases in San Francisco and will continue serving our residents and contributing to the vitality of our city.

Disbursement Overview

Round I arts and culture funding awarded (in early 2015): **\$400,000**

Round II arts and culture funding awarded (in late 2015): **\$503,753**

Round I social service funding awarded (in early 2015): **\$566,797**

Round II social service funding awarded (in late 2015): **\$698,108**

The spending requirements of the total \$4.515 million allocated to this initiative are as follows:

Financial support/grants: **60-65%**

Technical assistance: **25-30%**

Administration: **10-15%**

Results of RFPs Rounds I & II Combined

Thirty-three (**33**) arts nonprofits and **60** social service nonprofits submitted applications for both financial assistance and technical assistance, as outlined below. In total **87** received technical assistance (TA) and financial assistance (FA).

Type of Assistance	# of Applications	# of Nonprofits Served
Arts & Culture FA	16	12
Arts & Culture: TA	17	17
Social Service FA	25	23
Social Services: TA	35	35
TOTALS	93	87

Financial Assistance Detail & Nonprofit Grantees

Round I Financial Assistance Recipients Social Service Organizations			
Supervisory District	Organization	Amount Awarded	Use of Funds
6	AIDS Legal Referral Panel	\$24,930	Rent stipend
6	Breast Cancer Action	\$8,551	Rent stipend; painting; cabling; moving expenses
5	Catholic Charities	\$75,000	Tenant improvement; moving expenses
6	Hyde Street Community Services	\$75,000	Tenant improvements; cabling; moving expenses
6	Larkin Street Youth Services	\$100,000	Tenant improvements at their new Golden Gate location after facing substantial rent increases at their former Sutter Street location <i>(see page 12)</i>
6	Legal Assistance to the Elderly	\$9,206	Moving expenses; data and phone wiring; furniture
6	Lutheran Social Services	\$100,000	Tenant improvements; ramps and handrails; renovations; electrical upgrades; ADA restroom
6	National Council on Alcoholism	\$80,000	Architectural drawings; tenant improvements; rent stipend; building permits; moving expenses
6	San Francisco Study Center	\$44,110	Data and phone wiring; rent stipend; predevelopment and holding costs
6	Youth With a Mission SF	\$50,000	Closing costs; legal expenses; mortgage stipend
TOTAL Round I Financial Assistance		\$566,797	(disbursed to date: \$566,797)

Round II Financial Assistance Recipients Social Service Organizations			
Supervisory District	Organization	Amount Awarded	Use of Funds
6	Asian Neighborhood Design	\$65,000	Tenant improvements; rent stipend
6	Eviction Defense Collaborative	\$75,000	Tenant improvements; moving costs; rent stipend <i>(see page 12)</i>
9→6	Housing Rights Committee	\$50,000	Moving costs; furniture and fixtures; rent stipend
3	Latino Community Foundation	\$65,000	Tenant improvements; rent stipend; predevelopment and moving costs
5	Nihonmachi Little Friends	\$75,000	Construction to expand their childcare facility on Sutter Street after losing their Bush Street site <i>(see page 12)</i>
6	Our Family Coalition	\$18,108	Rent stipend
6→5	San Francisco Bike Coalition	\$75,000	Rent stipend
3→6	Society of St. Vincent de Paul	\$50,000	Tenant improvements
6	St. James Infirmary	\$75,000	Tenant improvements; moving costs; rent stipend
6→10	Tandem Partners in Early Learning	\$50,000	Moving costs; furniture and fixtures; rent stipend <i>(see page 11)</i>
6	TGI Justice Project	\$50,000	Tenant improvements; moving costs; rent stipend
6	Vietnamese Youth Development Corp.	\$50,000	Tenant improvements; predevelopment expenses
TOTAL Round II Financial Assistance		\$698,108	(disbursed to date: \$0)
TOTAL Financial Assistance to Date		\$1,264,905	

Round I Financial Assistance Recipients Arts & Culture			
Supervisory District	Organization	Amount Awarded	Use of Funds
6→3	Boxcar Theatre	\$50,000	Relocated to a North Beach 9,050 sq. ft. site after signing a 10-year lease; moved from former 3,500 sq. ft. Civic Center space after property sold; pre-development expenses and tenant improvements <i>(see page 11)</i>
6	CounterPulse	\$100,000	Move from Mission Street to Turk Street; tenant improvements on expanded multi-use space; rental stipend
6→9	Gray Area Foundation for the Arts	\$50,000	Tenant improvements on new and expanded space in the Mission
9→6	Root Division	\$100,000	Nearly doubled their size after a forced move from Potrero to SoMA; tenant improvements; predevelopment costs; rental stipend; holdover costs <i>(see page 12)</i>
9→6	Women's Audio Mission	\$100,000	Acquisition of new recording studio and office in SoMa after being displaced from their Bryant Street facility; tenant improvements; predevelopment expenses; mortgage stipend <i>(see page 13)</i>
TOTAL Round I Financial Assistance		\$400,000	(disbursed to date: \$310,174)

Round II Financial Assistance Recipients Arts & Culture			
Supervisory District	Organization	Amount Awarded	Use of Funds
8	Artists Television Access	\$100,000	After assistance in renewing their lease, funds used for tenant improvements and renovations on Valencia Street space; rental stipend
6	Cutting Ball Theater	\$100,000	Tenant improvement on new 5-year lease at 141 Taylor; rental stipend
6	LEVYdance	\$100,000	Tenant improvements including project management; rental stipend on 5-year lease at 19 Heron Street
3→5	Lorraine Hansberry Theatre	\$11,000	Offset moving expenses for relocating offices to African American Art & Culture Complex
8	Roxie Theater	\$50,000	Lease negotiations; tenant improvements (<i>see page 11</i>)
5→10	SF Arts Education Project	\$100,000	Financial capacity building and lease negotiations for their new offices and visual arts program; tenant improvements at Minnesota Street Project
6	Theatre Bay Area	\$42,753	Tenant improvements; moving expenses to 1119 Market; rental stipend on five-year lease
TOTAL Round II Financial Assistance		\$503,753	(disbursed to date: \$0)
TOTAL Financial Assistance to Date		\$903,753	
<p><i>An arrow (→) indicates an organization's relocation to another district.</i></p>			

Technical Assistance

There were **17** requests for technical assistance from arts and culture organizations and **35** from social service organizations. **Every nonprofit requesting TA received it.** NCCLF has provided a series of workshops, one-on-one consultation, and additional TA on an *ad hoc* as needed basis to all **52** nonprofits organizations over the last 12 months (more detail below).

As part of the suite of services, NCCLF hosted a three-part workshop series in March and April 2015 on “Real Estate Readiness” for organizations receiving TA. A second round was offered in September and October 2015. These two series covered a range of practical topics, including:

- Evaluating organizational, staff, board, and financial capacity
- Financial planning
- Identifying and evaluating potential sites
- Building and space needs assessment
- Facility planning
- Property/asset management
- Lease negotiation and purchase agreements
- How to plan a multi-tenant center
- Financing options

- Preparing for a successful capital campaign
- Construction budgets/renovation project management/project timelines
- Back office space sharing and co-location

Again, in addition to these group workshops, technical assistance was provided to organizations on an individual, one-on-one basis as well. The TA is ongoing once nonprofits are approved for the assistance, and as real estate-related issues arise and individual organizations require timely help that suits each TA cohort members' needs.

Technical Assistance: Arts & Culture	
Supervisory District	Organization
9	Artists Television Access
2	ArtSeed
6	Aunt Lute Books
6→2	Cartoon Art Museum
6	Center for Sex and Culture
9	Dance Brigade/Dance Mission
9	Galeria de la Raza
8	GLBT Historical Society
6	Ian Ross Art Initiative (Rocha Art)
2→3	Meridian Gallery (relocated)
8	Other Minds
2	Presidio Performing Arts Foundation
9	Roxie Theatre
6	SOMArts
4→6	StageWrite
6	Theatre Flamenco of SF
2	World Arts West

Technical Assistance Recipients: Social Services			
Supervisory District	Organization	Supervisory District	Organization
6	AIDS Emergency Fund	6	Mental Health Association of San Francisco (MHASF)
6	AIDS Housing Alliance	6	Mercy Housing of California
6→Oakland	ALS Association Golden West Chapter (relocated to Oakland)	4	Metropolitan Fresh Start
9	At The Crossroads	11	Mission Child Care Consortium
6	Bay Area Legal Aid	6	Positive Resource Center
6	California Child Care Resource and	2/10	SF Conservation Corps

	Referral Network		(2 locations at risk)
6	Earn, Inc.	6	SMART (Schools, Mentoring & Resource Team)
11	Economic Opportunity Council of San Francisco	6	Society of St. Vincent de Paul
6	Enterprise for High School Students	6	St. James Infirmary
6	Eviction Defense Collaborative	6	Summer Search
6	Hamilton Family Center	10	Tandem Partners in Early Learning
6	Fraternité Notre Dame	6	Tenants Together
5	Homeless Youth Alliance	6	Urban Solutions
6	Homies Organizing the Mission to Empower the Youth (HOMEY)	6	Vietnamese Youth Development Center
6	Housing Rights Committee of SF	6	Working Solutions
6	Inveneo	6	Youth Law Center
9	Jamestown Community Center	6	Youth With a Mission SF
11	Latino Commission on Alcohol and Drug Abuse Services		

One-on-One Consulting

NCCLF has completed in depth, one-on-one consulting with the following **social service organizations**:

1. **AIDS Housing Alliance** – Landlord (Mercy Housing) has offered a ten-year lease to them. AIDS Housing Alliance is considering whether to accept this lease or move to another location due to their program expansion.
2. **ALS Association Golden West Chapter** – decided to relocate to Oakland. NCCLF discussed the move with their President. The lease rate in Oakland was comparable to market rate in San Francisco, but the organization preferred Oakland.
3. **Hamilton Family Center** – HFC was able to extend their lease for three years enabling them to conduct longer-term planning for their facility needs. NCCLF provided planning tools and budgeting and financing templates.
4. **Jamestown Community Center** – Jamestown will be a tenant at the new affordable housing development at 17th and Folsom streets. They have an agreement with their owner to stay at their current location until their new development is completed.
5. **Latino Commission on Alcohol and Drug Abuse Services** – Landlord wouldn't renew lease but is allowing them to continue on a month-to-month basis. They will stay as long as they can and eventually move/consolidate into one of their existing buildings in Daly City.
6. **Society of St. Vincent de Paul** – consolidating their offices into their facility which they own.
7. **Youth With A Mission** (originally an FA recipient) – assisted YWAM with bidding process to meet prevailing wage requirement. Bids were over budget so project was scaled back.
8. **Metropolitan Fresh Start House** (originally an FA recipient) – organization's tax exempt status has been revoked by the IRS resulting in their ineligibility for grant funds. A letter was sent notifying them of their status and providing a legal resource to assist them with their tax-exempt status.

NCCLF has completed in depth, one-on-one consulting with the following **arts organizations**:

1. **Roxie Theatre** – Averting imminent eviction, NCCLF assisted with lease negotiations and successfully secured a three-year lease. Please see more detail below.
2. **Presidio Performing Arts Foundation** – was displaced prior to 2012 and has secured a long-term lease. They are seeking funding for tenant improvements their space but are ineligible for Financial Assistance under this program. NCCLF provided information on alternative funding sources, including CDBG grants.
3. **Dance Mission** – NCCLF assisted in lease negotiations with landlord as lease was nearing expiration. A 10-year lease is currently being negotiated.
4. **Ian Ross Art Institute** – wound up seeking funds for operating support; not interested in technical assistance.
5. **StageWrite** – decided to co-work at Intersection for the Arts.
6. **Theatre Flamenco** – provided an assessment of their financial position (funded by SFGTA) to assist them with their long-term planning. They currently have a three-year lease at One Grove Street.

Program Adjustments During the Process

Lease Terms

While the first RFP for financial assistance was being developed, it was determined that the original eligibility requirement of having a five-year lease was challenging for some; a number of organizations had trouble securing leases of that duration. The eligibility requirement was reduced to three years. Since longer-term site control is preferable, organizations that secure or have a three-year lease can apply for up to \$50,000; a five-year lease enables an organization to apply for up to \$100,000. The financial assistance from the NDMF enabled organizations to better negotiate for longer leases and served as an incentive for landlords. While site control remains a paramount criteria for financial support, MOCHD, SFAC and NCCLF are looking at solutions to address the ongoing challenge associated with properties that do not want to sign these longer-term leases with nonprofit tenants. The program has seen much success with the longer-term lease negotiations and this is pivotal to an organization's space stabilization.

Additional Opportunities for Technical and Financial Assistance

After assessing the results of the first round of NDMF support, a rolling application for technical assistance was implemented to be a more immediate mechanism to help struggling nonprofits. Beginning in spring 2015, new requests for technical assistance were being accepted on a rolling basis with decisions being made within 45 days and support being deployed immediately.

Seed Grants

Applications for smaller "predevelopment grants" or Seed Grants (\$20,000 maximum) began being accepted in January 2016 on a rolling basis from nonprofits currently in the technical assistance pool. Because of the ever-changing real estate environment and nonprofits needing to make quick decisions about their current leases or relocating, seed grants were designed to meet the needs of organizations that secure site control after receiving technical assistance support. Without this mechanism, they would otherwise have to wait for another funding cycle before applying for financial assistance. This adjustment to the program enables the NDMF to be more nimble and responsive to the volatile real estate environment.

Furthermore, because the Seed Grants are limited, they are intended for very strategic uses – “bridge funding” to defray costs during predevelopment such as key legal, architectural, engineering, permit and inspection fees; plan check fees or permits; or for a rent stipend/differential in the situation of a hold-over or lease extension at a higher rate than nonprofits were previously paying.

Seed Grants also fund the services that provide critical information for organizations to decide whether to proceed with gaining control of a specific site. Organizations are eligible to apply for a Seed Grant for purposes other than described above, but they must demonstrate how the use of the grant will enable them to secure long-term site control that is financially sustainable. Organizations must demonstrate site control (Letter of Intent or LOI), a financial hardship, and a plan for operating in the site should they move forward.

The Seed Grant applications are accepted and awarded on a rolling basis. Seed grantees may go on to apply for financial assistance at a later deadline, though the review panel will take into consideration grant sizes based on prior NDMF awards.

Organizations will receive technical assistance services until the end of the contract period; there are organizations that have leases expiring after October 2017 and these will be left on their own to secure permanent homes.

NDMF Funding Summaries

Funds Budgeted

Category of Expenses	Arts & Culture Nonprofits	% of Allocation	Social Service Nonprofits	% of Allocation
Financial Assistance	\$1,200,000	60%	\$1,609,500	64%
Technical Assistance	\$524,710	26%	\$528,250	21%
Administration	\$275,290	14%	\$377,250	15%
Total NPD Funds	\$2,000,000	100%	\$2,515,000	100%

Financial Assistance Contracted and Remaining

	Arts & Culture Nonprofits	Social Service Nonprofits
Financial Assistance/Grants to Date	\$903,753	\$1,264,905
Total NPD Financial Assistance	\$1,200,000	\$1,609,500
Remaining Financial Assistance/Grants	\$296,247	\$344,595

Technical Assistance Budgeted and Remaining

	Arts & Culture Nonprofits	Social Service Nonprofits
Technical Assistance to Date	\$160,925	\$307,130
Total TA Budgeted	\$524,710	\$528,250
Remaining Technical Assistance	\$363,785	\$221,120

Administration Budgeted and Remaining

	Arts & Culture Nonprofits	Social Service Nonprofits
Administration to Date	\$103,078	\$167,667
Total Administration Budgeted	\$275,290	\$377,250
Remaining Administration	\$172,212	\$209,583

Case Studies: Technical Assistance Success Stories

In addition to the 35 nonprofits that averted displacement through financial assistance, other organizations received technical assistance that advanced their sustainability.

Roxie Theatre

The Roxie Theater, a landmark in the Mission District and the oldest continuously operating cinema in the United States, sought help with negotiating their lease extension with their landlord who was threatening to double their rent. Through the NDMF program, NCCLF helped with lease negotiations (when the organization was weeks away from eviction) and identified a *pro bono* attorney to represent Roxie Theater. Ultimately, the landlord agreed to a three-year lease extension at a rental rate affordable to the venerable nonprofit. An important resource for independent film in the city, hosting a number of annual film festivals, their continued ability to serve as a cultural anchor for the neighborhood and the city is a major victory for them and speaks to the quick and palpable response of the NDMF. After securing site control, the Roxie was eligible to receive financial assistance, and in Round II, they were awarded a \$50,000 grant. The Roxie can now make significant improvements to their space including a sound booth cooling system, digital media upgrades and sound system improvements. These upgrades will enhance the quality of their programming and attract larger audiences to the Roxie.

Tandem, Partners in Early Learning

For over 13 years, Tandem (formerly known as Raising a Reader) has served young children and families in low-income communities across San Francisco. Tandem's book-sharing program provides families with access to high-quality, multi-lingual, age-appropriate children's books. The organization provides information to parents, caregivers and educators to encourage interactive reading that fosters early literacy skills. Based out of a 1,800 sq. ft. office in South of Market for over ten years, Tandem found itself unable to keep up with rising rents.

With assistance from the NDMF, Tandem signed a lease for a 6,000 sq. ft. space located in the Bayview-Hunters Point neighborhood. The facility is three times larger than their former space, is closer to the population they serve, and provides space for the organization to build a community room, which will be a central location for local families to participate in workshops and trainings. "We've never been able to deliver programs out of the office. This is huge for us," said Molly Wertz, Tandem's Executive Director. "We're an organization long embedded in San Francisco, and we want to reach more people in the local community. Now we have the opportunity to do so."

Case Studies: Financial Assistance Success Stories

Recipients of financial assistance averted displacement and secured site control of their locations, which are not only more stable now, but in the vast majority of cases are superior to their previous facilities.

Boxcar Theatre

Since 2010 Boxcar Theatre had occupied a 3,500 sq. ft. space in the Civic Center district. Following a sale of the property in January 2014, Boxcar was unable to extend their lease beyond a month-to-month basis, which was an unstable situation that placed their immersive

performance installation *Speakeasy* in jeopardy despite its box office and critical success. They were forced to suspend performances of the show in June 2014.

With financial assistance through NDMF, Boxcar is now completing tenant improvements on a 9,050-square-foot site in North Beach after signing a ten-year lease. In securing this space, Boxcar can satisfy the seemingly inexhaustible audience enthusiasm for their interactive shows, ensuring their sustainability as a company and adding value to San Francisco's theatre landscape.

Eviction Defense Collaborative

The Eviction Defense Collaborative (EDC) was facing its own eviction last year when their landlord refused to renew their lease. With technical assistance through this program, EDC found affordable and larger space on Mission Street, enabling EDC to expand its services and be closer to the courthouse. EDC received a \$75,000 NDMF grant to offset their increased rent expense, relocation expenses and tenant improvements.

Larkin Street Youth Center

Larkin Street offers a broad continuum of services designed to meet the needs of homeless, marginally-housed, and at-risk youth ages 12 to 24, helping them to get off of the street and then make a permanent transition from street life to independence. Larkin Street was facing a rent increase of 25% at their former location on Sutter Street, where they were outgrowing their space. After a search, they found new office space on Golden Gate and secured a 15-year lease. With a \$100,000 NDMF grant and private fundraising, Larkin Street renovated the space and moved in last year.

Nihonmachi Little Friends

Nihonmachi Little Friends (NLF) is a community-based, Japanese bilingual, multicultural childcare program in the Western Addition. Since 1977, they have operated a childcare site at 2031 Bush Street. With their lease expiring in 2016 and continued escalating rent increases, the Board decided it made economic sense to build a new facility on their existing Sutter Street site. NLF received a \$75,000 grant toward the construction of a new and expanded childcare facility.

Root Division

A dynamic arts organization that provides subsidized studio space for visual artists, hosts exhibitions and events, and offers arts education programming for adults and youth, Root Division found themselves displaced from their 7,000 sq. ft. site on 17th Street after ten years of occupancy.

On February 1, 2015 Root Division signed a ten-year lease (with a five-year option) for a 13,400 sq. ft. space plus a 1,875 sq. ft. parking lot/outdoor space located at 1131 Mission Street between 7th and 8th streets. They opened in September 2015. The new site includes expanded gallery spaces; 2-3 classrooms; 20-22 artist studios (work only); 1-2 offices; screening room; woodshop/workshop; computer lab/video/photo editing lab; kitchen/artist lounge; Studio Artist Gallery/Project Space; Youth Education Student Gallery; and parking for staff and visitors. The new site provides nearly 6,400 more sq. ft. of program space than the previous location. Construction work includes HVAC installation, electrical upgrades, ADA compliance, purchase of new equipment, and build-out of artist studios.

Initially, Root Division staff were unsure about leaving their home in the Mission District, a neighborhood they felt was their home. However, after settling into the Central Market corridor, they were more than satisfied; this move nearly doubled their space, vastly increasing the number of below-market-rate artist studios and greatly improving their business model.

Women’s Audio Mission

Women’s Audio Mission (WAM) had been located on Bryant Street in Potrero Hill, and after determining that they were going to lose their lease on the existing (and admittedly inadequate) 830-square-foot space, NCCLF conducted space planning and a financial assessment for the organization. WAM was able to purchase outright a new 2,250-square-foot space on Natoma Street—tripling their square footage—that was already equipped as professional recording studio allowing them to immediately resume services.

Timeline

October 2013	Budget & Legislative Analyst report released describing impact of the rapid rise of commercial rents and early termination of leases on non-profit organizations.
November 2013	Working group convenes to develop recommendations on how the City can address the issue of nonprofit displacement in San Francisco.
April 2014	Nonprofit Displacement Working Group, comprised of nonprofits with major City contracts, City department staff, and Board of Supervisors staff, issued their Report and Recommendations that presented short-, medium-, and long-range strategies to help keep nonprofit organizations in San Francisco to serve the needs of the city’s residents.
May 2014	Report presented to Board of Supervisors and \$4.515 million in Nonprofit Mitigation Funds released to the Mayor’s Office of Housing and Community Development (MOHCD; \$2,515,000) and the San Francisco Arts Commission (SFAC; \$2,000,000). Earmarked for social service nonprofits and arts and culture nonprofits respectively, the allocation for funds was defined as follows: Direct Financial Assistance (60-65%); Technical Assistance (25-30%); Administration (10-15%).
June 2014	SFAC and MOHCD jointly issued RFP for nonprofit intermediary to administer funds.
October 2014	Contract was awarded to the Northern California Community Loan Fund (NCCLF). NCCLF issues RFP.
November 2014	Deadline for applications for Round I for financial and technical assistance.
March 2015	Round I awards announced.
May 2015	Program amended to help nonprofits on a rolling basis as displacement risks emerge; technical assistance applications accepted for ongoing training as needed.
August 2015	RFP for Round II available and extensive outreach begins.
October 2015	Deadline for Round II applications for financial and technical assistance.

December 2015	Round II awards announced.
January 2016	Program amended to institute Seed Grants for nonprofits receiving technical assistance but facing immediate risk of eviction, and that may be unable to sustain until subsequent grant cycle. New Seed Grant deadline announced; proposals received on a rolling basis from organizations in the technical assistance cohort.

Summary

San Francisco’s social service, childcare and arts organizations are great at delivering vital services and creative programming, but many are unfamiliar with space planning, lease negotiations and tenant improvement budgets. This knowledge gap, compounded with San Francisco’s volatile real estate market, has increased demand for technical assistance services and financial support. The NDMF technical assistance services help organizations navigate the hot real estate market and find space that meets their needs. The NDMF grant awards have proven to be critical in alleviating real estate costs and incentivizing landlords to enter into long-term leases. The NDMF has enabled our social services, childcare and arts programs to continue serving the residents of San Francisco contributing to healthy and resilient communities.