

OEWD RFP #225  
Question and Answer Log

Date/Time of Submission	Name	Question	Program Area or Admin	Response
1/30/2023	Hannah Kuhn	My question has to do about eligibility. I see that in general you are looking for proposals from 501c3's and then on occasion open up to other entity types like for-profits. I work for a 501c5, the Musicians Union Local 6. We are interested in long term collaborations but are not sure if there are any opportunities this time around. We are also wondering, are 501c5s in general disallowed for some reason from collaborations like this, or if we should stay plugged in for future proposal requests.	Administrative	This RFP is limited to 501(c)(3) entities, where "nonprofit" is listed as the eligibility criteria. Your organization may be included as part of a project team; please consider submitting a proposal with a valid 501(c)(3) as the primary entity.
1/30/2023	Noelle Bonner	For the profit opportunities, are there any MicroLBE or LBE requirements? If so, what are they?	Administrative	There are no LBE requirements for for-profit entities. Resulting agreements will be grants.
1/30/2023	Terri Le	I'm not sure if this is already covered but is it possible to apply to more than one program area?	Administrative	Yes! Applicants may apply to as many programs as you qualify for, however, you need to submit one distinct application per program/strategy. You may also technically compete against yourself and submit multiple proposals under one area
1/30/2023	Brenda Perdue	What is the bare minimum compliance requirement for for-profit health care coverage if we are hiring people for a 1-day event (less than 20 hours)?	Administrative	If you are hiring someone for just a 1-day event, less than 20 hours, there is no health care requirement.
2/1/2023	Gina Snow	Nonprofits vs For-profits - if the area is restricted to nonprofits, can we have for-profits on our project team?	Administrative	Yes, as long as the lead entity that will be in contract with the City is a nonprofit, you may include a variety of entity types as part of your project team.
2/4/2023	Sandra Corcione	1.Do we need to become a City Supplier to apply for and be eligible for this grant?	Administrative	You do not need to be a City Supplier to apply for this grant but you must be a City Supplier to receive award. If you are not already a City Supplier, I would recommend you start the process now as it can take some weeks to become fully compliant. For more information please visit: <a href="https://sf.gov/step-by-step/become-city-supplier">https://sf.gov/step-by-step/become-city-supplier</a>
2/4/2023	Sandra Corcione	2.Do we need to answer all Supplemental Questions? Or only the one's that apply to the opportunity we are applying to?	Administrative	When you select the Program Area you are applying to you will be directed to the Supplemental Questions directly associated with that Program Area. Yes, you must answer all the Supplemental Questions.
2/6/2023	Rubin Sorrell	I'm new to proposal-writing. Do you have any suggested templates that we can use for completing application questions?	Administrative	One tool that some have found useful is ChatGPT. Chat GPT is an AI Generator, a new technology you can use to write a paragraph about, for example, economic disparity in San Francisco. For more information, visit: <a href="https://openai.com/blog/chatgpt/">https://openai.com/blog/chatgpt/</a>
2/6/2023	Rubin Sorrell	What are the common pitfalls in applications?	Administrative	The primary pitfall is when an organization applies to provide services that do not align with their mission, or where they do not have experience providing similar services.
2/8/2023	Stephanie Lahat	Do you have any pots of funds that might be available for 501c6 orgs? Or someone I should touch base with?	Administrative	This RFP is limited to 501(c)(3) entities, where "nonprofit" is listed as the eligibility criteria. Your organization may be included as part of a project team; please consider submitting a proposal with a valid 501(c)(3) as the primary entity.
2/8/2023	Erris Edgerly	First question: Did this RFP get canceled ?	Administrative	No, this RFP is currently active as we are accepting application. The deadline to submit applications is February 22, 2023 at 5:00 PM.
2/8/2023	Erris Edgerly	I am applying for the Activation and people are asking me about the letter of support .	Administrative	If you would like to know if a specific Program Area requires a letters of support, you will see it in the RFP listed under Supplementary Questions and Requirements. See the example below (this one is specific to Program Area D). I've attached the RFP for reference.
2/8/2023	Lauren Hall	Hello! We are applying in Program Area A. In the RFP, this language: If you are applying to Program Area A, Nonprofit Sector: Impact Development Grants, click here to skip to program area-specific questions. The remaining program areas in this RFP will follow the below question set and criteria. Seems to imply that we SKIP the questions in Part II: Program Description and proceed to the Program A specific questions. Is this right, does Program A SKIP, or answer the questions in both sections?	Administrative	In the online application, once you choose Program Area A you will be directed to all the required questions for this Program Area. Please do not skip Section II and answer all corresponding questions in the online application. This statement on Appendix A is addressing the fact that Program Area A's questions for sections 2-4 are different than the other Program Areas.
2/9/2023	Stephen Norris	Are we able to include youth participant wages in the budget? We will have some of our agency staff in the Staff Salary sub-line items, and we were hoping to include a line item for youth salaries as well. Ideally we would include a budgeted hourly rate, multiplied by budgeted youth hours on the project, multiplied by the number of youth we expect to serve. We will not have names of youth at the time of the proposal but will be able to provide all supporting documentation once those youth are employed and working at our enterprise location. Is this allowable? Or is there another area to put youth wages?	Administrative	If youth are on payroll with your organization, you may use one of the available Staff Salary lines and list "All Youth Wages" in the "Name" field. In your proposal, please make sure to detail the expected number of youth you will hire, and the wage you will pay. Please make sure that wages and benefits align with the City's Minimum Compensation Ordinance (Understanding the Minimum Compensation Ordinance   San Francisco (sf.gov)) and Health Care Security Ordinance (Understanding the Health Care Security Ordinance   San Francisco (sf.gov))  I will note that your budget for this project must also reflect the eligibility criteria noted in Area A ("Eligible organizations may apply to receive multi-year support for one-time, short-term expenses related to the planning and pre-development phases of a specific business opportunity or commercial real estate project.")
2/13/2023	Erris Edgerly	Good morning Good morning Question on fringe benefits Do I need to input and amount on health insurance? Also what is FTE?	Administrative	The amount you budget for Fringe should include all categories that are included as part of your base rate, for example, FICA, SUI, and medical insurance. The coverage must be extended to all covered employees, in accordance with local labor laws. Contact the Office of Labor Standards Enforcement (OLSE) for more information on benefits at <a href="mailto:hcsosf.gov">hcsosf.gov</a> . Lastly FTE is Full Time Equivalent.

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2/13/2023	Xochitl Frausto	I have a question regarding filling out general info, do I need to use our fiscal sponsor's information when filling out the form?	Administrative	As stated on Page 5 of the RFP:  <i>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 subgrantees do not need to become City Suppliers, subgrantees must be in good standing with the IRS, California Secretary of State's Office, and California Office of the Attorney General for the term of the agreement and be able to comply with all general grant terms and conditions, including maintaining required insurance coverage, in order to receive pass-through funds. Should you decide to terminate your fiscal sponsorship relationship during the course of the agreement, OEWD will require documentation that proves that the new lead entity (which may be a subgrantee or a new fiscal sponsor) can meet all of the initial award criteria. In the event that a new qualified fiscal entity cannot be identified, OEWD reserves the right to cancel the award.</i>  <i>Please note, if you are applying to Program Area A there is an additional form (appendix F) if there is a Fiscal Sponsor. Let me know if you have any questions.</i>
2/13/2023	Shannon Riley	1.Can we submit two proposals, one would be our own proposal and the 2nd would be in collaboration with our partners at Illuminate who we recently worked with to add 12 murals to JFK? We are applying for the Golden Gate Park application.	Administrative	<i>Yes! Applicants may apply to as many programs as you qualify for, however, you need to submit one distinct application per program/strategy. You may also technically compete against yourself and submit multiple proposals under one area</i>
1/24/2023	Kevin Feeney	Are applications accepted from organizations that have a vision for their real estate project but have not yet identified or secured a specific project site? And if yes, in such cases, should the organization provide the Healthy Place Index for the census tract where their project is most likely to be located, understanding that the exact location may change?	Area A: Nonprofit Sector: Impact Development Grants	<i>For Program Area A, entering the project site "if known" refers to whether the applicant has a strong sense of the census tract where the project will be located. If the applicant is looking within a small geographic area they may choose a central census tract in that area where the project is most likely to be located. If the real estate project could be located in any number of locations, this field should be left blank.</i>
1/24/2023 0:00	Susie McKinnon	Re: eligibility criteria: "Not have an open grant or award recommendation exceeding \$25,000 in total allocation for: commercial real estate, capital, core support or capacity/exploration exceeding \$25,000 from an entity referenced above, that is supported by City funds."  We have been approved for a grant called First-time Grantee in the area of arts space, for \$50,000, from the Arts Commission that will not begin until July 2023. Does that pending grant preclude us from applying to Area A? Also, can you please explain the reason for this restriction?	Area A: Nonprofit Sector: Impact Development Grants	<i>Program Area A is intended to address historic disparities accessing capital. Applicants must meet eligibility requirements, including that they not have an open grant or award recommendation exceeding \$25,000 in total allocation for: commercial real estate, capital, core support or capacity/exploration that is supported by City funds. An organization approved for a First-time Grantee award for arts space is ineligible, because they have been recommended for an award to support arts space and will be able to access City support for their project.</i>  <i>If funding for this program area continues in future years, they may be eligible to apply once they have concluded their Arts Commission grant for either the real estate opportunity, or for a new business opportunity related to the new arts space.</i>
1/26/2023	Molly Woodbury	Can you provide a definition of "core support"? We use these grant funds for program support (youth education, the studio/musicians, adult audio course scholarships, etc) so I would think that would be different.	Area A: Nonprofit Sector: Impact Development Grants	<i>Core support is also known as general operating support. While grantees may use some or all of these funds to provide services and resources, it is not a requirement of their grant agreement and is more flexible than a fee-for-service grant.</i>
1/30/2023	Terri Le	Is the score card rubric available in the RFP document shared to get a preview of what the criteria includes?	Area A: Nonprofit Sector: Impact Development Grants	<i>A guide to how scores are distributed across questions for Program Area A is included within Appendix A - Application Questions and begins on Page 9 <a href="https://sf.gov/resource/2023/request-proposals-rfp-225">https://sf.gov/resource/2023/request-proposals-rfp-225</a>. Regarding the Capital for Communities scorecard - There is a link to more details on the scorecard in Appendix A. Here is the link: <a href="https://www.urban.org/C4CScorecard">https://www.urban.org/C4CScorecard</a></i>
1/30/2023	Susie McKinnon	First, we are fiscally sponsored — I believe this is Ok?	Area A: Nonprofit Sector: Impact Development Grants	<i>Fiscally sponsored organizations can apply to Program Area A if they are otherwise eligible and should complete Appendix F - Fiscal Sponsor Letter of Agreement. <a href="https://sf.gov/resource/2023/request-proposals-rfp-225">https://sf.gov/resource/2023/request-proposals-rfp-225</a></i>
1/30/2023	Susie McKinnon	There is a bullet point that notes this: —Not have an open grant or award recommendation exceeding \$25,000 in total allocation for: commercial real estate, capital, core support or capacity/exploration exceeding \$25,000 from an entity referenced above, that is supported by City funds. We were approved, (don't have the announcement letter yet) for a grant from SFAC for 50K — however, I'm not sure the grant would fit in this eligibility area — it's for 'First Time Grantees' I think the grant will be funded in July...Are we eligible? Lex, here are the details of the grant we were approved for: The First-Time Grantee Initiative prioritizes arts organizations and individual creators + makers deeply rooted in Black, Indigenous, POC, LGBTQI+, and/or Disabled San Francisco communities. It offers accessibility and is specifically designed to reach individuals and arts organizations who have never received funding from the San Francisco Arts Commission (SFAC) or Grants for the Arts (GFTA) and funds the four community-driven priorities of the Arts Impact Endowment: Arts Education/Creative Exploration, Space/Capital, Arts Organizations/Core Support or Individual Artist Support. — we applied in the area of Space/Capital.....so sounds like we are ineligible? If so, we're bummed as this RFP looks to be much more attractive and otherwise perfect for us, our location, community and needs. Any other details you can provide me for my client on why this is an eligibility requirement making us ineligible would be helpful.	Area A: Nonprofit Sector: Impact Development Grants	<i>An organization with an existing award recommendation over \$25k from the Arts Commission for commercial real estate, core support or capacity/exploration would be ineligible to apply for Program Area A in this round. The reason is because the need far exceeds the demand so we have to focus on organizations that have not already been successful accessing capital from other agencies. We understand it is disappointing, and encourage nonprofit organizations to continue uplifting their capital needs and resource gaps, and educating stakeholders that grants for service are not the same as opportunity and exploration grants.</i>
1/30/2023	Sarah Jarmon	If you are looking for real estate, how far along is good to start from, and where should we be at the end of the grant period?	Area A: Nonprofit Sector: Impact Development Grants	<i>This is a brand new program, and we are interested to see the range. The questions in the application and the scoring rubric are less focused on how far along applicants are in the real estate process, and are more focused on whether there is a strong history of services and resources delivered in San Francisco,</i>

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2/3/2023	Sherry Williams	Can you please let us know if planning, developing and piloting a program that prepares community residents to be small business entrepreneurs in their neighborhood would be eligible under the Non Profit Sector Impact Development, Program A?	Area A: Nonprofit Sector: Impact Development Grants	Eligible nonprofits that are planning a new line of services, including economic development services for entrepreneurs, can apply. If you have previously provided a similar service, pay close attention to the questions and criteria so that the review panel understands how your proposal aligns with the funding goals.
2/3/2023	Candy Marie Bickett	Does support (from one or more of the entities referenced in bullet three on page 17) of core programming constitute core support?	Area A: Nonprofit Sector: Impact Development Grants	Core support is also known as general operating support. While grantees may use some or all of these funds to provide services and resources, it is not a requirement of their grant agreement and is more flexible than a fee-for-service grant.
2/3/2023	Candy Marie Bickett	Is the Low Income Investment Fund, considered an "other City-contracted grantmaking intermediary"	Area A: Nonprofit Sector: Impact Development Grants	Low Income Investment Fund is a city grantmaking intermediary because it receives city support for the Child Care Facilities Fund and may receive support for other regrating programs. If a nonprofit has an award recommendation or open grant from LIIF that is supported by city revenue greater than \$25k, they are ineligible to apply for an Impact Development Grant at this time. If funding continues they may apply in a future round.
2/7/2023	Stephanie Lahat	We are a non-profit 501c6 organization. Would we be eligible to apply for program area A? We are a trade organization building a community around naturally products in the Bay Area.	Area A: Nonprofit Sector: Impact Development Grants	Thank you for your interest in Program Area A. For this Program Area, you must be a 501c3 to be eligible for programming.
2/8/2023	Sylvia Nguyen	Would a community market be considered a non-profit commercial real estate opportunity or is this RFP is looking at revenue generating business opportunities for non-profits?	Area A: Nonprofit Sector: Impact Development Grants	Commercial real estate (vs. residential real estate) refers to real estate used for business activities, including not-for-profit business activities.
2/13/2023	Lauren Hall	The Tenderloin Museum is applying for funding to expand their exhibition and community space by developing the basement below their current museum space. Would this be considered a business opportunity or a real estate project? We're having trouble understanding the difference/distinction.  And, is it true that the funds from the grant can only be used for planning and pre-development? We do have costs associated with planning but we are also looking for capital support for the building project.	Area A: Nonprofit Sector: Impact Development Grants	You could apply as either a business or real estate opportunity. Regarding restrictions on use of the funding, the grant payments are based on deliverables, not on reimbursement of specific expenses. Deliverables may include the creation of a fund development plan, and evidence that fund development activities within the plan have been completed during the project period.  The phases of developing a project or business opportunity include: <ul style="list-style-type: none"> <li>•Ideation – you have an exciting concept or idea but still have significant business planning and preparation ahead. You may need to expand your project team, conduct research or community engagement, and create a project charter or mission and vision statement.</li> <li>•Planning Stage – at this phase you may have a mission and vision statement, a project lead and some advisors with relevant expertise. You may need to further develop your business model, conduct a market assessment, conduct a feasibility study and broaden community engagement to include potential investors and influential champions of your idea and approach.</li> <li>•Early Stage Pre-Development – these projects have a draft concept designs and preliminary cost estimates including start-up costs and ongoing budget projections. They need to refine a pitch and proposal for funders and begin exploring pathways to site control.</li> <li>•Late Stage Pre-Development – these projects need full financing and final permit drawings and approvals. They have substantially completed zoning analysis, approval and environmental assessment and have extensive community support.</li> <li>•Development Stage – projects that have site control and have completed planning, design and evaluation and have funding sufficient for construction to begin are considered to be "shovel ready."</li> </ul> <p>For this Impact Development Grant, OEWD anticipates that most, if not all, grantees will be in the planning and pre-development phases.</p> <p>Projects in the ideation phase should consider contacting OEWD's nonprofit specialists for support: <a href="https://sf.gov/departments/business-development/nonprofit-sector-business-development">https://sf.gov/departments/business-development/nonprofit-sector-business-development</a></p> <p>Projects with an arts, childcare or community services focus should look at the following City-supported programs for funding opportunities, including development-stage opportunities:</p> <p>Child Care Facilities Fund: <a href="https://www.liifund.org/products/grants/grants-for-child-care/ccff/">https://www.liifund.org/products/grants/grants-for-child-care/ccff/</a>  Community Challenge Grants: <a href="https://sf.gov/departments/city-administrator/community-challenge-grant-program">https://sf.gov/departments/city-administrator/community-challenge-grant-program</a>  Mayor's Office of Housing and Community Development : <a href="https://sf.gov/information/community-development-funding-opportunities">https://sf.gov/information/community-development-funding-opportunities</a>  San Francisco Arts Commission: <a href="https://www.sfartscommission.org/grants">https://www.sfartscommission.org/grants</a></p>
2/13/2023	Shannon Riley	I know a large portion of this project is to create contracting opportunities, job creation, or other economic opportunities for underrepresented or economically disadvantaged groups which we have done over the last two years with OEWD, hiring artists, however many are not at the advantage of having some of these specific requirements so we wanted to discuss how to work with you on the required contractor needs. Re your note that, "All projects must obtain the necessary City permits, and any contractors that the awardee of this RFP uses must be licensed and registered in the State Department of Industrial Relations Public Works Contractor database. Contractors responsible for covered construction or maintenance projects must comply with all relevant local, state and federal prevailing wage laws at the point of bidding to be eligible for a contract award." In our previous work with OEWD, we have hired over 50 muralists to paint around San Francisco and this was not previously required for "artists". I don't categorize artists as construction or maintenance but wanted to confirm what was necessary here. 1.If it is required, a way we can work around this is to hire our for-profit business Building 180 who could hire the artists to paint, would this be possible? 2.If yes, I am assuming Building 180 would need to become a city supplier? Should we do this before applying? 3.I wanted to note that Building 180 only has 1-employee	Area B - Golden Gate Park Seasonal Programming	Muralists/artists would not be considered "contractors" under the context of this RFP. The artists/muralists would not be undertaking construction or maintenance work that qualifies as "public works" projects. Whoever is the primary applicant (Paint the Void, Building 180, etc.) still needs to become a City supplier if awarded grant funding.  You are encouraged to start the process to become a City Supplier now. It can take 3 weeks or more to go through the process, and you must be able to be a compliant Supplier within 10 days of receiving your notice of award, so we do encourage you to start the process as soon as you can. For more information please visit: <a href="https://sf.gov/step-by-step/become-city-supplier">https://sf.gov/step-by-step/become-city-supplier</a>

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1/24/2023 0:00	Susie McKinnon	We have substantial experience providing services in the form of art projects, murals, etc in Golden Gate Park. We do not have the full complement of experience requested in Program Area B. Would you recommend that we reach out to existing partners that do more of the activation services to consider applying collaboratively? Are there any special considerations that we should keep in mind if we partner on a proposal?	Area B: Golden Gate Park Programming	Responsive proposals will be able to offer the full scope of services described in the RFP and meet minimum qualifications. If an organization cannot fulfill the scope or meet minimum qualifications individually, it is encouraged that it partner with another entity in order to submit a responsive proposal or otherwise describe in its proposal how it will fulfill the entirety of the scope.
2/6/2023	Sandra Corcione	Our organization is not located in the neighborhood, can we apply?	Area C: Fillmore Community Block Parties, Events and Activations	Only if you have a partner with a location in the neighborhood
2/1/2023	Gina Snow	Would Bayview-based entrepreneur need to be a subgrantee to the project in order to qualify?	Area E: Bayview Community Block Parties, Events and Activations	Yes, as your organization is not based in Bayview, you would need a Bayview-based partner to apply to this area. Technically, if the for-profit implementing partner is in Bayview, they could either apply directly to this area (as it is open to for-profits) or apply as your subgrantee.
2/13/2023	Matt Senekeremian	St. Gregory Armenian Church has been registered as a city vendor/ bidder. We will be applying for the Annual Armenian Food Festival as the hosts. To make things easier, we will also be the organization applying on behalf of the other 2 SF Armenian food festivals in D7 hosted by other other churches.  How should I address questions about the budget...Should it only reflect on St. Gregory's budget (as the applicant) or does it have to reflect the other organizers as well?	Area H: District 7 Armenian Annual Events and Activations	If you are playing the primary role in delivering the proposed services, your proposal should reflect the budget, financials, and board information for your organization. You should also clearly describe the roles of any partners that will participate (and receive a portion of th funding for) the proposed project, and share the credentials of staff that will be part of your project team.  However, if your role is to serve as a fiscal sponsor only, you will need to provide this information for your organization as well as the entity that will lead the programmatic efforts.
2/7/2023	Xochitl Frausto	1) Are all contractors required to be state certified, or is it just contractors for the mini-grant projects?	Area P: SF Shines Storefront Improvement - Mission	Contractors used for the mini grant program projects need to be licensed in the state of CA.
2/7/2023	Xochitl Frausto	2) If we wanted to contract muralists for store improvement projects is this possible? Do they also need to be licensed contractors?	Area P: SF Shines Storefront Improvement - Mission	Muralists do not need to be licensed contractors.
1/30/2023	Brenda Perdue	Do we have to be a nonprofit to apply to this area? I have experience with prior projects under the Juvenile Probation department, and want to know if I would be eligible to apply. If not, can you please share a list of recommended agencies that I could reach out to? Here is my information, in case anyone is interested in collaborating (small, woman-owned business owner!) - brendaperduehrt@gmail.com	Area Q: Mission Corridor Economic Revitalization and Sustainability Plan	For areas limited to nonprofits, you are encouraged to collaborate with a valid nonprofit entity and bring your unique approach or perspective to bear as a part of their project team. We would be happy to provide you with a list of current grantees in the corridor that we already have relationships with, however, we cannot make specific recommendations on who you should partner with as it would not be appropriate for us to direct your collaboration. Here are a few entities that we currently engage with for economic development activities based in the Mission corridor: Mission Economic Development Agency: erodriguez@medasf.org CLECHA: william@clecha.org CANA: latinzoneprod@gmail.com Calle 24: susana@calle24sf.org
1/30/2023	Terri Le	What are the deliverables/performance measures beyond the plan? Curious to know how in depth the proposal needs to strategized such as sustainability, etc. For example, the performance measures or outcomes. I know the strategy is thinking about sustainability, but am trying to understand, beyond that one year approach, if you have clarification about the specific performance measures?	Area U - Latinx Citywide Business Technical Assistance and Street Vendor Support	For this area, you should leverage existing work that is happening on the ground with different partners, and a strong proposal will reflect an understanding of the dynamics in the community, what's happening in the corridor, potential gaps and opportunities. A strong approach will leverage those existing efforts and present a plan that addresses specific challenges, for example identifying vacant commercial spaces that could be utilized by those seeking space.  We do want you to consider how you will address some of the long-term issues. What long-term strategies need to be developed? How will these strategies be performed? How will this project advance those goals?  There is a specific question in the application that asks you to address factors that may speed or hinder implementation of your project so, as you are planning out your timeline or the specific activities you want to present, please surface any potential issues that will be contingent on some other condition. For example, if you need to get through a phase of the project and secure community approval before you can develop the next stage or final product. Do your best to describe factors like that in your proposal.  Finally, your proposal does not need to be all-encompassing (plan, strategy, implementation). We are looking for proposals that recognize the existing work, call out opportunities and gaps, and offer recommendations on how we can make the best use of resources and assets to advance economic opportunity in the Mission corridor.
1/30/2023	Terri Le	Can you clarify what you mean by new entity? If we applied to OEWD grants in the past, does that disqualifies us?	Area U: Latinx Citywide Business Technical Assistance and Street Vendor Support	While this program area should serve Citywide, we are prioritizing services to the Mission. For that reason, we hope to expand our list of providers to provide targeted outreach to Spanish-speaking merchants and business owners. You are not disqualified from applying if you currently provide similar services, however, we are hoping to engage with new partners to broaden reach. Please consider engaging new partnerships, new providers, collaborating with others to ensure you have a strong proposal.