

City and County of San Francisco



Request for Proposals (RFP) #226 Economic and Workforce Development Grants

| | |
|---|--|
| Issued by: | Office of Economic and Workforce Development (OEWD) |
| Date issued: | Thursday, April 20, 2023 <i>Update published May 10, 2023 correcting table on page 107.</i> |
| Proposals due: | Thursday, May 18, 2023 by 5:00 P.M. Proposal submissions will be accepted online only. A link to the online application will be available starting on Friday, April 28, 2023 at the following website: https://sf.gov/information/bid-opportunities |
| <p>OEWD will host an <i>optional</i> virtual Technical Assistance (“TA”) Conference on:</p> <p style="text-align: center;">DATE: Wednesday, April 26, 2023 TIME: 3:30P.M. – 5:00P.M.</p> <p style="text-align: center;"><i>Please visit https://sf.gov/information/bid-opportunities to access the TA Conference</i></p> <p>This event will be conducted remotely, in accordance with public health and accessibility guidelines. The event will include captioning. A recording of the meeting and all presentation materials will be posted to the OEWD website following the event at: https://sf.gov/information/bid-opportunities</p> <p style="text-align: center;"><i>Please visit the RFP 226 website for more information on technical assistance opportunities.</i></p> | |
| Questions about this RFP? | All technical assistance will be provided by phone or email in accordance with public health and accessibility guidelines. Please email: oewd.procurement@sfgov.org |
| Need the RFP or application materials in alternative formats for persons with disabilities? Please send an e-mail to: oewd.procurement@sfgov.org | |

Request for Proposals (RFP) #226

TABLE OF CONTENTS

(Hover mouse over Section Name, press “Ctrl”, then click on Section Name to navigate to that Section)

| <u>Section</u> | <u>Section Name</u> | <u>Page #</u> |
|----------------|---|---------------------|
| I. | Introduction, Overview and Schedule | 3 |
| II. | Program Areas and Scope of Work | 9 |
| III. | Application Process | 118 |
| IV. | Proposal Review Process | 121 |
| V. | Protest Process | 127 |

Appendices:

- A. Application Questions – Request for Proposals 226 – For Reference Only
- B. Proposal Budget Template – Required Document
- C. City Grant Terms (Form G-100) – For Reference Only
- D. Applicant Requirements and Guidelines – For Reference Only
- E. Supplier Registration Instructions – For Reference Only

Introduction, Overview and Schedule

OEWD's mission is to advance equitable and shared prosperity for San Franciscans. We support businesses of all sizes, create great places to live and work, and help everyone achieve economic self-sufficiency. Learn more about our work at the following website:

<https://sf.gov/departments/office-economic-and-workforce-development>

The funding in this **Request for Proposals ("RFP")** is in furtherance of the public purpose of providing critical economic and workforce development resources to support San Francisco's residents, businesses and visitors. The total amount of funding anticipated for initial grant awards is **\$21 Million**. Additional details regarding the funding limits for each program area, and the expected term of initial grant agreements, are summarized below and detailed in Section II of this document. In furtherance of the public purpose of providing critical economic and workforce development resources to support San Francisco's residents, businesses, visitors, and workers. The funding in this RFP supports programs delivered through OEWD's **Business Development, Community Economic Development (formerly "Invest In Neighborhoods"), Economic Recovery and Regeneration, and Workforce Development Divisions**.

About Business Development

San Francisco has long been a beacon to people and companies who think outside the box. As a result, the City has become an international hub for a number of pioneering, forward-thinking industries including life sciences, information technology, clean technology, manufacturing, nonprofits, fashion, nightlife and entertainment, and international commerce.

Dedicated to continuing San Francisco's tradition of business excellence, OEWD's Business Development team provides specialized support to address the unique needs of businesses in a variety of key sectors. For emerging and established companies alike, our team serves as a centralized clearinghouse of information and services to support these industries' ongoing success. For more information, visit: <https://sf.gov/information/get-specialized-help-key-business-industries>

About Community Economic Development

The Community Economic Development (CED) Division is committed to advancing racial equity, diversity and inclusion in San Francisco's neighborhood commercial corridors and meeting the needs of local residents and users by strengthening small businesses, improving physical conditions, increasing quality of life, and building community capacity. In pursuit of these objectives, CED offers programs that are designed to provide focused, customized assistance that meets the specific needs of San Francisco's neighborhood commercial corridors by leveraging existing programs from across multiple City departments and nonprofit partners.

There are many programs offered through CED for which more information can be found at <https://sf.gov/departments/office-economic-and-workforce-development/community-economic-development>

About Economic Recovery and Regeneration

The Economic Recovery and Regeneration (ERR) Division coordinates the City's economic recovery resources and initiatives to ensure that all communities can rebound from the devastating impacts of the COVID-19 pandemic. This team leads the design and delivery of public space activation, beautification, and safety initiatives in targeted areas throughout the City, with particular emphasis on communities and business sectors that have been most adversely impacted by COVID. We look forward to receiving your proposals, as our partnership with you and your organizations will strengthen our collective efforts in realizing an equitable recovery for San Francisco's diverse communities.

About Workforce Development

The Workforce Development Division of OEWD trains and connects San Franciscans to sustainable jobs with career growth opportunities and promotes prosperity for all residents, including the unemployed, underemployed, and hard-to-employ residents. Our workforce system supports training and development pipelines for qualified candidates toward some of San Francisco's core industries, including construction, health care, hospitality and tech. For more information, visit: <https://sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>

A. Eligible Applicants

You are eligible to apply if you:

- Are a nonprofit 501(c)(3), 501(c)(4), or 501(c)(6) organization*, registered with the Internal Revenue Service (IRS) and in good standing with State of California’s Registry of Charitable Trusts and the California Secretary of State (SOS), the Franchise Tax Board, and eligible to do business with the City and County of San Francisco.
- Are not debarred or suspended from participation in local, State or Federal programs;
- Meet all minimum qualifications as described in Section II below. Failure to satisfy the minimum qualifications will eliminate the applicant from further consideration;
- Can comply with all local, state or federal laws and regulations if funded. Please see **Appendix C** and **Appendix D** for more information about general terms and conditions of City funding opportunities.

*Note: Some program areas may invite proposals from other types of entities, e.g. Community Benefit Districts, or for-profit entities (registered for-profit corporations or sole proprietors), or restrict to specific entity types (e.g. 501(c)(3) nonprofit entities, or Community Benefit Districts). Please refer to the program area tables beginning on page 9 to confirm if your entity is eligible to apply.

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

If you are a **fiscal sponsor** to another organization (or group of organizations), you must serve as the lead applicant and meet all criteria described above. While your subcontractors/ subgrantees/ subrecipients do not need to become City Suppliers, they must meet all other applicable compliance requirements. **Please note that fiscal sponsors are not allowed to apply to Program Area A, Nonprofit Sector Resilient Ownership.**

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.

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

B. Available Funding

The initial round of funding is expected to be local City funds ("General Fund"). OEWD may also award a variety of federal, state or local funding to support these programs in future program years, including, but not limited to:

- Department of Labor - Workforce Innovation and Opportunity Act (WIOA), National Dislocated Worker Grant, American Apprenticeship Grant, Emergency Funds, etc.
- US Small Business Association (SBA)
- Housing and Urban Development - Community Development Block Grant (CDBG)
- Other city, state, federal and non-government sources, such as contributions from private foundations

Should any additional funding be identified to support these programs in future program years, OEWD will disclose the terms and conditions related to those awards and grantees will be required to demonstrate the ability to comply with the terms prior to entering into or renewing a grant.

The funding amounts listed in this RFP are anticipated initial funding awards, based on current budget availability. Actual awards will be determined by the number of responsive proposals that meet OEWD strategies and objectives, and funding may be less or more. **Please submit budget requests according to the limits in this RFP;** however, OEWD may negotiate different funding allocations, grant terms, and project goals before finalizing awards. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP. If a significant amount of additional funding is identified to support the programs in this RFP, applicants to this RFP may be invited to submit an additional proposal in order to increase the size of a grant award.

This RFP, and the proposals received as a result of it, may be used to justify funding decisions for other similar services and/or other funding that becomes available through OEWD or any other City department. OEWD, or other City agencies, will disclose any additional regulations or requirements during the negotiation process for grants or contracts that are awarded through this RFP and funded by other local, state, federal or non-city sources.

Nonprofit organizations funded by OEWD under this RFP may also be eligible to apply for funding under OEWD's nonprofit capacity fund. The goal of OEWD's nonprofit capacity fund is to maintain continuity of economic and workforce development services by potentially assisting OEWD's nonprofit suppliers with one-time, as-needed funds to support administrative operations and organizational effectiveness (e.g. leadership transition, strategic partnership). The fund is dependent on funding availability, and limited to nonprofit organizations who are currently funded by OEWD for the specific purpose of providing economic and workforce development services. When funding becomes available, eligible nonprofit organizations currently funded by OEWD will be notified of the opportunity to apply for funding.

C. Technical Assistance

OEWD is committed to ensuring all applicants have a fair chance to compete for this funding. In recognition of the current public health climate, all technical assistance will be provided online/by phone. OEWD will host multiple online drop-in sessions for applicants to receive guidance and support on the application process (please visit the [**RFP 226 website**](#) for details). If you have any questions about this RFP, or need assistance with the application, please get in touch with our office at the following email address: oewd.procurement@sfgov.org

D. Service Period

Unless otherwise noted, successful proposals are expected to be funded for up to six (6) years, concluding no later than June 2029. Grants are expected to begin July 2023 or later (see program areas to confirm expected start dates). Grants may be negotiated for shorter or longer terms, and funding awards will be adjusted commensurate with the adjusted service period. In some cases, the City may offer initial grant terms that align with the eligible term of this RFP, or extend programming through fiscal year 2029-2029.

All decisions regarding the size, length, and scope of future funding awards are subject to OEWD approval and budget availability. Some of the service areas may not be funded initially, but OEWD may award unfunded proposals within the term of this RFP if funds become available that align with the services proposed. Future funding is not guaranteed, and funding amounts and terms will depend upon the performance of the grantee during the initial award period, as well as other policy considerations as determined by OEWD. Grantees will be asked at a minimum to submit a final report of their activities and, if OEWD elects to renew the award, a revised scope of work and budget for the renewal period(s) for OEWD review. OEWD reserves the right, in its sole discretion, to not renew funding awards.

E. Schedule

The anticipated schedule for awarding initial funding is as follows:

| RFP Phase | Date |
|--|---|
| RFP is issued by the City | Thursday, April 20, 2023 |
| Technical Assistance Conference <i>Note: Additional technical assistance offerings are listed on the RFP 226 website</i> | Wednesday, April 26, 2023 from 3:30pm-5:00pm |
| Deadline for submission of written questions* | Monday, May 8, 2023 at 11:59PM |
| Answers to questions posted online | Initial Posting: Thursday, April 27, 2023 by end of day Final Posting: Wednesday, May 10, 2023 by end of day |
| Proposals due | Thursday, May 18, 2023 by 5:00 P.M. |
| Committee Proposal Review | Late May 2023 |
| Grantee Selection and award notification | Award notifications for programs beginning July 1, 2023 are anticipated by June 5, 2023 Award notifications for programs beginning October 1, 2023 are anticipated by August 7, 2023 |
| Protest period ends | 5 business days following award notification |
| Projects begin | July 1, 2023 or later (see program area descriptions for anticipated start dates) |

Each date is subject to change. For the latest schedule, check the [RFP 226 website](#).

*Note: Substantive questions regarding the program areas under this RFP – such as clarifying questions regarding the eligibility of proposed projects – must be submitted by the above deadline. Purely technical questions regarding how to complete or submit the online RFP application will be answered until the proposal submission deadline. Send an email to owd.procurement@sfgov.org if you have technical assistance needs.

Additional Technical Assistance Offerings

In addition to the Technical Assistance Conference, OEWD will host multiple drop-in technical assistance sessions online via Zoom, to provide support to applicants on navigating the RFP materials or online application. At sessions that take place prior to the Q&A deadline posted above, OEWD may collect and/or answer some substantive questions in these sessions and will post the questions and responses on the Q&A log for transparency. Please visit <https://sf.gov/information/bid-opportunities> for more information on these drop-in sessions.

II. Program Areas and Scope of Work

This RFP includes 23 distinct programs under 4 OEWD Divisions.

Press “Ctrl” and click the hyperlink (Program Area Name) to navigate to a specific program.

[Business Development Programs](#)

| # | Program Area Name | Maximum Budget Request per Proposal | Anticipated Number of Grant Awards | Target Neighborhoods | Eligible Applicants |
|---|--|-------------------------------------|------------------------------------|----------------------|-----------------------------|
| A | Nonprofit Sector Resilient Ownership | \$1,000,000 | 1 to 3 | Citywide | Nonprofits (501(c)(3) only) |

[Community Economic Development Programs](#)

| # | Program Area Name | Maximum Budget Request per Proposal | Anticipated Number of Grant Awards | Target Neighborhood(s) | Eligible Applicants |
|---|---|-------------------------------------|------------------------------------|--|-------------------------|
| B | Healthy Retail SF Community Engagement and Store Redesign Program | \$150,000 | 1 or more | Bayview, Central Market/Tenderloin, Visitacion Valley | Nonprofits, For-Profits |
| C | Central Market and SOMA Activations and Public Realm Interventions | \$400,000 | 2 | Central Market, South of Market Area (SOMA) | Nonprofits |
| D | Chinatown Cultural Activations for Economic Regeneration | \$75,000 | 1 or more | Chinatown | Nonprofits |
| E | Community Benefit District (CBD) Organizational Support | \$150,000 | 2 or more | Established CBDs or Business Improvement Districts (BIDs) in San Francisco | Nonprofits, CBDs, BIDs |
| F | Community Benefit District (CBD) Post-Formation Support | \$80,000 | 1 | Neighborhoods with new CBDs | Nonprofits, CBDs |
| G | Lower Fillmore Mini-Grant Program for Block Parties and Activations | \$700,000 | 1 or more | Lower Fillmore/ Western Addition | Nonprofits |
| H | Lower Fillmore Legacy Annual Events and Activations | \$200,000 | 1 or more | Lower Fillmore/Western Addition | Nonprofits, For-Profits |

| # | Program Area Name | Maximum Budget Request per Proposal | Anticipated Number of Grant Awards | Target Neighborhood(s) | Eligible Applicants |
|---|--|-------------------------------------|------------------------------------|------------------------|-------------------------|
| I | <u>Mission District Festivals and Parades</u> | \$600,000 | 1 | Mission | Nonprofits |
| J | <u>Noe Valley Town Square Activations and BigBelly Maintenance</u> | \$145,000 | 1 | Noe Valley | Nonprofits |
| K | <u>African American/Black Cultural Activations for Economic Regeneration</u> | \$1,000,000 | 4 or more | Citywide | Nonprofits |
| L | <u>Stabilization Services for Storefront Businesses (Retention and Relocation Assistance)</u> | \$1,500,000 | 2 or more | Citywide | Nonprofits, For-Profits |
| M | <u>Business Development and Technical Assistance for Small Businesses and Entrepreneurs</u> | \$500,000 | 4 or more | Citywide | Nonprofits, For-Profits |
| N | <u>Real Estate Case Management Services</u> | \$500,000 | 1 or more | Citywide | Nonprofits, For-Profits |
| O | <u>Entrepreneurship Mini-Grant Program for Those with Limited Resources and High Barriers to Capital</u> | \$100,000 | 1 | Citywide | Nonprofits |
| P | <u>SF Shines Small Business Support</u> | \$750,000 | 1 or more | Citywide | Nonprofits |
| Q | <u>Arabic Small Businesses Technical Assistance Services in Support of Economic Recovery</u> | \$75,000 | 1 | Citywide | Nonprofits |
| R | <u>Commercial Corridor Public Safety Interventions</u> | \$250,000 | 1 | Citywide | Nonprofits |
| S | <u>Entrepreneurship Training Program Centering People Older than 55</u> | \$300,000 | 1 or more | Citywide | Nonprofits |

Economic Recovery and Regeneration Programs

| # | Program Area Name | Maximum Budget Request per Proposal | Anticipated Number of Grant Awards | Target Neighborhoods | Eligible Applicants |
|---|--|-------------------------------------|------------------------------------|--|-------------------------|
| T | <u>Downtown Public Space Activations</u> | \$250,000 | 3 or more | Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, and Mid-Market and Civic Center | Nonprofits, For-Profits |

Workforce Development Programs

| # | Program Area Name | Maximum Budget Request per Proposal | Anticipated Number of Grant Awards | Target Neighborhoods | Eligible Applicants |
|---|--|---|------------------------------------|----------------------|---------------------|
| U | <u>Hospitality Sector Workforce Programs</u> | \$600,000 for one strategy, \$1,200,000 for both strategies | Up to 9 | Citywide | Nonprofits |
| V | <u>Industries of Opportunity Programs</u> | \$600,000 | Up to 6 | Citywide | Nonprofits |
| W | <u>TechSF Sector On-Ramps</u> | \$600,000 | Up to 3 | Citywide | Nonprofits |

Business Development Programs

Program Area A: Nonprofit Sector Resilient Ownership

Anticipated Number of Awards: 1 to 3

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be up to \$1 million over 24 months. Applicants may propose budgets up to **\$1 million** to cover 24 months of eligible activity within the project period. If additional funds are identified to support this program before grant recommendations are finalized, OEWD may elect to fund additional proposals, in descending order in accordance with the ranking of the applicant pool. OEWD may also elect to extend grant terms up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period, at a level commensurate to the cost-per-deliverable or cost-per-month detailed in the RFP and subsequently negotiated with selected grantees. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Grant Renewals

If additional funding is secured to continue this program beyond Fiscal Year 2024-25, OEWD will notify all selected grantees that additional funding is available. Existing grantees will be asked to submit an additional proposal to justify an extension of the original grant term, at a level commensurate with the original funding award. These subsequent proposals may be ranked based on a variety of factors, including, but not limited to, whether the grantee has secured a commitment of additional project funding from other non-City sources.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide, focusing on census tracts facing current inequities

Priority: Census Tracts Facing Current Inequities

Projects that score well (at or above 70) on the overall application will be prioritized for funding if they are clearly located within a census tract at or below the third quartile indicated by California's Healthy Places Index. Neighborhood by neighborhood, the HPI maps data on social conditions that drive well-being—like health, income, education, job opportunities, and clean air and water. Visit <https://www.healthyplacesindex.org/> to view your project's area or address.

Scope of Work:

OEWD recognizes that businesses led by and deeply rooted in access to Black, Indigenous, POC, LGBTQI+, Women, and/or Disabled San Francisco communities face inequitable barriers to accessing flexible capital for opportunities that have the potential to extend the reach and deepen the impact of their services.

Nonprofit Sector: Resilient Ownership Grants are intended to provide a short-term runway of flexible support to tax-exempt, not-for-profit businesses that have recently acquired a property in San Francisco that will expand their services for San Francisco residents.

Eligible organizations may apply to receive support for one-time, short-term expenses necessitated by ownership of a new facility and the activation of new or expanded programs on site.

This funding aligns with OEWD's ongoing strategy of supporting sectors that employ a cross-section of residents, including the nonprofit sector, which also supports essential services and quality of life resources for San Franciscans. Prior to the COVID-19 pandemic, the nonprofit sector was the third-largest workforce in the United States, providing 11.9 million jobs.

We anticipate issuing **one to three** awards of up to \$1,000,000 to be paid over the course of a two-year project period beginning July 1, 2023. Total funding available is \$1,000,000, the actual amount available and awarded may be more or less. The amount of funding awarded will be the lesser of \$1,000,000 or 50% of the median projected operating budget for the newly-owned site paid each year for a two-year period.

It is anticipated that awardees will receive funding in up to nine payments:

- 10% upon encumbrance of grant agreement and approval of the Grant Plan. The Grant Plan outlines primary activities relevant to resilient ownership that will take place during the project period. For the two-year project period (July 1, 2023 through June 30, 2025) the Grant Plan should include 6 primary activities as well as the intended outputs the applicant hopes to achieve.
- 60% will be invoiced as purchase orders for activities proposed in the grant plan
- 15% will be paid upon completion of a mid-term project reporting package which may include a meeting as well as updates on organizational impact, job creation and economic impact.
- 15% will be paid upon completion of a final project reporting package which may include a meeting as well as updates on organizational impact, job creation and economic impact.

Competitive applicants should:

- Hold title to a commercial property acquired within San Francisco on or after October 1, 2021 that fills a place-based service gap or provides a community-affirming service; and
- Be clearly and consistently focused on activities that address economic disparities for San Francisco residents, communities and businesses

Eligibility and Minimum Qualifications:
Minimum Qualifications:

Applicant must:

- hold title to a commercial property acquired on or after October 1, 2021
- be a community-based agency that is non-profit and tax-exempt under Section **501(c)(3)** of the Internal Revenue Code
- provide proof of IRS good standing as a tax-exempt entity. Visit IRS-Tax Exempt Organization Search: <https://apps.irs.gov/app/eos>. Select Database “Pub 78 Data”. Search for the applicant organization EIN number or Organization Name. Select the correct organization. Save a PDF of the screen titled “Publication 78 Data” that shows your organization listed.
- provide proof of good standing as a tax-exempt entity with the State of California. Visit the Secretary of State website: <https://bizfileonline.sos.ca.gov/search/business>. Search for your business and select the blue rectangle with the business name. Save a PDF of the screen at left that lists the address and standings with Secretary of State (SOS) and Franchise Tax Board (FTB).
- not be in default on any grants or loans from (1) OEWD; (2) other City departments (including but not limited to the Arts Commission, Department of Early Childhood, the Department of Children, Youth and Their Families, Mayor’s Office of Housing and Community Development, Grants for the Arts); (3) Northern California Grantmakers Arts Loan Fund; (4) Community Vision Capital and Consulting; (5) Community Arts Stabilization Trust; and/or (6) other City-contracted grantmaking intermediaries.
- Provide financials: Most recent signed copy of your IRS 990 or 990-EZ from the last two (2) completed fiscal years)
- Provide a completed Capital for Communities Scorecard: Follow the directions at urban.org/C4CScorecard to complete a scorecard, answering all questions truthfully and to the best of your knowledge. Attach all pages of the completed scorecard to this application. Please note that the scorecard is intended as a tool to spark discussion and clarify impact strengths as well as areas for improvement that could be supported by the Nonprofit Sector: Strategic Capital grants.

The organization leading the project must:

- have verifiable annual revenue averaging less than \$15 million over the past two completed fiscal years
- have a consistent programmatic history and public benefit to the City of San Francisco, its neighborhoods and communities over the last two years (since December 2020).
- not be part of another government agency or department.
- not be in default on any grants or loans from (1) OEWD; (2) other City departments (including but not limited to the Arts Commission, Department of Early Childhood, the Department of Children, Youth and Their Families, Mayor’s Office of Housing and

Community Development, Grants for the Arts); (3) Northern California Grantmakers Arts Loan Fund; (4) Community Vision Capital and Consulting; (5) Community Arts Stabilization Trust; and/or (6) other City-contracted grantmaking intermediaries.

- not have an open grant or prior award recommendation for the project site exceeding \$500,000 in total allocation for: commercial real estate, capital, core support or capacity/exploration from an entity referenced above, that is supported by City funds.

Note, this program area includes a separate application and evaluation criteria. You can review the specific questions and criteria in Appendix A of the RFP.

In addition to completing the general application questions in **Section 1, Applicant Profile**, please make sure that you address all of the following questions in your proposal narrative under Section 2, **“Approach, Activities and Outcomes”**:

Category: Who/Beneficiaries (15 points)

- (a) Describe your organization’s connection to Black, Indigenous, People of Color (POC), LGBTQI+, Women, and/or Disabled San Francisco communities. (200 words)

Category: You/Organization (15 points)

- (b) Describe the services and resources you have consistently provided to low-income San Francisco residents since December 2020, including economic mobility services, resources and/or training opportunities. What was the impact of your services for low-income communities? How did your organization support the communities described in Question #1? (250 words)

Category: What + How (70 points)

- (a) Summarize your organization's project and its connection to economic mobility and opportunities. (200 words, 10 points)
- (b) Please describe any non-city support you utilized to acquire the site and relevant funding restrictions. Describe how flexible funds will help your organization fulfill a current need to advance your project? (150 words 15 points)
- (c) Describe how this funding will set your organization up for long- or short-term success? (150 words, 15 points)
- Capital for Communities Scorecard (30 points)
Follow the directions at urban.org/C4CScorecard to complete a project scorecard, answering all questions truthfully and to the best of your knowledge and ability. Attach

all pages of the completed scorecard to this application. Please note that the scorecard is intended as a tool to spark discussion and clarify project strengths, as well as areas for improvement, that could be supported by the grant.

Attachment: Capital for Communities Scorecard

Additional Supplementary Attachments for this Program Area:

- Financial Statements: 990 filings for applicant
- IRS Pub 78 screenshot
- Secretary of State screenshot
- Proof of commercial deed acquired after October 1, 2021
- Projected three-year budget for the project site. Please include and differentiate between general operating expenses and capital expenses such as planned construction costs.

Community Economic Development Programs

Community Economic Development Grant Awards

The Community Economic Development programs will be prioritized for initial funding awards and renewals as follows:

Initial Funding Awards

Applicants may propose budgets within the limit(s) set in each program area. OEWD will offer funding to the top-ranked proposal(s) that are most responsive and that best meet departmental strategies and objectives. Budget requests should align with the scale and duration of the proposed project, and Applicants are encouraged to list any committed, leveraged resources that will ensure the success of the proposed project.

If additional funding becomes available, either through OEWD's budget process or through the addition of other funding streams (e.g. competitive grants, other departmental work orders, or private donations), OEWD may elect to either offer awards to highly-ranked applicants in amounts which exceed the amounts currently set forth in the subject Program Area budget, or offer funding to additional applicants in excess of the stated Anticipated Number of Awards for the particular Program Area(s) in descending order based upon the applicant's score, as further described in the example below. Please note that, in the event additional funding is secured, **the amount of any initial funding award may be as much as 400% of the proposed budget amount listed under "Initial Funding Amount" in the respective Community Economic Development program areas.**

In the event that needs change for a particular neighborhood or service area within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers to other highly-ranked applicants that were not initially selected for funding, and awards will be given in accordance with the ranking of the applicant pool. If additional funding is identified to support the services in each program area, applicants to the program area may be invited to submit an additional proposal to request additional funding, which shall include a description of the increased services to be provided and/or the extended duration of existing or increased services in order to justify a new grant or increase the size of an existing grant award.

For example, the program area lists \$250,000 as the amount of funding available, and states OEWD will fund "1 or more" applicants. OEWD receives 3 competitive proposals in response to the RFP and subsequently receives \$500,000 in additional funding to support the program area resulting in available funding in the total amount of \$750,000. OEWD may pursue any of the following options:

Option 1: If funds have not yet been awarded, OEWD may award increased funds to highly ranked applicants, in descending order, not to exceed 400% of the budget request and commensurate with the scale and duration of their proposed projects.

Option 2: If funds have been awarded to one or more applicants, OEWD will notify all 3 qualified applicants that additional funding has been secured, and ask them to submit an additional proposal to justify an increased funding award up to 400% of the original grant proposal amount. These subsequent proposals may be ranked based on a variety of factors, including, but not limited to, how well the proposal meets the intended impact to be achieved through the funding stream, the applicant(s) demonstrated capacity to deliver services to key neighborhoods or populations, a change in service needs as articulated by the community/ies being served by the program, and/or how well the proposal aligns with the strategic priorities of the Community Economic Development Division.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount of available funding cannot be determined at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee's performance during the initial grant period. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP and subsequently negotiated with selected grantees.

Program Area B: Healthy Retail SF Community Engagement and Store Redesign Program

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$150,000. Applicants may propose budgets of up to **\$150,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Bayview, Central Market, Tenderloin, Visitacion Valley

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): Communities with limited healthy food retail options

Scope of Work:

OEWD is seeking proposals from **nonprofit or for-profit** organizations to partner with OEWD and the San Francisco Department of Public Health to implement a Healthy Retail Program informed by the [Healthy Food Retail Ordinance](#): This collaboration provides store redesigns located in areas that are underserved by healthy food retailers. The program should ensure that corner stores have the opportunity and support needed to provide and promote healthier grocery options to residents such as fresh produce, low sodium options, sugar alternatives, etc.

Projects and activities proposed under this program area must include, but are not limited to the following:

Program Administration/Coordination, Outreach and Education

- Work as part of a team that includes staff members from OEWD and the San Francisco Department of Public Health (SFDPH), along with community members, consultants, and Healthy Retail SF staff
- Lead community engagement efforts and create partnerships with community residents, local grocers and corner store owners, other merchants, and/or community-based organizations to create lasting, positive change.
- Attend relevant outreach sessions, planning meetings, and pieces of training
- Complete community engagement interventions were chosen by the businesses participating in the Healthy Retail SF program, which may include: conducting customer

surveys, completing store assessments, creating and distributing marketing materials, improving social media presence, and organizing/participating in community events.

- Utilize community feedback and recommendations to inform store redesign processes
- Coordinate quarterly workgroup meetings with neighborhood-wide partners to develop a coordinated community strategy for healthy retail aligned with OEWD's and SFDPH's implementation of the Healthy Food Retailer Ordinance
- Plan and host grand re-opening or other events for newly redesigned stores

Small Business Redesign Grant Program

- Conduct a small business operation assessment and development of Store Individual Development Plan to help the business transition into a healthy food retailer. The plan shall outline steps to redesign and create more sales space, order and install equipment.
- The business operation assessment includes, but is not limited to a business plan, produce distribution and maintenance, sourcing of healthy products, tax and debt planning, credit building, access to capital, leasing assistance and incorporation of point of sale (POS) systems, inventory, merchandising
- Document progress through ongoing reports cards and provide input into yearly the Store Individual Development Plan (IDP) and monitoring of any additional requirements specifically identified in the IDP
- Work with consultants to redesign the layout of the store (schematic drawings), including, but not limited to schematics and product placement, inventory and merchandising layout display, purchasing of equipment, façade and signage improvements, pricing of products, compliance with ADA and any city permitting requirements
- The goals of the redesign are to increase sales, improve business sustainability, increase healthy food products, decrease unhealthy influences, and increase merchant, community and customer satisfaction.

Eligible costs may include, but are not limited to:

Program Administration/Coordination, Outreach and Education

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs)
- No less than 50% of the total anticipated grant funds (>\$75,000) must support the store redesign process, serving a minimum of 2 businesses. Should funds for this program be increased, the number of businesses served shall escalate commensurate with this rate (e.g. if total funding is increased to \$600,000, a minimum of 4 businesses must be served.)

Small Business Redesign Grant Program

- Small Business Consultant Hours

- Redesign and space planning by certified consultant
- Permits
- Equipment, store signage purchase and installation

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

The grant program must be pre-approved by OEWD in writing prior to its implementation. Grantee shall provide a detailed program plan including, but not limited to, a timeline, selection criteria, question set, and the names and qualifications of individuals serving on selection panels. OEWD has final approval authority over the proposed program and reserves the right to appoint City staff or other stakeholders with relevant expertise as panelists/proposal evaluators. Following the selection of grantees, and prior to the issuance of any grant funds, OEWD reserves the right to request documentation (e.g. proposals, scores and documentation of the review process.). Should OEWD determine that the selection process was unfairly or improperly conducted, OEWD reserves the right to take appropriate remedies, which may include canceling the award(s), program, or rescinding grant funds.

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Performance Measures:

- Grantee must outreach to interested businesses- Interview clients and develop preliminary recommendations
- Grantee must develop Individual Development Plans (IDPs). Based on results of assessments and interviews, provide input on the development of IDPs. The IDPs will be a plan of interventions needed for space planning, design and interior needs. All with the goal to stabilize the business and guide them to becoming a healthy food retailer.
- IDP shall outline the identified equipment, supplies, and additional technical assistance.
 - Store redesign consultation and schematics, needed equipment and supplies
 - Technical Assistance
 - Equipment and supplies outlined in the IDP. Monitor implementation of IDP interventions.
 - One on One Consultation and IDP Implementation - Provide one on one consultation

- Grantee shall develop business evaluation and host monthly meetings with OEWD, DPH, and other program staff and with the advisory board if needed. Grantee must be available to respond to requests for program updates, and meet with program staff, city departments, officials, and others as needed.
- Grantee Sub-Contractors: Contractors of healthy, fresh, and affordable food in low-income communities by helping small corner stores become healthy food retailers and increasing their long-term business viability.
 - Implement a strategy for strengthening the POS process Enhancement of HRSF store management program to assist store owners/managers with POS, merchandising, staff training, etc.

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco.
- At least one year of experience with management of similar programs and projects.
- Experience as a small business consultant, advising businesses on operations
- Experience redesigning small commercial spaces

Note: The following Minimum Qualification is only a requirement under limited circumstances and may not be required depending on the type of project and Scope of Work that is negotiated after applicant has been notified that their proposal was successful:

- If this Minimum Qualification is applicable based on the post-award, final, negotiated Scope of Work, any contractors that the awardee of this RFP uses must be 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Preferred Qualifications:

- Experience analyzing survey results and compiling reports and outlining the needs that the community expresses.
- Experience ordering the appropriate products based on small business assessments
- Experience promoting and driving demand for healthier food in San Francisco's most underserved neighborhoods
- Proven track record implementing community engagement interventions and working together with underserved neighborhoods.

- Experience planning and hosting stakeholder engagement, business promotion, grant opening or re-opening and other business attraction and support events

Supplementary Questions and Requirements:

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) Why are you interested in working with Healthy Retail SF?
- (b) Have you worked on a corner store redesign before? If so,
 - a. What is one thing that you would do differently, or what is one aspect of the store redesign that you would like to see improved?
- (c) What experience do you have in supporting corner stores to improve small business operations in order to provide healthier food options? Please describe key changes that were implemented to improve revenue.

In addition to answering the above questions within the body of the proposal narrative, applicant must submit **at least 1 and no more than 3 letters of support** from community leaders, small businesses or other stakeholders that speak to your organization’s ability to implement the activities proposed in the application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area C: Central Market and SOMA Activations and Public Realm Interventions

Anticipated Number of Awards: 2

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$200,000 per year. Applicants may propose budgets of up to **\$400,000** to cover 24 months of services. OEWD expects to offer an initial two-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Central Market, SOMA – must include Stevenson and Jessie Streets

Target Population(s): Residents, small businesses, companies, nonprofits, cultural districts

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to support cultural and arts events that spur economic development, support existing businesses, improve physical conditions, increase quality of life, or build community capacity in Central Market and SOMA public spaces, including but not limited within the public realm and alleys. The proposed project areas must include Stevenson and Jessie Streets.

Proposed arts and cultural programming will need to contribute to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building the local community capacity. The purpose of this program area is to provide funding for new and existing neighborhood activations along Stevenson and Jessie Streets through local partners and community organizations. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic.

A strong proposal shall demonstrate a supportive structure deeply rooted and reflective of the community with the capacity to compensate, supervise, support staff and report on grant deliverables. It shall also include a detailed description of the coordination and implementation of activities. The budget shall reflect compensation for staff as well as operational costs and a potential project budget for activities (i.e., coordination of activities, outreach, marketing, management of space).

Activities funded under this program area may include, but are not limited to:

- Conduct activities and launch projects that complement and enhance existing efforts that support activities that celebrate, strengthen cultural heritage while spurring economic activity.
- Enhancements of public space. e.g., public art installations, neighborhood landmarks, outdoor furniture and amenities, lighting installations.
- Outdoor space activation. e.g., performances, physical exercise activities, public marketplace, or other activities, occurring in a public plaza or other public space.
- Neighborhood beautification projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement program.
- Branding or marketing campaigns. e.g., shop local campaign, banners. • Events. e.g., neighborhood street fair or festival, art walk, local event series.
- Economic development planning. e.g., merchant and community surveys, retail strategy development.
- Minor Storefront Improvements support. e.g., awning replacements, minor painting, graffiti removal, window film placement.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Performance Measures:

- Documentation of meetings and engagement of partners as needed for projects
- Regular progress reports and tracking project deliverables with appropriate data and tools
- Tracking coordination efforts, projects and status
- Updates for event plans and logistics, merchant and community input, marketing and promotion, etc.
- Post-event Reports
- Estimated economic impacts and vendor sales
- Feedback from event participants and attendees

- Surveys or other methods including social media feedback, comments, etc.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco.

Preferred Qualifications:

- Demonstrated experience working with private property owners and the City agencies overseeing permitting of activations and interventions within public spaces.

Supplementary Questions and Requirements:

Within the “Approach, Activities and Outcomes” section of your proposal narrative, please address the following:

- (a) Provide a brief description of how your organization arrived at the program goals that you are proposing. If needed, you may attach a record of community meetings and other attachments as supplementary materials.
- (b) Provide three examples of past projects or programs that directly incorporated the central market/soma community.

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **2 letters of support** to demonstrate the capacity to deliver the services described in this RFP. Additional materials, e.g. a record of community meetings or other attachments, may be uploaded as supplementary materials. There will be 1 upload button for additional materials, so please consolidate your additional materials into a single PDF file.

Program Area D: Chinatown Cultural Activations for Economic Regeneration

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$75,000 per year. Applicants may propose budgets of up to **\$150,000** to cover 24 months of services. OEWD expects to offer an initial two-year term funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Chinatown

Physical Location: Applicants and/or implementing partner (Program Lead) must operate from a physical location in San Francisco.

Target Population(s): Chinatown business owners, entrepreneurs, community partners, residents and visitors

Scope of Work:

OEWD is seeking proposals from nonprofit organizations to support collaborate efforts, coordination, engagement and implementation of Chinatown economic vitality projects that will contribute to neighborhood vitality, increase economic activity and build upon existing efforts led by local leadership.

Strong proposals will clearly articulate the positive economic impact these projects will have on Chinatown commercial corridors, including, but not limited to Stockton Street. Activations should include hiring local residents to support event production activities and/or creating economic opportunities for entrepreneurs, artists and local storefront businesses. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. It shall also include a detailed description of the coordination and implementation of activities. The budget shall reflect compensation for staff as well as operational costs and a potential project budget for activities.

Funding in this area may support new and existing commercial corridor events and/or neighborhood festivals. Proposed budgets should include a series of events at a cost of

approximately \$15,000-25,000 per event, for a minimum of 200 projected attendees (not including event staff, volunteers and performers). Funds must support free events open to the public. Proposals may include all or some of the areas listed.

Proposals must demonstrate the capacity to deliver programming at a similar size and scale of the event(s) proposed. Proposals should clearly describe how the applicant will attract the number of participants proposed, including any existing partnerships with community organizations that are committed to support outreach and engagement plans. Event venues must accommodate the number of individuals projected to attend and be able to comply with all public health and safety guidelines. All events must be compliant with all City requirements and permits.

The scope of work for the proposed project may include, but is not limited to, the following:

- Develop, coordinate, promote and facilitate 3 or more events or a mini-grant program to fund several events/activations highlighting a diverse array of customer engagement experiences in Chinatown.
- If the proposal includes a mini-grant program, it should include support to mini-grant recipients with planning, marketing, permitting and reporting of event impact. The mini-grant program, and all written materials implementing the program, must be pre-approved by OEWD in writing prior to its implementation. Grantee shall provide a detailed program plan including, but not limited to, a timeline, selection criteria, question set, and the names and qualifications of individuals serving on selection panels. OEWD has final approval authority over the proposed program and reserves the right to appoint City staff or other stakeholders with relevant expertise as panelists/proposal evaluators. Following the selection of grantees, and prior to the issuance of any grant funds, OEWD reserves the right to request documentation (e.g. proposals, scores and documentation of the review process.). Should OEWD determine that the selection process was unfairly or improperly conducted, OEWD reserves the right to take appropriate remedies, which may include canceling the award(s), program, or rescinding grant funds.
- Develop customer attraction and retention strategies that encourage participants and visitors to better appreciate commercial and cultural assets in Chinatown.
- Produce aforementioned events in outdoor spaces, obtain required permits and comply with all City regulations for public events.
- Develop promotional materials, media/marketing opportunities, and merchant/partnership guides to promote local spending.
- Assist local merchants to prepare for and get involved in project activities, e.g., joint effort to promote events, decorate storefronts, and provide discounts and contributions.
-

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Performance Measures:

Pre-event Reports

- Documentation of meetings and engagement of partners as needed for projects
- Regular progress reports and tracking project deliverables with appropriate data and tools
- Tracking coordination efforts, projects and status
- Updates for event plans and logistics, merchant and community input, marketing and promotion, etc.

Post-event Reports

- Estimated economic impacts and vendor sales
- Feedback from event participants and attendees
- Surveys or other methods including social media feedback, comments, etc.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Must have experience designing, coordinating, and implementing successful neighborhood events
- Must demonstrate experience working in the Chinatown neighborhood
- The proposed approach must support existing neighborhood commercial district strategies, spur economic activities, support existing businesses, improve quality of life, or build community capacity within Chinatown
- The proposal must be supported by local residents, merchants and property owners, as demonstrated by letters of support.
- The project timeline must anticipate completion within 6 to 12 months

Preferred Qualifications:

- Additional consideration will be given to proposals that can leverage private resources, including financial commitments, in kind donations, volunteer time, etc. in support of the proposed program.

Supplementary Questions and Requirements:

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) Describe the systems your agency will use for selection of vendors and measures you will put in place to ensure they comply with all city policies, permitting and other requirements.
- (b) How will the proposed project spur economic activities, support existing businesses, improve quality of life, or build community capacity within the commercial corridors?
- (c) What previous experience does your organization have in building community support and implementing economic vitality projects at the scale/attendance level proposed?
- (d) How will your experience producing similar events help you successfully complete the goals of a grant, if awarded?

In addition to answering the above questions within the body of the proposal narrative, applicant must submit at least 1 and no more than 3 letters of support to demonstrate the capacity to deliver the services described in this RFP. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area E: Community Benefit District (CBD) Organizational Support

Anticipated Number of Awards: 2 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$200,000. Applicants may propose budgets of up to **\$150,000** to cover 12 months of services. This is one-time funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Established Community Benefit Districts in San Francisco with an annual special assessment budget under \$1,400,000

Physical Location: Established Community Benefit District (CBD) or Business Improvement District (BID) in San Francisco

Target Population(s): Businesses, residents, and property owners comprising the Community Benefit Districts/Business Improvement Districts.

Scope of Work:

OEWD is seeking proposals from existing Community Benefit Districts (CBD)/Business Improvement Districts (BID) to collaborate with OEWD to enhance and support existing CBDs/BIDs. The purpose of this program area is to provide funding to existing CBDs to strengthen the organizational effectiveness of their management corporation. The grants can assist groups with strategic planning, business attraction, business technical assistance, volunteer management, renewal, district improvements, improved fundraising, administrative assistance, service delivery assistance, and other organizational assistance aimed to strengthen the long-term health of the organization.

OEWD's primary goal is to advance the management corporation's ability to carry out strategic goals and make the management corporations more sustainable. OEWD is offering this funding as a matching grant to assist organizations in defraying costs, therefore leveraged funding of at least 15% of the budget request is required.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures

- Performance measures will be determined by the type of proposal submitted. Due to the variety of technical support that can fall under this area, the format and frequency of grant deliverables will vary depending on the proposal. In general, OEWD will require at least 2 performance reports to show case the progress a CBD is making in advancing organizational effectiveness goals.

Minimum Qualifications:

- Applicant must be a fully established CBD/BID entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- The proposed budget for this Program Area must include leveraged, private resources (e.g. financial commitments, in-kind donations, volunteer time, etc.) greater than or equal to 15% of the budget request.
- CBD must have a special assessment budget role of under \$1,400,000 in the last completed fiscal year, as demonstrated in the organizational budget submitted with the Application.
- Personnel with experience in implementing the proposed project/program.

Supplementary Questions and Requirements:

Applicant must submit **at least 1 and no more than 3 letters of support** from businesses, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area F: Community Benefit District (CBD) Post-Formation Support

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$80,000. Applicants may propose budgets of up to **\$80,000** to cover 12 months of services. This is one-time funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Neighborhoods that formed (or will form) a new CBD between January 1, 2023 - September 30, 2023.

Physical Location: Neighborhoods that formed (or will form) a new CBD between January 1, 2023 - September 30, 2023.

Target Population(s): Businesses, residents, and property owners comprising the Community Benefit Districts/Business Improvement Districts.

Scope of Work:

OEWD is seeking proposals to complete necessary post-formation tasks for CBDs formed in San Francisco between January 1, 2023 and September 30, 2023.

Post formation tasks include:

- Articles of Incorporation/Certificate of Filing Articles of Incorporation
- Secretary of State Statement of Information
- Federal IRS 501(c)3 nonprofit application
- Bylaws
- List of board members for the new district with contact information/indicate if they are property owners, business owners or other (e.g. resident)
- Copy of City Vendor application and/or City Vendor Number
- Copy of Business Registration Certificate
- Insurance Certificates with Endorsements adding *City and County of San Francisco, Its Officers, Agents and Employees* as Additional Insureds.
- Additional assistance may include technical advice to ensure the organization is set up well to achieve its mission and objectives with service delivery.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures

Successful projects will complete some or all of the following, as applicable to the needs of the CBD:

- Articles of Incorporation/Certificate of Filing Articles of Incorporation
- Secretary of State Statement of Information
- Federal IRS 501(c)3 nonprofit application
- Bylaws
- List of board members for the new district with contact information/indicate if they are property owners, business owners or other (e.g. resident)
- Copy of City Vendor application and/or City Vendor Number
- Copy of Business Registration Certificate
- Insurance Certificates with Endorsements adding *City and County of San Francisco, Its Officers, Agents and Employees* as Additional Insureds.
- A completed management contract between the CBD organization and the City and County of San Francisco.

Minimum Qualifications:

- Applicant must operate within neighborhood(s) that formed (or will form) a new CBD between January 1, 2023 and September 30, 2023

Preferred Qualifications:

- Familiar and have relationships with property owners and business owners within the newly established CBD.
- Has worked in, and is familiar with, the neighborhood or commercial corridor the newly established CBD is in.

Supplementary Questions and Requirements:

Applicants must submit **at least 1 and no more than 3 letters of support** from businesses, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area G: Lower Fillmore Mini Grant Program for Block Parties and Activations

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$350,000 per year. Applicants may propose budgets of up to **\$700,000** to cover 24 months of services. OEWD expects to offer an initial two-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Lower Fillmore/Western Addition.

Target Population(s): Fillmore residents, local partners, and community organizations.

Scope of Work:

OEWD is seeking to fund a nonprofit or for-profit entity to establish and coordinate a mini-grant program to support collaborative efforts, coordination, engagement and the implementation of commercial corridor events and programming in the Lower Fillmore neighborhood. The goals of the program are to activate business corridors within the Lower Fillmore and provide economic opportunities to San Francisco entrepreneurs and residents in the Lower Fillmore. The proposed mini-grant program shall be community-centered and will be offered on a reoccurring basis allowing community members an opportunity to introduce their ideas and see them come to fruition. Strong proposals will outline the organizations successful experience in implementing and supporting logistics, permitting and coordination of public events.

This grant area is not intended to fund predetermined events coordinated by applicants, but rather to support and administer disbursement of mini grants for community proposed events and activations that boost economic activity in the neighborhood.

Proposals should reflect a deep understanding of the unique character of the Fillmore while boosting economic activity by increasing foot traffic and encouraging people to eat and shop locally. Efforts shall be made to incorporate local San Francisco vendors in production and programming of events, and revenue should be documented to demonstrate economic impact.

Proposals should describe how the applicant will outreach to and prioritize funding for new and existing neighborhood activations, projects led by residents, local partners and community

organizations. “Activation” refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. The proposed program must provide technical support as well as set aside funds for a mini-grant program that will financially support events and activations with strategic planning, marketing, honorariums, volunteer management, improved fundraising, permitting, supplies, and documentation of events.

The amount of funding listed in this RFP includes all programmatic and administrative costs for the selected grantee, as well as the mini-grant funds. Proposed activities may include planning, marketing, volunteer management, contractors, entertainment, licensing, permitting, supplies, and documentation of events. Events and activations shall include robust marketing to a local and regional audience.

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs)
- **No less than 70% of funds must support event costs through a mini-grant program**
- A minimum of 15 events per year shall be supported with funding under the mini-grant program.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

The mini-grant program, and all written materials implementing the program, must be pre-approved by OEWD in writing prior to its implementation. Grantee shall provide a detailed program plan including, but not limited to, a timeline, selection criteria, question set, and the names and qualifications of individuals serving on selection panels. OEWD has final approval authority over the proposed program and reserves the right to appoint City staff or other stakeholders with relevant expertise as panelists/proposal evaluators. Following the selection of grantees, and prior to the issuance of any grant funds, OEWD reserves the right to request documentation (e.g. proposals, scores and documentation of the review process.). Should OEWD determine that the selection process was unfairly or improperly conducted, OEWD reserves the right to take appropriate remedies, which may include canceling the award(s), program, or rescinding grant funds.

Note: 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. Please visit

<https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Proposed activities under this program area shall include, but are not limited to, the following:

Event and Activation Mini-grant Program

- Implementation of a mini-grant program which may include, but is not limited to, criteria development, an application process, and outreach.
- Mini-grant program funds must support free events open to the public, and eligible expenses should prioritize, but not be limited to:
 - City Permitting
 - Event Branding, Marketing, and Public Relations
 - Arts and Culture Programming
 - Entertainment Sourcing

Logistical support for events and activations

- Event coordination and implementation support for new and existing neighborhood events and festivals, including navigating city permits and processes to comply with city rules and regulations.
- Identify and secure public open spaces
- Secure licenses and permits
- Design, organize and implement the block party /events(s) and related schedules

Marketing and Outreach Activities

- Marketing and outreach should aim to increase visitors and community participation and ensure overall success of the proposed event(s)/activation(s). Additionally, marketing and outreach activities should aim to create positive impacts on the local community and the City of San Francisco.

Business Engagement in Activations

- Conduct outreach to businesses inviting them to participate in the event(s)/activation(s)
- Provide opportunities for businesses to be incorporated in activation in ways that will attract visitors to their businesses and generate revenue through marketing of their products and services.

Performance Measures

- Documentation of meetings and engagement of partners as needed for projects.
- Regular progress reports and tracking project deliverables with appropriate data and tools.
- Tracking coordination efforts, projects and status.

- Survey to collect input from attendees or event participants

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco

Applicant must have a strong track record of collaborative partnerships within the Lower Fillmore/Western Addition.

- Applicant, or implementing partners, must maintain a service location within the Lower Fillmore/Western Addition.
- Applicant must have previous experience building community support and implementing neighborhood projects/events.
- The proposed approach must support existing neighborhood commercial district strategies, spur economic activities, support existing businesses, improve quality of life, or build community capacity within the Commercial Corridor.
- The proposal must be supported by local residents, merchants and property owners, to be demonstrated by letters of support.

Preferred Qualifications:

- Additional consideration will be given to proposals that can leverage private resources, including financial commitments, in kind donations, volunteer time, etc. in support of the proposed program.

Supplementary Questions and Requirements:

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) How does the proposed project support existing Neighborhood Commercial District strategies? Provide details on the existing strategy that is being supported.
- (b) How will the proposed project spur economic activities, and support microbusinesses and entrepreneurs within the commercial district? Is the proposed project supported by local residents, merchants and property owners?
- (c) How will the proposed project spur economic activities, support existing businesses, improve physical conditions, improve quality of life, support local artists, or build community capacity?
- (d) What previous experience does your organization have in building community support and implementing neighborhood events?
- (e) How will your organization’s experience producing similar events help you successfully complete the goals of the grant, if awarded?
- (f) In addition to any other details about experience, include a list of relevant projects with the title of the project; nature of the project; neighborhood served; the names of the

organizations, resident and/or merchant groups, small businesses, etc. you worked with; the dates for and number of year(s) that the project spanned, and the funding source(s)

In addition to answering the above questions within the body of the proposal narrative, applicant must submit at least 2 and no more than 4 letters of support, memoranda of understanding (MOUs), and/or subcontract agreements from organizations or individuals that are named as partners within this proposal, to demonstrate capacity and experience to implement the program.

Program Area H: Lower Fillmore Legacy Annual Events and Activations

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$200,000. Applicants may propose budgets of up to **\$200,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Lower Fillmore/Western Addition

Physical Location: Applicant must maintain a service location within the Fillmore District.

Target Population(s): District 5 Commercial Corridors, Fillmore residents, businesses and visitors

Scope of Work:

OEWD is seeking proposals from nonprofit organizations to partner with OEWD to support the continuation of annual festivals and events that have been celebrated annually for 10 years or more. Proposals shall support the production of a minimum of 4 festivals and events per year, which celebrate African American/Black communities, including, but not limited to Mardi Gras and Kwanzaa celebrations. While most festivals and events should be held within District 5 (D5) commercial corridors, programming may also occur outside of the district. The grantee shall make all efforts to incorporate local vendors in the production and programming of events, and the grantee should document any revenue earned to demonstrate economic impact.

Strong proposals will clearly articulate the program's positive economic impact on African American/Black communities, including hiring local residents to support event production activities and creating economic opportunities for local entrepreneurs, artists, and local storefront businesses. The grant may assist with planning, marketing, volunteer management, contractors, entertainment, licensing, permitting, supplies, and documentation of events. Events and activations shall include robust marketing to a local and regional audience. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Proposed activities under this program area may include, but are not limited to, the following:

Logistical support for events and activations

- Identify and secure public open spaces
- Secure licenses and permits
- Design, organize and implement the block party /events(s) and related schedules

Marketing and outreach activities

- Marketing and outreach should aim to increase visitors and community participation and ensure overall success of the proposed event(s)/activation(s). Additionally, marketing and outreach activities should aim to create positive impacts on the local community and the City of San Francisco.

Business Engagement in Activations

- Conduct outreach to businesses inviting them to participate in the event(s)/activation(s)
- Provide opportunities for businesses to be incorporated in event(s)/activation(s) to attract visitors to their businesses and generate revenue through marketing of their products and services.

Performance Measures:

- Documentation of meetings and engagement of partners as needed for projects
- Regular progress reports and tracking project deliverables with appropriate data and tools.
- Tracking coordination efforts, projects and status
- Survey to collect input from attendees or event participants

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco.
- Applicant must have a strong track record of collaborative partnerships within the Fillmore District.
- Applicant must maintain a service location within the Fillmore District.

- Applicant must have previous experience building community support and implementing neighborhood projects.
- The proposed approach must support existing neighborhood commercial district strategies, spur economic activities, support existing businesses, improve quality of life, or build community capacity within the Commercial District.
- The proposal must be supported by local residents, merchants and property owners.

Supplementary Questions and Requirements:

Within the “Approach, Activities and Outcomes” section of your proposal narrative, please address the following:

- (a) Please summarize the proposed neighborhood events(s)/activation(s) that will be supported with this funding.
- (b) How will the proposed project spur economic activities, support existing businesses, improve physical conditions, improve quality of life, support local artists, and/or build community capacity?
- (c) What previous experience does your organization have in building community support and implementing neighborhood events or activations?
- (d) How will your organization’s experience producing similar events or activations help you successfully complete the goals of the grant, if awarded?

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **at least 1 and no more than 4 letters of support** to demonstrate the capacity to deliver the services described in this RFP. At least 1 letter of support should come from a Fillmore community institution and/or other community-based organization.

Program Area I: Mission District Festivals and Parades

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$300,000 per year. Applicants may propose budgets of up to **\$600,000** to cover 24 months of services. OEWD expects to offer an initial two-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Mission District

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): Mission District businesses, residents and visitors

Scope of Work:

OEWD is seeking proposals from nonprofit organizations to support arts and cultural programming, including programming to support San Francisco's annual Carnival celebration, primarily in San Francisco's Mission District. The activities funded by this grant should involve inclusive community events and programming that encourages visitors, small business collaboration and support, art activations centered in Latino culture, and vibrant community celebrations (e.g. festivals and parades). "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. Proposed events and activations should focus on boosting economic activity in the neighborhood.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures

- Documentation of meetings and engagement of partners as needed for projects
- Regular progress reports and tracking project deliverables with appropriate data and tools.
- Tracking coordination efforts, projects and status

- Survey to collect input from attendees or event participants

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Applicants must have a demonstrated and historical record of serving the Mission neighborhood and an established physical location in the Mission neighborhood.
- Applicants must have at least 10 years' experience successfully producing well-attended arts and cultural events in the Mission District centered on multicultural Latino art and experiences.
- Project team must include individuals that are fluent in Spanish.

Preferred Qualifications:

- Applicants should have a strong track record of collaborative partnerships within the Mission community.

Supplementary Questions and Requirements:

- (a) Please explain how your organization's experience in this field will help you successfully complete the goals of the grant

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **at least 3 and no more than 4 letters of support** from previous small business clients that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area J: Noe Valley Town Square Activations and Big Belly Maintenance

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$145,000. Applicants may propose budgets of up to **\$145,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1 2023 or later

Eligible Neighborhood(s): Noe Valley Town Square (24th Street in Noe Valley)

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): Residents, businesses, and visitors in the Noe Valley commercial corridor.

Scope of Work:

OEWD is seeking proposals to activate and improve the Noe Valley Town Square. The Town Square is a central gathering space for Noe Valley. It is used by and for all Noe Valley neighbors and hosts a wide variety of activities from farmers' markets to food pantries, music events, neighborhood bingo, exercise classes, café seating and senior citizen events. The Town Square will pay for ongoing maintenance using rental fees from activities taking place in the Square, such as the Noe Valley Farmers' Market.

The principal objective of this project is to improve the quality of life experience on Noe Valley's 24th Street commercial corridor for all community stakeholders by making the Town Square, and adjacent area, a desirable place to shop, meet neighbors and spend time by activating the space with one-time and on-going programming and improving it through minor capital improvements, such as coordinating the installation of lighting. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. A secondary objective of this program is to maintain the current BigBelly units in the Noe Valley commercial corridor and the Town Square. Applicants must submit proposals covering the full complement of services described.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Performance Measures

Grantee shall provide bimonthly reporting focusing on events and activations held in the project area, as well as any improvements or other activations performed in the project area.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Applicant must have an established physical location in San Francisco.

Preferred Qualifications:

- Demonstrated experience executing projects in Noe Valley
- Demonstrated experience in public space activation

Supplementary Questions and Requirements:

At least 1 and no more than 3 letters of support from businesses, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area K: African American/Black Cultural Activations for Economic Regeneration

Anticipated Number of Awards: 4 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$2,000,000 per year. Applicants may propose budgets of up to **\$1,000,000** to cover 24 months of services (please see below Anticipated Funding Chart to confirm the boundaries to your budget request). OEWD expects to offer an initial two-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): None Specified

Scope of Work:

Dream Keeper Initiative

Together with San Francisco Mayor London Breed, the Office of Economic and Workforce Development and the San Francisco Human Rights Commission are committed to building a racially just and equitable economy through the Dream Keeper Initiative. The goal of the Dream Keeper Initiative is to improve outcomes for San Francisco's Black and African-American youth and their families, and will provide family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively.

The Dream Keeper Initiative aims to support projects that have an impact on six foundational action areas:

- Culturally Affirming Spaces
- Growing Financial Health and Economic Well Being
- Transformative Social, Emotional Wellness
- Black led and Black Centered narrative shift
- Black led and Black Centered education and enrichment
- Building organizational knowledge and infrastructure

This funded area aims to promote Culturally Affirming Spaces and Growing Financial Health and Economic Well Being, with the goal of serving all ethnicities and populations in San Francisco with a focus on supporting the cultural contributions of San Francisco’s African American/Black communities.

OEWD is seeking proposals from nonprofit organizations to collaborate with OEWD to coordinate and implement cultural events, activations and festivals that amplify and center the cultural contributions of San Francisco’s African American/Black communities. “Activation” refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. Events can be held in any neighborhood or citywide, and must reinforce cultural identity and encourage visitor engagement and support economic activity in San Francisco commercial corridors. Strong proposals will clearly articulate the positive impact the proposed event(s) will have on African American/Black communities. Proposals should include specific plans to increase economic opportunity for local residents and businesses, such as hiring staff to support event production activities, and/or creating opportunities for entrepreneurs, artists, and local storefront businesses to engage in cultural activation planning and programming.

Funding in this area may support new and existing neighborhood events, activations and festivals that support African American/Black cultural preservation and celebration. Proposed budgets should be no more than \$500,000 for 12 months, and can include a series of events or one large event. Award amounts are estimated at approximately \$100,000 per event, for a minimum of 500 projected attendees (not including event staff, volunteers, and performers).

For example, a budget of \$500,000 per year may be requested to host one event with a projected attendance of at least 5000 individuals, or two smaller events with an estimated attendance of at least 1000 individuals. The funding budget request should average no more than \$250 per attendee.

Anticipated Funding Chart

| Budget Request | Minimum Attendance | Number of Events |
|----------------------------------|---------------------------|-------------------------|
| \$200,000 (\$100,000 per year) | 500+ | One or more |
| \$500,000 (\$250,000 per year) | 1000+ | One or more |
| \$700,000 (\$350,000 per year) | 3000+ | One or more |
| \$1,000,000 (\$500,000 per year) | 5000+ | One or more |

The scope of work for the selected organization(s) in this program area may include, but is not limited to the following:

- Production of one event, a series of events or a mini-grant program to fund several events/activations.

- If the proposal includes a mini-grant program, it should include support to mini-grant recipients with planning, marketing, permitting and reporting of event impact. The mini-grant program, and all written materials implementing the program, must be pre-approved by OEWD in writing prior to its implementation. Grantee shall provide a detailed program plan including, but not limited to, a timeline, selection criteria, question set, and the names and qualifications of individuals serving on selection panels. OEWD has final approval authority over the proposed program and reserves the right to appoint City staff or other stakeholders with relevant expertise as panelists/proposal evaluators. Following the selection of grantees, and prior to the issuance of any grant funds, OEWD reserves the right to request documentation (e.g. proposals, scores and documentation of the review process.). Should OEWD determine that the selection process was unfairly or improperly conducted, OEWD reserves the right to take appropriate remedies, which may include canceling the award(s), program, or rescinding grant funds.
- Event coordination and implementation, including costs associated with city permits, insurance and navigating processes to comply with city rules and regulations.
- Marketing, honorariums, equipment, entertainment, supplies and documentation of events.

In order to maximize the accessibility of grant-funded events, it is expected that most or all events will be free to the public. Sponsorship income earned by the grantee is allowable.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

Performance Measures:

Routine (monthly, quarterly and/or annual) reports that describe metrics related to Event Participation, describing key features of the event(s) such as:

- Attendance
- Number of vendors

- Number of volunteers
- Number of organizations
- Number of small businesses/entrepreneurs
- Donations received
- Estimated economic impacts including but not limited to:
 - Vendor sales
 - Number of San Francisco artists, performers, entertainers hired or provided honorariums
- Feedback from Event Participants and attendees:
 - Surveys or other methods including social media feedback, comments, etc.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Must have experience designing, coordinating, and implementing successful large scale events and festivals
- Must demonstrate experience working in the neighborhoods outlined
- The proposed program will target outreach and recruitment efforts to service participants who are from neighborhoods and communities with a high concentration of African American/Black residents

Preferred Qualifications:

- Strong familiarity with neighborhoods and existing populations that use public spaces
- Event planning and production experience
- Experience engaging with small businesses, vendors and entrepreneurs

Supplementary Questions and Requirements:

Supplementary Questions and Requirements: The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) Describe the systems your agency will use for the selection of vendors and measures you will put in place to ensure they comply with all City policies, permitting, and requirements.
- (b) Describe how your proposed project/program will have a positive impact on African American/Black communities.
- (c) Describe how your proposal promotes and contributes to the celebration of African American/Black culture through events, activations, and/or festivals.

- (d) What previous experience does your organization have in building community support and implementing neighborhood events at the scale/attendance level proposed?
- (e) How will your organization (or collaboration's) experience producing similar events help you successfully complete the goals of a grant, if awarded?

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **at least 1 and no more than 3 letters of support** from past clients, small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area L: Stabilization Services for Storefront Businesses (Retention and Relocation Assistance)

Anticipated Number of Awards: 2 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$3,000,000. Applicants may propose budgets of up to **\$1,500,000** to cover 36 months of services. OEWD expects to offer an initial three-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): San Francisco small businesses in need of technical and legal assistance to prevent displacement.

Dream Keeper Initiative

Together with San Francisco Mayor London Breed, the Office of Economic and Workforce Development and the San Francisco Human Rights Commission are committed to building a racially just and equitable economy through the Dream Keeper Initiative. The goal of the Dream Keeper Initiative is to improve outcomes for San Francisco's Black and African-American youth and their families, and will provide family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively.

The Dream Keeper Initiative aims to support projects that have an impact on six foundational action areas:

- Culturally Affirming Spaces
- Growing Financial Health and Economic Well Being
- Transformative Social, Emotional Wellness
- Black led and Black Centered narrative shift
- Black led and Black Centered education and enrichment
- Building organizational knowledge and infrastructure

This funded area aims to promote Growing Financial Health and Economic Well Being.

Scope of Work:

OEWD is seeking proposals from nonprofit or for-profit organizations to provide legal, mediation, and/or technical support services to for-profit small businesses to prevent displacement from leased commercial spaces in San Francisco.

Activities under this section may include, but are not limited to the following:

- Provide and/or secure vacancy assessments
- Partner and work closely with OEWD staff members and neighborhood stakeholders to identify business owners in need of anti-displacement or relocation services
- Coordinate with OEWD to prioritize corridors and storefronts for activation and retention based on assessment reports and facilitate coordination with community-based organization partners and real estate brokers. “Activation” refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic.
- Conduct direct, proactive, iterative business outreach to business owners that may be considering expanding to San Francisco, have opened in San Francisco, or who may be interested in investing in San Francisco
- Provide real estate and direct case management services for business owners.
- Represent businesses in negotiating leases and drafting letters of intent.
- Triage cases and provide:
 - Client consultation and situational analysis;
 - Individual coaching and mediation to manage conflict and negotiations between business owners, property owners , and other parties; and
 - Case management where matters require ongoing support.
- Make referrals to legal consultation with licensed attorneys, when appropriate, who focus on pertinent business tenancy issues, situational review, and matters that may not require ongoing case management
- Provide specialized lease contract review with a professional or a licensed attorney who focuses on legal issues relating to commercial leases.
- Provide businesses with non-legal triage, counseling, consultation, and education services from experts in tenant-landlord matters
- Work with commercial property owners to prevent conflict, mediate, and resolve lease and related disputes for business owners in a manner which is culturally appropriate.
- Participate in a monthly convening of grantees from this RFP, which will be facilitated by OEWD.
- Notwithstanding any contrary provision contained herein, awardee shall neither provide legal services to OEWD or any other City department.

Eligible costs may include, but are not limited to:

- Staff (e.g., attorneys, paralegals, supervision)
- Direct Assistance (e.g., back rent assistance)
- System-wide Coordination and Litigation Skill-Building (staff and/or consultants)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs)

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables, or an agreed-upon blended hourly rate.

Performance Measures:

- Support stabilization and recovery of small businesses and entrepreneurs negatively impacted or other situations that threaten businesses

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- The project team must have at least one (1) year of experience providing legal, technical, or other support to small businesses in San Francisco regarding leases.
- Applicants proposing to provide legal services must assign at least one attorney, licensed in California, to the project team.
- Understanding of the San Francisco small business community.
- Understanding of the pressing needs of small businesses.

Preferred Qualifications:

- Located in San Francisco.

Supplementary Questions and Requirements:

Supplementary Questions and Requirements: The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- Describe your experience and history providing legal, technical or other support to small businesses in San Francisco regarding leases.
- In your experience, what are the most pressing issues impacting the San Francisco small business community?

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **at least 1 and no more than 3 letters of support** from past small business clients consulted or trained that speak to your organization’s ability to implement the activities proposed in the application, to demonstrate community support for the proposal. If

you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area M: Business Development and Technical Assistance for Small Businesses and Entrepreneurs

Anticipated Number of Awards: 4 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$2,500,000. Applicants may propose budgets **between \$200,000 and \$500,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): Businesses deeply rooted in low-income and historically underserved communities in San Francisco.

Dream Keeper Initiative

Together with San Francisco Mayor London Breed, the Office of Economic and Workforce Development and the San Francisco Human Rights Commission are committed to building a racially just and equitable economy through the Dream Keeper Initiative. The goal of the Dream Keeper Initiative is to improve outcomes for San Francisco's Black and African-American youth and their families, and will provide family-based navigation supports to ensure that the needs of all family members are addressed cohesively and comprehensively.

The Dream Keeper Initiative aims to support projects that have an impact on six foundational action areas:

- Culturally Affirming Spaces
- Growing Financial Health and Economic Well Being
- Transformative Social, Emotional Wellness
- Black led and Black Centered narrative shift
- Black led and Black Centered education and enrichment
- Building organizational knowledge and infrastructure

This funded area aims to promote Growing Financial Health and Economic Well Being.

Scope of Work:

OEWD is seeking proposals from nonprofit and for-profit organizations to support the start and growth of microenterprises, small businesses, and entrepreneurs with capacity-building services, improvement of digital skillsets, technical assistance, and business development programs. Proposed programs may prioritize specific populations (e.g. formerly incarcerated individuals), but services should be provided to a variety of business sectors and must be available to residents citywide.

The purpose of this program area is to encourage microenterprises, small businesses, and entrepreneurs to start, stay and grow in San Francisco. Applicants should partner with community organizations and or consultants to support outreach, referrals, and business services provided. A strong application will clearly articulate a program model that describes expertise and understanding of small business development as well as a customized approach to best serves the intended audience. Applicants should list all anticipated partner organizations and consultants with demonstrated expertise to implement a robust program that supports new and existing small businesses and entrepreneurs.

Activities under this section may include, and are not limited to:

Outreach, Assessments and Referrals

- Developing individual service plans and scopes of work for clients
- Identify training needs: business management, bookkeeping, marketing, and promotional
- Directing small business clients to appropriate business resources for their needs
- Connect businesses to capital resources in the form of grants and loans
- Create and conduct an initial assessment to identify needs and areas of opportunities

General Small Business Concept Development and Planning

- Product Development
- Micro-Enterprise Development/ Peer Mentoring
- Helping entrepreneurs with disabilities establish businesses in San Francisco
- Support small businesses and entrepreneurs with emerging needs on an ongoing basis

One on One Technical Assistance and Coaching

- Provide counseling, training, and research assistance to assist small businesses who are launching, growing, and innovating
- Offer capacity building services, technical assistance, and business development programs in order to strengthen existing businesses by providing technical assistance (1:1 coaching) for small businesses and entrepreneurs
- Support businesses with securing business licenses, permits, and other administrative needs.

Small Business Trainings

- Developing and conducting training programs for small businesses in 1:1 and/or group settings.
- Develop workshop or training academies to complement 1:1 coaching in key areas related to small business operations
- Training Program to build skills for under-resourced business owners to facilitate a comprehensive continuum of services

Small Business Operations Specialized Areas

Hire competent consultants and coaches or partner with organizations to meet the challenges of business owners, including expertise in one or more of the following areas, as they relate to small business operations such as:

Financial Management:

- Financial Analysis
- Profitability Tactics

Legal Support

- Small Business Establishment and Formation
- Franchising
- Human Resource Management

Accounting; including, but not limited to:

- Accounting And Bookkeeping
- Business Taxes

Management/Operations; including, but not limited to:

- Inventory Management
- Restaurant Management
- Grocery Store Management
- Industry-Specific Expertise (I.E. Manufacturing, Retail, Hospitality, etc.)

Opening a Storefront:

- Searching for a space
- Rules and regulations (zoning)
- Budgeting
- Physical improvement cost estimates
- Lease negotiation

Digital Marketing:

Request for Proposals 226

Digital services/offerings intended to reduce the digital divide and assist businesses with online marketing and promotions to generate revenue. Coordinate technical assistance with other vendors around digital marketing offerings and be prepared to help business owner set up the following:

- Domain name
- Hosting platform
- Website hosting
- Website designer
- Content/Copywriter
- Photographer
- E-commerce platform

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures:

- Tracking and reporting on the economic impact of the work being provided
- Coordinating and maintaining regular contact with OEWD staff

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Applicant demonstrates a deep and meaningful connection to microenterprises, small businesses, and entrepreneurs
- Strong community partnerships are incorporated into the delivery of business services, including experienced consultants and staff
- History of providing services to microenterprises, small businesses and entrepreneurs within San Francisco
- In good financial standing according to generally accepted accounting practices
- If funded, grantees will participate in a monthly convening, which will be facilitated by OEWD

Preferred Qualifications:

- 3 - 5 years of working with small businesses

- The organization’s mission, values, and programs are working to advance economic empowerment initiatives supporting microenterprises, small businesses, and entrepreneurs
- Experience working with marginal businesses.

Supplementary Questions and Requirements:

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) Please describe how you plan to incorporate new and existing community partners and consultants in the delivery of business services.
- (b) Please describe how you will implement and tailor unique strategies in the provision of services that incorporate an equity-centered approach to driving growth for economic recovery.

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **at least 3 and no more than 5 letters of support** from past small business clients consulted or trained that speak to your organization’s ability to implement the activities proposed in the application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area N: Real Estate Case Management Services

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$500,000. Applicants may propose budgets of up to **\$100,000** to cover 12 months of services. OEWD expects to offer an initial one or two-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: October 2023 or later

Eligible Neighborhood(s): Citywide

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): San Francisco small businesses

Scope of Work:

OEWD is seeking proposals from **nonprofit or for-profit** organizations to provide direct real estate services and manage a program that coordinates and supports storefront activation services. Grantee shall provide commercial real estate brokerage services to support a storefront activation and retention program. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. Grantees under this program will work with OEWD to identify and prioritize storefronts to activate, work with landlords to fill vacant storefronts, assist tenant pipeline businesses in representing them, negotiating leases, assessing zoning and permitting, and drafting letters of intent. Additionally, grantees will assist existing businesses in representing them, negotiating leases, and drafting letters of intent. Finally, grantees will work closely with the OEWD/City team and neighborhood stakeholders to identify neighborhood business retention and attraction efforts and priorities.

Activities under this section may include, but are not limited, to:

- Coordination with the OEWD/City team to prioritize corridors and storefronts for activation and retention based on assessment reports
- Facilitate coordination with community based organization partners, vacancy assessments, and real estate brokers.

- Conduct direct, proactive, iterative business outreach to businesses that may be considering expanding to San Francisco, have opened in San Francisco or who may be interested in investing in San Francisco
- Provide real estate services and direct case management for up to 25 storefronts
- Assist businesses in representing them, negotiating leases, and drafting letters of intent.

Coordinate Tenant Pipeline

- Maintain and manage a pipeline of vacant commercial storefronts. Various sources exist to collect vacancy information, but maintaining and becoming familiar with key and important vacancies will be important to filling them.
- Coordinate within OEWD, other City agencies, and grantee organizations to share vacancies with their clients who are seeking new spaces
- Consider creating a new clearinghouse for temporary or “pop up” users of commercial space
- Assess prospective tenants in leveraging existing service providers
- Assist with existing business retention efforts
- Manage a list of priority businesses for retention services.
- Leverage existing programs to remove leasing barriers and incentivize business owners and property owners to agree to lease terms.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures

- Tracking and reporting on the economic impact of the work being provided
- Coordinating and maintaining regular contact with OEWD staff

Minimum Qualifications:

- Applicant must be fully established nonprofit or for-profit entities, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- At least three years of experience providing real estate or broker services for commercial properties.
- Success in providing real estate services to small businesses with varying needs.
- Experience working in San Francisco neighborhood commercial real estate market

Preferred Qualifications:

- Conducting building assessments - Project team includes at least one certified commercial property inspector with experience in California.

- Experience providing real estate services – Project team includes at least one California licensed real estate broker licensed by the State of California, who shall maintain such license with the State of California for the term of the grant agreement.
- Five or more years in real estate matching experience working with small businesses
- Experience partnering with businesses, nonprofits, residents, and the City to implement cultural and/or economic development strategies.

Supplementary Questions and Requirements:

- (a) Describe recruitment methods for attracting neighborhood-serving businesses.
- (b) Describe how you interpret broker services and business attraction services.
- (c) Describe accomplishments and successes in supporting small businesses within San Francisco
- (d) Describe your experience in negotiating leases and drafting letters of intent
- (e) Describe research and sources of information to be used to ensure that negotiated rents are reasonable
- (f) Describe your experience partnering with property owners, businesses, nonprofits, leasing agents, residents
- (g) Describe your knowledge of challenges and opportunities in leasing spaces for small businesses in San Francisco.
- (h) Describe recruitment methods for attracting neighborhood serving businesses.
- (i) Describe proposed indicators that will be used to show progress of services

In addition to answering the above questions within the body of the proposal narrative, applicants must submit **at least 1 and no more than 3 letters of support** from past small business clients consulted or trained that speak to your organization’s ability to implement the activities proposed in the application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area O: Entrepreneurship Mini-Grant Program for Those with Limited Resources and High Barriers to Capital

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$100,000. Applicants may propose budgets of up to **\$100,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): Women-identified entrepreneurs

Scope of Work:

OEWD is seeking proposals from nonprofit organizations to provide focused business development support, including access to capital, for entrepreneurs, including, without limitation, all ethnicities, and populations in San Francisco with a focus on entrepreneurs that identify as women; provided, that persons who may otherwise qualify and identify as men, non-binary or otherwise shall not be excluded. Program clients must have completed or be underway to complete their Individual Action Plan (IAP) or Individual Development Plan (IDP), a business action plan that documents the service provider's approach to evaluate and implement strategic steps, track financial impact, and plan growth with the business client.

The purpose of this program is to drive and expand economic inclusion and equity by offering resources and grants to all ethnicities and populations in San Francisco with a focus on women entrepreneurs, and an emphasis on those from historically marginalized or disenfranchised communities. A strong proposal shall demonstrate programming and experience working with women entrepreneurs to help them succeed, experience developing and making progress on IAP/IDPs, capacity expediting funding and administration of mini-grants, and ability to provide a cost-effective program.

The proposed program should meet each of the following criteria:

- The program shall be made available to all ethnicities and populations in San Francisco but target women with limited resources and high barriers to capital, including but not limited to low- to- moderate income women, women of color, women from historically

marginalized or disenfranchised communities, women that serve as head of household, and single parents. Though targeting women, grantee will not exclude those who may otherwise qualify and identify as men, non-binary or otherwise from the grants and support to be provided.

- IAPs/IDPs should represent diverse needs and strategies that spur additional income or provide stability for the entrepreneurs including accessing new markets, implementing marketing action steps and tracking results, hiring and training additional staff, purchasing new equipment, securing a down payment for leasing a space, making improvements to comply with local, state, and federal laws, etc.

A strong proposal shall demonstrate a plan to reach and engage other economic service providers that serve San Francisco small businesses. Applicants must describe a linguistically and culturally competent outreach plan for finding those in need of this service and how potential participants will be made aware of these opportunities as well as encouraged to participate. A strong proposal shall include a measurement plan to demonstrate impact, and promote programmatic continuous learning and improvement.

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs, excluding the mini-grant funds)
- **No less than 80% of funds must be in direct grants to entrepreneurs through a mini-grant program**

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

The mini-grant program, and all written materials implementing the program, must be pre-approved by OEWD in writing prior to its implementation. Grantee shall provide a detailed program plan including, but not limited to, a timeline, selection criteria, question set, and the names and qualifications of individuals serving on selection panels. OEWD has final approval authority over the proposed program and reserves the right to appoint City staff or other stakeholders with relevant expertise as panelists/proposal evaluators. Following the selection of grantees, and prior to the issuance of any grant funds, OEWD reserves the right to request documentation (e.g. proposals, scores and documentation of the review process.). Should OEWD determine that the selection process was unfairly or improperly conducted, OEWD reserves the right to take appropriate remedies, which may include canceling the award(s), program, or rescinding grant funds.

Performance Measures

| Performance Measure | Example Service/Project Goals |
|---|---|
| Outreach and recruitment to target entrepreneurs | Number of unduplicated Individuals |
| Positive economic impact and progress toward execution of scopes of work or IDPs reported | Number of unduplicated Individuals |
| Diverse Pool of Participants | Outreach and recruitment activities will aim to recruit at least 50% women of color |
| Trainings and workshops conducted | 70% of all participants enrolled will complete a workshop or training |
| Jobs created/Jobs retained | Number of full-time and part-time jobs created and retained |

Minimum Qualifications:

- Experience and success providing comprehensive support and services to small businesses.
- Ability to support small businesses with varying levels of capacity and backgrounds.
- Experience providing direct financial assistance in an efficient and expedient manner.
- Note: This grant will be cost reimbursement. Organizations should have the financial capacity to cover fund disbursements totaling up to \$80,000 for up to 60 days
- Sufficient level of staffing and high level of experience of staff to be assigned to oversee and lead the program.

Preferred Qualifications:

- Key personnel with experience in the type of program proposed, with the ability to deliver linguistically and culturally competent services for the target populations identified
- Familiarity with available resources, such as existing OEWD Community Economic Development programs, San Francisco service providers, and other local and regional resources
- Ability to clearly connect your organization's mission to the goals and objectives of this program area, and Community Economic Development programs.

Supplementary Questions and Requirements:

Applicants must submit **at least 3 and no more than 4 letters of support** from previous small business clients that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a

collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area P: SF Shines Small Business Support

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$750,000. Applicants may propose budgets of up to **\$750,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): San Francisco small business owners

Scope of Work:

OEWD is seeking proposals from nonprofit organizations to partner with OEWD in the administration of storefront improvement grant funds that support independently-owned and operated small businesses. The goal of the fund is to provide storefront improvements to business owners that have been identified by OEWD. Grants may cover eligible expenses relating to design, construction, and project management of SF Shines projects. The program shall provide financial management and administrative support for the SF Shines program to increase access to grant funding to SF Shines applicants. The program will make a conscious effort to reach business owners from historically marginalized or underrepresented communities.

The Scope of Work for the selected organization in this program area may include, but is not limited to the following:

- Financial Management and Administrative Support including providing construction grants
- Keeping detailed records of invoices and disbursements
- Providing the appropriate tax documentation to the business owners

Note: 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. Please visit

<https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures

- Submit invoices on a monthly basis for review and approval by the Project Manager, including the names of the businesses paid, the amount paid, the total amount disbursed that month, and the total amount disbursed to date. The partner should also submit requests for reimbursement of deliverables. The partner may meet with the Project Manager on a monthly basis to provide updates and troubleshoot challenges.

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- At least three years of experience conducting similar programs
- This grant will be cost reimbursement. Organizations should have the financial capacity to cover fund disbursements totaling up to \$100,000 per month for up to 60 days

Preferred Qualifications:

- A history of performing services in partnership with the City and County of San Francisco as part of an ongoing economic or workforce development strategy.
- A strong proposal shall demonstrate proper resources and a competitive fee structure to perform the services.

Supplementary Questions and Requirements:

Applicants must submit **at least 1 and no more than 3 letters of support** from businesses, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed in the Application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area Q: Arabic Small Businesses Technical Assistance Services in Support of Economic Recovery

Anticipated Number of Awards: 1

Amount: Total amount of funding available under this program area is anticipated to be \$75,000. Applicants may propose budgets of up to **\$75,000** to cover 12 months of services. This is one-time funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): Outreach shall serve small businesses that speak Arabic as a preferred language in a culturally competent manner

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to provide specific technical services through targeted outreach to small businesses that speak Arabic as a preferred language in a culturally competent manner. Proposals in this area must prioritize providing culturally-humble programming tailored to the diverse communities in San Francisco. Priority will be given to services providing language accessibility in Arabic. Services shall include small business technical assistance, entrepreneurship training, outreach to small businesses, and community engagement.

The scope of work for the selected organization in this program area may include, but is not limited to the following:

- Develop culturally-specific services and strategies to strengthen small businesses.
- Assist small businesses identify and secure available resources and funding to improve operational efficiency and achieve revenue growth.
- Build linkages and public-private partnerships that promote social responsibility and neighborhood revitalization.

- Utilize linguistically and culturally-appropriate social media and marketing tools in association with activities described in the Scope of Work.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures

Grantee shall provide quarterly reports annually describing progress on each objective, as follows:

- Updated old and new requests
- Action taken and follow-up
- Referrals and partnerships
- Positive impacts/outcomes
- Qualitative vs quantitative performance indicators

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Applicants must have an established physical location in San Francisco.
- Applicant's project team must include individuals with linguistic and cultural capacity to serve Arabic speaking businesses.

Preferred Qualifications:

- Applicant should have a strong track record of collaborative partnerships within the Arabic Speaking community.
- Applicant should have a demonstrated history of successfully developing culturally appropriate invention strategies to better serve vulnerable small businesses.

Supplementary Questions and Requirements:

Applicants must **submit at least 2 and no more than 4 letters of support** demonstrating the capacity to deliver the services described in this RFP.

Program Area R: Commercial Corridor Public Safety Interventions

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$250,000. Applicants may propose budgets of up to **\$250,000** to cover 12 months of services. Grant agreements are expected to be awarded for up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: October 2023 or later

Eligible Neighborhood(s): Citywide

Physical Location: Applicant must operate from a physical location in San Francisco

Target Population(s): Small businesses, residents, and visitors in commercial corridors citywide

Scope of Work:

OEWD is seeking proposals from a nonprofit agency to develop small business and commercial corridor specific safety strategies and implement related safety measures. The proposed approach should include details on engaging community partners, identifying commercial districts in need of investment in safety initiatives, and describe how Applicant will implement safety measures to address the needs tailored to each commercial district identified in the proposal.

Projects and activities proposed under this program area may include, but are not limited to the following:

- Developing small business safety assessments
- Developing commercial corridor safety assessments
- Implementation of safety measures
- Implementing safety plans and coordinating the installation of safety equipment
- If the implementation of safety interventions includes cameras, submit a Surveillance Technology Plan that outlines policies and procedures related to footage captured by cameras ensuring the protection of City and County of San Francisco residents' civil rights and liberties. For more information, including examples, visit: <https://sf.gov/resource/surveillance-technology-inventory>
- Budget planning for safety plan implementation
- Community, property owner and small business owner engagement

Note: 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. Please visit <https://sf.gov/information/understanding-prevailing-wage> and <https://www.dir.ca.gov/public-works/contractor-registration.html> for more information.

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures:

- Tracking and regular reporting on the commercial corridor safety impact of the work being provided
- Coordinating and maintaining regular contact with OEWD staff

Minimum Qualifications:

- Applicant must be a fully established nonprofit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco
- Applicant must have experience in engaging small business and property owners
- Applicant must have experience in performing safety audits
- Applicant must have experience in developing and implementing safety equipment, such as cameras in close partnership with safety agencies

Preferred Qualifications:

- Experience in working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Experience in developing cultural and linguistically appropriate materials

Supplementary Questions and Requirements:

Applicants must submit **at least 1 and no more than 4 letters of support** to demonstrate the capacity to deliver the services described in this RFP.

Program Area S: Entrepreneurship Training Program Centering People Older than 55

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be \$150,000 per year. Applicants may propose budgets of up to **\$300,000** to cover 24 months of services. OEWD expects to offer an initial two-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): Small business owners and entrepreneurs that are older than 55 years of age

Scope of Work:

OEWD is seeking proposals from nonprofit organizations to support people older than 55 years of age to start, stay, and grow their small businesses in San Francisco. Applicants should partner with community organizations and/or consultants to ensure outreach, referrals and services are customized to address the unique challenges faced by these populations. Services should be provided to a variety of business sectors and program models may include a mix of cohort trainings, developing and providing access to public-facing resources and/or providing one-on-one coaching and mentorship.

A strong application will clearly articulate a program model that describes expertise and understanding of small business development as well as a customized approach to best serve the intended audience. Applicants should list all anticipated partner organizations and consultants with demonstrated expertise to implement a robust program that supports new and existing entrepreneurs. Proposals should define the local system need that the proposed program is intending to address, provide evidence of need with supporting data, provide a clearly articulated strategy for addressing the need, and demonstrate expertise and capacity to provide the proposed service.

Activities include, but are not limited to:

Outreach, Assessments and Referrals

- Conduct outreach to recruit program enrollees and participants
- Developing individual service plans and scopes of work for clients
- Identify training needs: business management, bookkeeping, marketing, and promotional
- Directing small business clients to appropriate business resources for their needs
- Connect businesses to capital resources in the form of grants and loans
- Create and conduct an initial assessment to identify needs and areas of opportunities

General Small Business Concept Development and Planning

- Product Development
- Micro-Enterprise Development/ Peer Mentoring
- Helping entrepreneurs with disabilities establish businesses in San Francisco
- Support small businesses and entrepreneurs with emerging needs on an ongoing basis

One-on-One Technical Assistance and Coaching

- Provide counseling, training, and research assistance to assist small businesses who are launching, growing, and innovating
- Offer capacity building services, technical assistance, and business development programs in order to strengthen existing businesses by providing technical assistance (1:1 coaching) for small businesses and entrepreneurs
- Support businesses with securing business licenses, permits, and other administrative needs.

Small Business Trainings

- Developing and conducting training programs for small businesses in 1:1 and/or group settings.
- Develop workshop or training academies to complement 1:1 coaching in key areas related to small business operations
- Training Program to build skills for under-resourced business owners to facilitate a comprehensive continuum of services

Small Business Operations Specialized Areas

- Hire competent consultants and coaches or partner with organizations to meet the challenges of business owners , including expertise in one or more of the following areas, as they relate to small business operations:

Financial Management:

- Financial Analysis
- Profitability Tactics

Legal Support:

- Small Business Establishment and Formation
- Franchising
- Human Resource Management

Accounting; including, but not limited to:

- Accounting And Bookkeeping
- Business Taxes

Management/Operations; including, but not limited to:

- Inventory Management
- Restaurant Management
- Grocery Store Management
- Industry-Specific Expertise (I.E. Manufacturing, Retail, Hospitality, etc.)

Opening a Storefront:

- Searching for a space
- Rules and regulations (zoning)
- Budgeting
- Physical improvement cost estimates
- Lease negotiation

Digital Marketing:

Digital services/offerings intended to reduce the digital divide and assist businesses with online marketing and promotions to generate revenue. Coordinate technical assistance with other vendors around digital marketing offerings and be prepared to help business owner set up the following:

- Domain name
- Hosting platform
- Website hosting
- Website designer
- Content/Copywriter
- Photographer
- E-commerce platform

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a different reimbursement model, which may include deliverables.

Performance Measures:

- Tracking and reporting on the economic impact of the work being provided
- Coordinating and maintaining regular contact with OEWD staff

Minimum Qualifications:

In order to qualify to provide services under this program area, Applicants must:

- Demonstrate a clear understanding of the needs and identify coordinated services and supports to address specific needs of people older than 55.
- Demonstrate a history of successful implementation of trainings and programming for people older than 55.
- Demonstrate that the proposed services and strategies are evidenced-based and will lead to improving the opportunities and economic success of clients.
- Have experience with developing service strategies that include virtual service delivery, and employ technology to serve participants in-person, virtually and through a hybrid model.
- Have experience supporting communities with digital literacy and technical education, specifically communities with limited access to technical education, digital skills, and professional training.
- Provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services

Supplementary Questions and Requirements:

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) Describe your organization’s plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to your services.

Letters of Support

Applicants must submit **at least 1 and no more than 3 letters of support** from past small business clients consulted or trained that speak to your organization’s ability to implement the activities proposed in the application, to demonstrate community support for the proposal. If you are proposing as a collaboration, please also include a Memorandum of Understanding or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Economic Recovery and Regeneration Programs

Program Area T: Downtown Public Space Activations

Anticipated Number of Awards: 3 or more

Initial Funding Awards: Total amount of funding available under this program area is anticipated to be up to \$2,000,000. Applicants may propose budgets between \$100,000 and \$250,000 to cover 12 months of services, but are encouraged to submit requests commensurate with the scale and/or duration of the activity proposed.

OEWD expects to offer an initial one-year term of funding, and grant renewals are conditioned on the availability of additional funding, as well as the grantee's performance in the initial grant period. If additional funding is secured following the issuance of this RFP, grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2029) and budgets may be adjusted commensurate with the extended service period. All funding awards (including renewals) are contingent on available funding and actual funding may be less or more.

The number of funded proposals and the scale of funding awards will be determined by the number of responsive proposals that meet departmental strategies and objectives. The City reserves the right to make initial funding awards above the \$250,000 limit, depending on the number of competitive proposals and budget availability. If the amount of available funding is lower than expected, the City reserves the right to fund few or no proposals in this program area.

Grant Renewals: There may be funding to continue activities following the initial grant period; however, the precise amount cannot be anticipated at the time of this RFP. Renewals are contingent on available funding, as well as the selected grantee's performance in the initial grant period. Should additional funding become available, award amounts may be increased significantly beyond the originally anticipated amount at a level commensurate to the cost-per-deliverable or cost-per-client detailed in the RFP and subsequently negotiated with selected grantees. By way of example, in the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be renewed at an amount as high as \$1 million, such award to be commensurate with to the cost-per-deliverable or cost-per-client.

In the event that economic recovery needs change for a particular neighborhood within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers in descending order to other highly-ranked applicants not selected for funding in the first round; provided, however, if more than \$4 million in additional funding is identified to support the services in this program area, applicants to this program area may be invited to submit an additional proposal competitively based on the initial criteria for a new grant or to increase the size of an existing grant award.

Expected Start Date: August 2023 or later

Eligible Neighborhood(s): Applicants must demonstrate experience providing services to the City's greater Downtown, with the ability to work in one or more of the neighborhoods comprising the economic core inclusive of the Financial District, Union Square, East Cut, Yerba Buena, South of Market Area (SOMA), Embarcadero, and Mid-Market and Civic Center.

Target Population(s): Small businesses, residents and property owners in Downtown neighborhoods, prioritizing those with continued losses to economic activity driven by reduced foot traffic.

Scope of Work:

The purpose of this program area is to provide funding for **nonprofit and for-profit** organizations to begin to address the evolution of San Francisco's greater Downtown brought about by changes to office reporting schedules, through public space and storefront activation. "Activation" refers to implementing programming in public and quasi-public places (i.e. a storefront business) so as to create a critical mass of activity and foot traffic. The goal for this activity is to support adjacent businesses, improve the perception that an area is safe, and to improve overall desirability of an area to workers, residents, visitors and others. OEWD is seeking applicants with the ability to quickly deliver high quality activation projects at an impactful scale as part of a strategic recovery effort throughout San Francisco's economic core.

In response to the decrease in the natural daytime worker population, creating new, positive experiences and destinations in the public realm, including outdoor spaces and vacant or underutilized storefronts, is a critical strategy for the recovery of our economic core. OEWD is seeking proposals from nonprofit and for-profit organizations that currently or have previously operated programs in the city's Downtown core to partner with the City, small businesses, community stakeholders and other partners to activate public spaces and vacant storefronts within their neighborhoods using a variety of activation types at different scales in order to create a continuous sense of activity and generate interest in areas of the Economic Core that continue to suffer significant losses of foot traffic, while creating opportunities for local and/or under represented arts, entertainment, culture, and small businesses.

Proposals should outline a plan for activations intended to generate foot traffic to a specific location, including public outdoor spaces, existing businesses, and/or vacant storefronts in a neighborhood within the economic core. The focus of this request is on creating hubs of activity that engage workers, residents and visitors in safe and innovative experiences including entertainment, arts and culture, community building, shopping, eating and drinking, recreation, arts and culture and micro-retail activity. This type of work requires extensive partnership-building, stakeholder engagement, event management, and marketing.

Proposals should articulate a plan for ongoing, re-occurring, or seasonal activations with a daily, weekly or monthly cadence, rather than a single event. While long-term vacancy-filling may be an ultimate goal, short-term leases, pop-ups and beautification that support the achievement of that goal will be prioritized. Beautification, landscaping, lighting and other small-scale amenities and infrastructure are encouraged to the extent they support programming. Proposals that offer a plan for thoughtfully and strategically engaging local entrepreneurs, small businesses, and/or artists and cultural organizations in implementing activations will be given priority, as will proposals that are especially accessible (i.e. free events). Proposals that include programming components that are deliberately inclusive of and/or create economic opportunities for underrepresented communities will also be prioritized.

Awardees will be required to participate in a strategic planning process with OEWD to ensure specific plans among neighborhoods are coordinated and build upon similar or complementary initiatives that are planned or underway as well as to facilitate collective permitting and marketing.

Evaluation Process for this Program Area

Please note that in order to ensure that funding in this Program Area is (a) allocated to prioritize the neighborhoods within the economic core displaying the slowest economic recovery and (b) distributed throughout the economic core rather than concentrated only in one neighborhood, for Program Area T only, OEWD will cluster proposals received that address the same neighborhood within Downtown, review and rank within neighborhoods, and allocate funding according to the neighborhoods with the greatest recovery needs – even if an individual proposal for another neighborhood ranked higher than a competitive proposal in a neighborhood found to have a greater need.

It is recommended that mission-aligned organizations that have experience working in partnership on similar programming in the same geographic area consider submitting collaborative proposals for larger-scale or ongoing activations, to reduce competition among partners.

Collaborative proposals should include a clear description of each partner organization's role in the project, as well as how much funding will be allocated to them within the budget request. If funding is awarded, OEWD reserves the right to negotiate the proposed partner roles and amounts with the selected partners, toward ensuring that the ultimate goals of this RFP are met.

If you plan to submit a collaborative proposal, please identify a lead agency that can serve as a fiscal sponsor, and ensure that entity meets all minimum qualifications. Fiscal sponsors may request Fiscal Fees (not to exceed 12%) to administer subgrants to partner organizations.

Performance Measures:

- Number of outdoor activations
- Number of vacant space activations
- Number of days activated for each of the activations proposed
- Estimated number of attendees for each of the activities proposed
- Number of local and/or underrepresented arts, entertainment, culture and small business entities participating in activations

Minimum Qualifications:

- Applicant must be a fully established nonprofit or for-profit organization, duly formed, validly existing, in good standing with State of California and eligible to do business with the City and County of San Francisco.
- Applicant must have a mission that allows it to work in the proposed neighborhood(s) and a track record of completing successful projects in the neighborhood for which the applicant is proposing work
- Applicant must have experience working with multiple jurisdictions and agencies in San Francisco
- Applicant must have documented successful experience in producing activations commensurate with the activation proposed in this application
- Applicant must have a track record managing project budgets of the amount proposed in this application, at minimum

Preferred Qualifications:

- Track record of participation in partnerships, including those with small businesses, artists, cultural organizations, large employers, and area residents – proposals from collaborations encouraged
- Thoughtful plan for engaging San Francisco based and/or underrepresented artists, cultural organizations, entrepreneurs, and small businesses in the proposed activities in an equitable and inclusive manner.
- Track record in fundraising from private businesses
- Board and committee representation from the neighborhood is desirable
- The proposed budget for this Program Area including some leveraged, private resources (e.g. financial commitments, in-kind donations, staff time, etc.) equal to at least 50% of the budget request is desirable.

Supplementary Questions and Requirements: The following questions must be addressed under Section II, “Approach, Activities and Outcomes”, in your proposal narrative.

- (a) If not already described elsewhere in your proposal, please describe how the proposed scope will include and/or benefit businesses, employees, residents, or visitors to Downtown most impacted by the reduction in economic activity and foot traffic created by remote work.
- (b) Please describe how your organization has interfaced with public jurisdictions in similar projects activating public spaces and/or store fronts in the past.
- (c) Please describe past projects that involved partnerships with local small businesses, artists, cultural organizations, large employers or area residents and the plan for engaging local and neighborhood-based partners for the proposed project(s).
- (d) Please identify additional strategic partners in this effort and how they have been/will be engaged.
- (e) Please describe how non-City funding will be leveraged and/or raised as match funding
- (f) Please describe a project with a budget the size of the one proposed in this application that your organization has completed previously.

In addition to answering the above questions within the body of the proposal narrative, applicants must submit at least 2 and no more than 3 letters of support from community stakeholders that can speak to your organization's ability to deliver activation projects

Workforce Development Programs

Program Area U: Hospitality Sector Workforce Programs

Anticipated Number of Awards: 1 Coordinator, and up to 8 Occupational Skills Training (OST) Providers

Initial Grant Awards: Total amount of funding anticipated under this program area is \$3,600,000 over two years. This is the total amount anticipated to fund both Coordinator and Occupational Skills Training strategies. Applicants may propose budgets of up to **\$600,000** to cover 24 months of services, if applying to serve in one capacity. If applying to be both the Sector Coordinator and an Occupational Skills Training provider, the limit is **\$1,200,000**. Grant agreements are expected to be awarded for an initial term of two years.

OEWD may elect to extend grant terms up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period, at a level commensurate to the cost-per-deliverable or cost-per-month detailed in the RFP and subsequently negotiated with selected grantees. Grant renewals are contingent on available funding, as well as the selected grantee's performance in the initial 2-year grant period.

In the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be awarded or renewed at an amount as high as \$1 million per year (\$2 million for two strategies), or \$6 million (\$12 million for both strategies) for up to a total duration of 6 years, such award to be commensurate with to the cost-per-deliverable or cost-per-client proposed by the selected applicant and subsequently negotiated with OEWD.

In the event that industry demands change within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers in descending order to other highly-ranked applicants not selected for funding in the first round; provided, however, that if more than \$7.2 million in additional funding is identified to support the services in this program area, applicants to this program area shall be invited to submit an additional proposal competitively based on the initial criteria for a new grant or increase in the size of an existing grant award up to \$600k per year for one strategy or up to \$1.2 million per year for both strategies. Should any single grant award exceed \$10 million within the term of this RFP, the award will be subject to approval by the San Francisco Board of Supervisors.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): Transitional Aged Youth (TAY), young people, and adults, with a focus on communities with high rates of unemployment, who are interested in careers in the Hospitality Industry.

About Hospitality Sector Workforce Programs

OEWD seeks to fund both **nonprofit and for-profit** service providers in the Hospitality Industry, which have been validated by labor market data and are needed to sustain the backbone of San Francisco’s recovering economy. This targeted sector and associated occupations demonstrate local and regional recovery and growth, employ a significant number of employees, and/or face staffing shortages, while providing career pathways leading to self-sufficiency and economic mobility.

OEWD coordinates workforce efforts in this industry through hospitality workforce programs, via partnerships with local hospitality employers, industry associations, labor organizations, educational institutions, and service providers. Hospitality Sector Workforce Programs enable San Francisco job seekers from diverse backgrounds and with varying levels of work experience to succeed within the ever-evolving hospitality industry. OEWD places a strong emphasis on equity and providing services for San Francisco’s most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the hospitality sector. For more information about current Hospitality sector programming, including current funded partners, visit this site: <https://sf.gov/apply-train-career-hospitality>

Sector Workforce Programs include the following components solicited through this RFP:

Sector Coordinator: Manage and coordinate all activities and services provided through a Sector Workforce Program; engage employers on behalf of the Initiative; provide general sector-specific employer services connecting participants to sector-related, unsubsidized employment; and conduct outreach and education to underserved communities on the Initiative.

Occupational Skills Training (OST) Providers: Deliver contextualized training that prepare unemployed, underemployed, and low-wage workers to attain the credentials and experience necessary to obtain employment or career advancement opportunities.

Hospitality Sector Workforce Programs should target at least one of four priority sub-sectors:

- Food and Beverage Services – Culinary, Bartending, Barista
- Hotel Guest Services and Accommodations
- Commercial Cleaning - Janitorial/Custodial Services/Housecleaning
- Facilities Safety/Security

| Targeted Industry | Example Occupations |
|----------------------|---|
| Hospitality Industry | Food and Beverage Services - Cooks/Prep Cooks; Counter Attendants (Dining Room, Cafeteria, Deli, Bar, Fast Food); Restaurant Bussers/Servers |

| | |
|--|--|
| | <p>Hotel Guest Services and Accommodations – Hotel Desk Clerk, Hotel Concierge; Reservations Agent; Catering Event Staff, Customer Service Representatives; Sales Associates</p> <p>Commercial Cleaning - Janitorial/Maintenance Worker; Housekeepers</p> <p>Facilities Safety/Security - Safety and Security Personnel</p> |
|--|--|

HOSPITALITY SECTOR COORDINATOR STRATEGY:

1. Overview

The Sector Coordinator serves as the lead coordinator of a Sector Workforce Program. In close consultation with OEWD, the Coordinator manages and coordinates all activities and services provided through the Sector Workforce Program, a partnership that includes employers, training providers, community-based training organizations, secondary and postsecondary educational institutions, labor unions, sector associations, workforce system partners, and other stakeholders. The Sector Coordinator is also responsible for the connection of both training and direct placement of program participants to sector-related, unsubsidized and/or subsidized employment through sector-specific general employment services. OEWD places a strong emphasis on equity and providing workforce services for San Francisco’s most vulnerable communities and populations, as well as serving unemployed, underemployed and underrepresented individuals within the Hospitality sector.

The Sector Coordinator must collaborate with all Sector Occupational Skills Training (OST) Providers to create a seamless delivery model for all employer and job seeker customers. Staff must serve as sector subject matter experts; with a dual-customer approach, staff must serve both job seekers and employers in order to effectively support the industry’s workforce supply and demand needs. Coordinator is responsible for outreach, orientation and education, and referral of participants to all Initiative OST programming. The Sector Coordinator is responsible for citywide outreach, particularly to marginalized communities as well as those underrepresented in the local Hospitality industry.

The Sector Coordinator must facilitate connections to OEWD’s workforce system, including the Job Centers, Young Adult Workforce Programs, and Employer Services Unit to complement outreach and employer engagement efforts. The Job Centers (Neighborhood, Specialized, Comprehensive and Young Adult) and other collaborative partners, in particular, should be leveraged to provide space and logistical coordination for sector-specific outreach, orientations, vocational assessment, or employment and hiring fairs, as appropriate.

2. Description of Services

In addition to providing required services, Sector Coordinator grantees must also deliver the following:

- Conduct citywide outreach, education, recruitment and assessment and referral for Hospitality Sector Workforce Program services.
- Collaborate with all Hospitality and other OEWD Sector Workforce Program partners, as well as other training entities/programs outside of OEWD's network, and act as the lead in service coordination and implementation of program activities.
- Create and implement a strategic Hospitality Initiative plan, including the following: participant outreach and education plan to enroll our most underserved communities; business employer engagement plan to enhance hiring of training graduates, and ability to research and create industry relevant data reports to help guide strategic participant and employer outreach plans.
- In coordination with OEWD staff, conduct program design, coordination, and implementation activities to complement and enhance existing sector program models, incorporating existing OEWD strategies, priorities, program structures, eligibility requirements and/or other specific policies and procedures.
- Support OEWD and Sector Workforce Programs in transitioning any relevant workforce programming to hybrid or virtual models as needed. Ensure access to services is provided to persons with Limited English Proficiency (LEP).
- Provide ongoing support, promotion, and upkeep of OEWD's Hospitality Sector's Online Interest Form. Refer candidates who sign up through the interest form to orientations and appropriate training and/or services.
- Create and deliver Sector Workforce Program Orientations both in person and virtually that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs. The Sector Coordinator will be responsible for conducting regular orientations citywide at various Job Centers and virtually. Orientations will provide a clear process of referrals to training programs through Sector Workforce Programs and next steps for assessment and enrollments.
- Conduct sector-specific assessment to determine a participant's skill level, interests, aptitude and ability, barriers to employment, and work tolerances required for sector-specific employment; and to inform the referral of orientation participants to appropriate trainings. The grantee will assess eligibility for Sector Workforce Programs and, if the workforce system participants do not meet minimum qualifications, provide referrals to services for other necessary employment resources. Sector-specific assessment must

reference and complement assessments delivered by the Job Centers and other workforce system partners.

- Support OEWD in the development of a strong, sector-specific employer engagement, labor and industry partnerships to enhance hiring of graduates.
- Assisting OEWD in convening a Citywide WISF Sector Committee and/or formal employer convenings to discuss labor market trends and create mechanisms for collaboration and commitment.
- Engaging employers in formal convenings, such as roundtables, employer panels, student showcases, etc.
- In collaboration with OEWD’s Employer Service Unit (particularly in relation to First Source employers), generate job leads for Sector Workforce Program participants, and develop a system for distributing them to Sector partners, referring appropriate candidates accordingly.

3. Hospitality Sector Coordinator Performance Measures

| Performance Measures, Milestones or Expected Deliverables | Service Goals | Description |
|--|---------------------------------|---|
| Participants Enrolled in Direct Placement | 100% of enrolled clients | Number of participants enrolled in direct placement services (Including ITA participants) |
| Job Search | 100% of enrolled clients | Number of participants who complete a resume and/or cover letter; Number of participants who submit job application(s); Number of participants who complete mock job interview(s); Number of participants who complete job interview(s), Number of participants who complete an online employment portfolio; Other job search competencies. |
| Placement in unsubsidized employment or postsecondary education * during program enrollment. | 80% of direct placement clients | Number of direct placement services participants placed in employment at Exit (including Individual Training Account (ITA) participants. |

| | | |
|--|---|---|
| Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2 nd Quarter after Exit | 75% of all participants placed in unsubsidized employment and postsecondary education | Number of direct placement clients who are retained in unsubsidized employment both two and four quarters after exit. |
|--|---|---|

* Unsubsidized employment is the targeted outcome of all Sector Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network of workforce service providers at the following website: <https://sf.gov/find-job-training-and-support-industry>

4. Hospitality Sector Coordinator – Other Major Deliverables

| Other Major Deliverables | Service Goals |
|--|---|
| Develop and maintain sector employer relationships for the purpose of gaging industry and employer needs to identify new trainings and services offered through Workforce Sector Programs. Refer employers to other sector workforce providers as relationships are built. | 1-5 referrals per sector workforce training provider annually |
| Engage employers in informal and formal convenings (include other sector workforce programs as necessary), such as roundtables, employer panels, student showcases, partnership conversations, etc. | 5-15 engagements annually |
| Spearhead and manage logistics of Sector Workforce Program events, including (but not limited to): program graduations, student showcases, hiring fairs, alumni meetings, job seekers events, etc. | 4-10 times annually |
| Create and share with OEWD user-friendly sector-specific labor market information reports. | 2-4 times annually |
| Deliver Sector Workforce Program Orientations (virtually, in person, or through a hybrid model) that provide an overview of the industry, occupational and career pathway information, and detailed information about services and trainings provided through Sector Workforce Programs. | 1-2 times monthly |

| | |
|---|--------------------|
| Create and implement small-scale marketing campaigns (including digital resources, materials and education resources) and in coordination with OEWD to increase brand awareness and interest in sector training for both prospective employers and job seekers. | 1-2 times annually |
| Sector Coordinator will, in collaboration with OEWD, develop, deploy and collect customer satisfaction surveys to enhance the sector’s customer experience. | 1-2 times annually |
| Sector Coordinator will, in collaboration with OEWD, develop and co-lead Community of Learning convenings and/or meetings with Sector OST and On-Ramp Providers. | 4 times annually |
| Sector Coordinator will provide reports to OEWD on Performance Measures, Milestones and/or Expected Deliverables as described in Section 4, “Performance Measures”. | 4 times annually |

5. Anticipated Funding Table

Specific measures and outcome expectations will be negotiated individually with successful bidders.

| Program Area | Anticipated Number of Awards | MIN Funding Amount (Per Grant, per year) | MAX Funding Amount (Per Grant, per year) | Number Served (Per Grant, per year) | Number Placed (Per Grant, per year) |
|------------------------------------|------------------------------|--|--|-------------------------------------|-------------------------------------|
| Hospitality Initiative Coordinator | 1 | \$200,000 (\$400,000 for 2 years) | \$300,000 (\$600,000 for 2 years) | 100-150 (200-300 for 2 years) | 80-120 (160-240 for 2 years) |

Minimum Qualifications

- Applicant must be a fully established nonprofit or for-profit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco, and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the Hospitality Industry.
- Applicant must demonstrate a clear understanding of the relevant industry sector, including previous experience operating a sector-specific workforce program.

- Applicant must demonstrate a history of successfully connecting trainees to training-related employment.
- Applicant must articulate abilities to track participants across the OEWD Workforce System, postsecondary institutions, and additional advanced training and/or employment opportunities.
- Applicant must propose and implement a service model with direct connections to viable employment and training opportunities for the new and existing workforce. Applicants are encouraged to describe service model from a job seeker perspective and how services and client outreach connect to the OEWD's broader Workforce Development system.
- Applicants must develop virtual service strategies that employ technology to serve customers and plan to serve participants in-person, virtually and through a hybrid model. Applicant should support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must have experience utilizing a data tracking system for capturing client information, program activities, placement outcome data and retention data.
- Applicant must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities; as well as success with outreach and recruitment to the mentioned stakeholders.
- Applicant must be able to provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.

Preferred Qualifications

Highly competitive applicants will:

- Have experience incorporating On-the-Job Training (OJT) and Individual Training Account (ITA) mechanisms into Sector Workforce Programs. A Sector Coordinator may choose to set aside a portion of the grant budget to fund ITAs and OJTs that they administer themselves, though this is not a requirement.
- Have experience developing employment opportunities through industry partnerships for direct placement participants. To demonstrate this expertise, please include historical data of such partnerships and outcomes.
- Establish training pipelines for one or more targeted high-growth occupations with direct connections to employment opportunities for overall Sector Programming, supported by current labor market analysis which demonstrates a demand for their program model and targets specific occupations, rather than general industries.
- Applicants should demonstrate an ability to provide or leverage multi-disciplinary case management with comprehensive social support services and connections, where appropriate.

- Applicants should demonstrate hiring practices for their organization’s staff, consultants and Board of Directors that seek to recruit individuals from historically marginalized and/or underrepresented communities.

Supplementary Questions and Requirements – Hospitality Sector Coordinator

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities and Outcomes”:

(a) Describe how you will lead sector-specific industry engagement (including outreach and coordination) for any large sector-wide recruiting, events, hiring fairs or training-to-employment pipelines. Include how you will both engage sector-specific industry and how you will work with Sector Workforce Programs to align employers with participants.

(b) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population. In addition, please speak to specific communities underrepresented in the local Hospitality Industry and how you will educate and engage these communities to enroll in programming.

(c) Describe how your organization will provide direct job placement services using current labor market information to a wide array of unique participants who are experiencing barriers to employment. Be descriptive about your system, employer partnerships, and how your services and programming will support an individual’s career journey.

In addition to answering the above questions, attach **at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS)** from either industry partners, employers, organized labor, or established referral partners detailing how the Sector Coordinator will:

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations and those underrepresented in the industry.
- Partner with industry and labor partners to create career pipelines, earn-and-learn models, advisory councils and curriculum development support.
- Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.

HOSPITALITY INITIATIVE OCCUPATIONAL SKILLS TRAINING (OST) STRATEGY:

1. Overview

Hospitality Initiative Occupational Skills Training (OST) providers must create, vet and implement contextualized curricula that will effectively prepare unemployed, underemployed, and low-wage workers to attain employer-recognized credential(s), certification(s) or degree(s) that lead to training-related employment or create advancement opportunities. OEWD is soliciting through this RFP Occupational Skills Training in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement
- Pre-Apprenticeship Training
- Apprenticeship Training
- Earn-and-Learn Paid Training

Hospitality Initiative Workforce Programs are designed to provide job seekers with a full spectrum of services necessary to develop skills, gain industry experience and knowledge, and secure industry-specific employment. All Hospitality Initiative Occupational Skills Training Providers should design their services to last at minimum one program year, and should be provided in-person, virtually, or through a hybrid model. Hospitality Sector Workforce Programs must provide (but are not limited to) the following career trainings and supportive services:

- Job preparation
- Vocational training
- Credentialing and certification
- Increasing interpersonal, interviewing and overall soft skills relevant to sector needs
- Job readiness training (JRT) including technical training for participants to be job-ready and more competitive candidates within technical career paths
- Barrier removal (interpersonal, social and economic)
- Employment assistance
- Referrals to other vocational training (as needed)
- Job retention
- Other services to develop a pipeline of skilled and prepared workers for industries that can offer job seekers career development opportunities and advancement

2. Description of Services

The Hospitality Sector Occupational Skills Training Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. Hospitality Initiative OST Workforce Programs will be responsible for collaborating with the Hospitality Initiative Sector Coordinator to ensure proper referrals, coordinated programming, and other essential requirements of OST Providers. OST Providers must coordinate program logistics and training delivery with OEWD and with the Sector Coordinator, to ensure that trainings are aligned with other OEWD sector OST programs and marketed accurately across the workforce ecosystem. OEWD encourages proposals that integrate Pre-Apprenticeship and/or Apprenticeship programs into their OST program models.

In addition to meeting the general Sector Workforce Program requirements above, Sector OST Programs must also address the following specific requirements:

- **Curriculum Development:**

- In conjunction with and with the approval of OEWD, design an OST curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development.
- Utilize assessment tools to assess participants' needs and aptitudes to enter Sector OST and employment.
- Provide a detailed description of the occupations for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations.
- For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into JRT, job search skills classes, and other relevant components.
- For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
- Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.
- Ensure access to services is provided to persons with Limited English Proficiency (LEP).

- **Implementation:**

- Ensure all programming is offered through in-person, virtual, or hybrid mechanisms.

- Incorporate experiential learning, including paid internships, externships and credit-based learning into training.
- Facilitate courses through a cohort model and/or through open enrollment, as appropriate for participants.
- Address participants' academic and non-academic needs by connecting them to resources for financial aid, basic skills training, VESL training, GED assistance, and support services.
- For training targeting incumbent workers, coordinate and partner formally with employers and/or unions to assist existing entry-level sector employees to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities and opportunities with employment and/or Registered Apprenticeship for Sector Program participants.
- Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.

Minimum Qualifications

- Applicant must be a fully established nonprofit or for-profit entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State and eligible to do business with the City and County of San Francisco.
- Collaborate with community workforce training providers.
- Applicant must have experience with conducting broad outreach to all communities within San Francisco, and must demonstrate the ability to provide targeted outreach to vulnerable populations not currently represented in the Hospitality Industry,
- Applicant must have established partnership(s) with other citywide agencies, neighborhood community groups, grassroots organizations, labor unions, and/or industry associations.
- All proposed culinary training programs must include Food Handler (ServSafe) and California Responsible Beverage Service (RBS) certifications.

Preferred Qualifications

All Hospitality Initiative Occupational Skills Training (OST) applicants should include in their proposals information that demonstrates they possess the following preferred qualifications, as related to the proposed scope of work. To ensure a proposal's competitiveness, applicants should address all applicable general qualifications listed below, as well as all specific qualifications within their proposed service area.

- Applicant should demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;
- Applicant with existing strategies to train for unionized employment with clear pathways and labor partnerships to access to those opportunities.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- Develop and implement Earn-and-Learn Models
- For apprenticeable occupations in industries, applicants should consider proposing a pre-apprenticeship pathway to state-approved apprenticeship.
 - Additional understanding and experience implementing the Registered Apprenticeship model - <https://www.dir.ca.gov/das>
- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as the Human Services Agency (HSA) JobsNOW! program, joint labor management funds, employer training panel (ETP), and other sources. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:
 - Customized training in partnership with employers
 - Incumbent worker training to advance workers in the sector
 - Other contextualized work-based learning strategies, such as internships.
 - Pre-apprenticeship training (training articulated to an Apprenticeship)
 - Apprenticeship training (Note: Classroom-based apprenticeship OST must be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a Federal- or State-approved Registered Apprenticeship credential)
- Wraparound support services to support participants in training (e.g., stipends, GED, transportation, child care, financial aid, and/or other supportive services).
- Applicant can be a regionally- or nationally-accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training.
- Experience managing federal workforce funds including Workforce Innovations and Opportunities Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

5. **Hospitality Initiative Occupational Skills Training (OST) Performance Measures**

| Performance Measures | OEWD Performance Goals |
|--|---|
| Number of participants assessed and enroll in Occupational Skills Training | 100% of all enrolled participants |
| Completion of Occupational Skills Training | 90% of participants in Occupational Skills Training |
| Placement in advanced training, postsecondary education, or unsubsidized employment during program enrollment. | 80% of all OST participants enrolled |

| | |
|--|---|
| Attainment of a State/industry recognized credential (within 4th quarter after exit). | 75% of participants enrolled in occupational skills training |
| Measurable skills gain (within 4th quarter after exit). | 75% of participants enrolled in advanced training or postsecondary education |
| Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2 nd and 4 th quarter after Exit | 75% of all participants placed in unsubsidized employment and postsecondary education |

* Unsubsidized employment is the targeted outcome of all Sector Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network of workforce service providers at the following website: <https://sf.gov/find-job-training-and-support-industry>

6. **Anticipated Funding Table**

| Program Area | Anticipated Number of Awards | MIN Funding Amount (Per Grant, per year) | MAX Funding Amount (Per Grant, per year) | Number Served (Per Grant, per year) | Number Placed (Per Grant, per year) |
|---|------------------------------|--|--|-------------------------------------|-------------------------------------|
| Hospitality Initiative Occupational Skills Training (OST) | Up to 8 | \$100,000 (\$200,000 for 2 years) | \$300,000 (\$600,000 for 2 years) | 35-100 (70-200 for 2 years) | 30-80 (60-160 for 2 years) |

Supplementary Questions and Attachments

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative under Section 2, “Approach, Activities and Outcomes”:

- (a) Provide a summary of how the proposed occupational skills training(s) is connected to the local workforce economy. Analysis of the selected sector must demonstrate how the training will prepare clients for high-demand and/or high-growth or relief/recovery

occupations and should detail the specific job-titles/occupations that the training targets. Provide an overview of the required skills and/or certificates necessary to be competitive in this industry, and how the proposed occupational skills training curriculum addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If occupations targeted do not provide a living wage, please describe what services and opportunities provided through the proposed training, placement and retention services will be provided to enable an individual to advance in a career pathway.

- (b) Describe how your organization will provide, upon completion of training, job placement services to a wide array of unique participants who are experiencing barriers to employment. Please also detail how the participant will be supported to ensure retention with new employer.
- (c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the San Francisco. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population. In addition, please highlight how your outreach efforts will engage communities and populations underrepresented in the local Hospitality sector.
- (d) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

In addition to answering the above questions, submit **at least two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS)** from an industry employer partner, organized labor, or established referral partners detailing their partnership and commitment, and describing how the OST Provider will:

- Collaborate with community workforce training providers within or outside of OEWD's Workforce System
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations. Develop and implement an outreach plan to target specific communities not fully represented in the Hospitality Industry.
- Partner with industry and labor partners to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

Note: If applying for both strategies, you do not need to include more than 4 total MOUs or Letters of Support with your proposal.

Program Area V: Industries of Opportunity Programs

Anticipated Number of Awards: Up to 6

Initial Grant Awards: Total amount of funding anticipated under this program area is \$3,600,000 over two years. Applicants may propose budgets of up to **\$600,000** to cover 24 months of services. Grant agreements are expected to be awarded for an initial term of two years. OEWD may elect to extend grant terms up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period, at a level commensurate to the cost-per-deliverable or cost-per-month detailed in the RFP and subsequently negotiated with selected grantees. Grant renewals are contingent on available funding, as well as the selected grantee's performance in the initial 2-year grant period.

In the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be awarded or renewed at an amount as high as \$1 million per year, or \$6 million for up to a total duration of 6 years, such award to be commensurate with to the cost-per-deliverable or cost-per-client proposed by the selected applicant and subsequently negotiated with OEWD.

In the event that industry demands change within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers in descending order to other highly-ranked applicants not selected for funding in the first round; provided, however, that if more than \$7.2 million in additional funding is identified to support the services in this program area, applicants to this program area shall be invited to submit an additional proposal competitively based on the initial criteria for a new grant or increase in the size of an existing grant award up to \$600k per year. Should any single grant award exceed \$10 million within the term of this RFP, the award will be subject to approval by the San Francisco Board of Supervisors.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): Transitional Aged Youth (TAY) young people, and adults, with a focus on communities with high rates of unemployment.

About Industries of Opportunity Programs (IO)

Over the past decade, OEWD has developed and supported sector workforce training in four priority industries – Technology, Healthcare, Hospitality, and Construction. In addition, OEWD has investments in a Transportation Driving Academy, in partnership with the San Francisco Municipal Transit Agency (SFMTA) and Advanced Manufacturing. These industries have historically employed a significant number of workers and/or face staffing shortages, while

providing career pathways leading to self-sufficiency and economic mobility. These programs primarily target adult (age 18 and over) San Francisco residents who are unemployed, underemployed, have been dislocated from their jobs, and/or are incumbent workers seeking advancement within their industry.

Through this program area, OEWD is interested in seeding and supporting workforce development activities in sectors that are in demand, face staffing shortages, and have the capacity to provide significant career pathway opportunities. OEWD seeks proposals from both **nonprofit and for-profit** that aim to meet the demand for employment in other industries through short-term training opportunities that lead to employment. OEWD is open to all industries of opportunity, as long as the industry is matched with labor market demand and does encourage short-term training leading to sustainable employment opportunities. OEWD is soliciting IO proposals that offer new strategies or approaches that, on a small scale, will help to test the feasibility of a new sector training approach and set of services. If successful, this may lead to larger scale implementation based on need, demonstrated impact, and available resources.

Proposed trainings should be validated by research and Labor Market Information (LMI) data, and should prove prospective employer partnerships. Trainings also should lead to industry-recognized credential(s), certification(s) or degrees, and clearly exhibit skill development.

1. Description of Services

OEWD is soliciting through this RFP IO Occupational Skills Training (OST) in the following categories:

- Entry-Level OST
- Mid-Skilled OST
- On-the-Job OST
- Employer-Customized OST
- Incumbent Worker/Skills Advancement OST

IO OST Training must be designed to complement and leverage the services and resources of the San Francisco Workforce System and client flow processes must connect to those established within each Sector Workforce Program. Grantees must coordinate program logistics and training delivery with OEWD to ensure that trainings are marketed accurately across the workforce ecosystem and that clients are referred to appropriate trainings. IO OST providers are responsible for achieving participant program completion and employment outcomes; therefore, providers must implement or leverage case management and support services to ensure program retention and overall participant success. IO OST may also connect to OEWD Job Centers (Comprehensive, Neighborhood, Specialized, and Young Adult) to provide space for instruction and other activities. For more information about the San Francisco workforce system, see this site: <https://sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>

IO OST curriculum must be vetted and approved by OEWD, as well as validated through industry employers and linked to appropriate credential(s), certification(s) or degree upon successful completion of training and testing.

Proposed programs must provide multiple entry points to jobs that offer upward mobility and lead to self-sufficiency.

In addition to meeting the general Sector Workforce Program requirements above, IO Occupational Skills Training must also address the following specific requirements:

Curriculum Development:

- In conjunction with and with the approval of OEWD, design a training curriculum that: (1) is customized to meet industry requirements and successfully prepare participants for sector occupations, based on current employer demands and future labor market trends and validated by research and data; and (2) leads to industry-recognized credential(s), certification(s) or degree and clearly exhibits skill development.
 - Partner with employers and labor organizations to vet training curriculum and ensure curriculum is supported by labor market information and/or employer commitments to hire training graduates. Trainings should be validated by research and data collected by the Sector Workforce Provider. Trainings should lead to industry-recognized credential(s), certification(s) or degrees, and clearly exhibits skill development.
 - Utilize assessment tools to assess participants' needs and aptitudes to enter Sector IO OST and employment.
 - Provide a detailed description of the specific occupations/job titles for which the curriculum prepares participants, and a clear argument for inclusion in the Sector Workforce Program based on current and future employer demand for the identified occupations, as well as community need for respective training.
 - For providers, whose primary populations are monolingual, integrate Vocational English as a Second Language (VESL) classes into Job Readiness Training component of curriculum, job search skills classes, soft skills development and other relevant components.
 - For providers, whose primary populations have limited basic skills, integrate Adult Basic Education (ABE) into JRT, job search skills classes, and other relevant components.
 - Propose innovative and responsive training models to enhance new and existing Sector Workforce Programs, such as incumbent worker training, customized training, and contextualized work-based learning strategies.
 - Trainings should utilize digital tools and platforms to whatever extent possible to enable classroom participation both in-person and virtually.
 - Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Implementation:

- Incorporate and leverage experiential learning, including paid or unpaid internships, on-the-job training, earn-and learn models, externships and credit-based learning into training (preferred).
- Facilitate courses through a cohort model or through open enrollment, as appropriate for participants.
- Address participants’ academic and non-academic needs by connecting them to resources for financial aid, basic skills training, unemployment benefits, CalWorks, emergency aid, VESL training, GED assistance, and other wrap-around support services.
- Coordinate and partner formally with community colleges and other post-secondary education providers, including potential transfer of higher education course credit (preferred).
- For training targeting incumbent workers, coordinate and partner formally with employers and/or unions to assist existing entry-level sector employees to gain skill upgrades needed to attain higher paid employment opportunities, thus creating entry-level opportunities for Sector Program participants.
- Applicants must be able to adapt training and curriculum to serve clients in a safe and effective manner. Implementation of training curriculum should be flexible and include options for virtual participation (when needed). Respondents should detail their ability to offer both in-person and remote training services, as well as the digital tools they will leverage to better serve clients.

Performance Measures

| Performance Measure | OEWD Performance Goal |
|--|---|
| Number of participants assessed, complete IEP and enroll in Occupational Skills Training. | 100% of all enrolled clients |
| Occupational Skills Training Completion | 90% of OST enrolled clients |
| Placement in unsubsidized employment (2 nd quarter after exit) <i>*Of those participants enrolled in vocational skills training, up to 15% may be placed in a post-secondary degree pathway (i.e., community college or four-year university) in lieu of unsubsidized employment, resulting in a regionally accredited degree or certification</i> | 80% of direct placement and occupational skills training participants |
| Attainment of a State/industry recognized credential (within 4 th quarter after exit) | 75% of participants enrolled in occupational skills training. |
| Measurable skills gain (within 4 th quarter after exit) | 75% of participants enrolled in advanced training or post-secondary education |
| Follow-Up of Participants Placed in Unsubsidized Employment or Postsecondary Education at 2 nd and 4 th quarter after Exit * | 75% of all participants placed in unsubsidized employment and postsecondary education |

| | |
|--|--|
| Follow-Up of Participants Placed in Unsubsidized Employment at 2nd and 4th Quarter after exit. | 75% of all participants placed in unsubsidized employment. |
|--|--|

* Unsubsidized employment is the targeted outcome of all Sector Programs. In some cases, OEWD may approve the inclusion of educational outcomes that provide participants with industry-approved, certified training that supports their pathway to unsubsidized employment. In some cases, OEWD may also approve the inclusion of educational outcomes tied to informal/non-certified training offered through the current system of workforce training partners, provided that applicants make a clear case for how that training will support participants to successfully mitigate barriers to securing unsubsidized employment. If proposing educational outcomes, please include details in your proposal regarding the education/training provider(s) and course(s) being offered, and how that training will lead to unsubsidized employment. You can find more information on the existing network of workforce service providers at the following website: <https://sf.gov/find-job-training-and-support-industry>

In addition to the performance measures noted above for all sector programs, Sector Workforce providers should also be prepared to track and report on measures such as:

- Training attendance
- Interpersonal and communication skills attainment
- Occupational skills attainment
- Attainment of certification, credential or degree

Specific measures and outcome expectations will be negotiated individually with successful bidders.

5. Recommendations

| Program Area | Anticipated Number of Awards | Minimum Funding Expected (Per Grant, per year) | Maximum Budget Request (Per Grant, per year) | Number Served (Per grant, per year) | Number Served Placed (Per grant, per year) |
|--|------------------------------|--|--|-------------------------------------|--|
| Industries of Opportunity Training Providers | Up to 6 | \$100,000 (\$200,000 for 2 years) | \$300,000 (\$600,000 for 2 years) | 35-100 (70-200 for 2 years) | 30-80 (60-160 for 2 years) |

Funding for the Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantees ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs.

Minimum Qualifications

IO OST applicants will demonstrate the following Minimum Qualifications:

- Applicant must demonstrate capacity to customize curriculum to meet real-time industry requirements.
- Applicant must demonstrate a clear understanding of the relevant industry sector, including previous experience operating a successful workforce program in this industry.
- Applicant must demonstrate a history of successful connection of trainees to training-related employment.
- Applicant must demonstrate that the proposed services are aligned to industry standards for the occupations identified.
- Applicant must demonstrate the ability to provide virtual service strategies that employ technology to serve customers, and have a plan to serve participants multi-modally (in-person, virtually and through a hybrid model) to maximize accessibility.
- Applicant must support communities with digital literacy and technical education (online applications, emails, job seeker services that operate online, etc.), specifically communities with limited access to technical education, digital skills, and professional training.
- Applicant must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Applicant must have experience utilizing a data tracking system for capturing client information, program activities, placement outcome data and retention data.
- Applicant must be able to provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicants must reference current labor market analysis which demonstrates a demand for their training curriculum, and must target specific occupations, rather than general industries.

Preferred Qualifications

Highly competitive IO OST applicants will demonstrate the following Preferred Qualifications:

- Demonstrate agility with adjusting OST program occupations to match shifting labor market demands, to ensure better training to placement outcomes;
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- For apprenticeable occupations in industries such as cannabis, applicants should consider proposing a pre-apprenticeship pathway to state-approved apprenticeship.
- OEWD is particularly interested in proposals that leverage paid work experience opportunities using private funding, public employment subsidies such as the Human Services Agency (HSA) JobsNOW! program, joint labor management funds, employer

training panel (ETP), and other sources. OST provider applicants are encouraged to incorporate one or more of the following program priorities for OST:

- Customized training in partnership with employers.
 - Incumbent worker training to advance workers in the sector.
 - Other contextualized work-based learning strategies, such as internships.
 - Pre-apprenticeship training (training articulated to an Apprenticeship)
 - Apprenticeship (Note: Classroom-based apprenticeship OST but be connected to employer-led, paid on-the-job training, according to the apprenticeship model, and must lead to a federal- or State-approved Registered Apprenticeship credential).
- Wraparound services to support participants in training (e.g., stipends, GED, transportation, child care, financial aid, and/or other supportive services).
 - Applicant can be a regionally- or nationally-accredited institution of higher education; or Eligible Training Provider List (ETPL) Certified; or have the capacity to become ETPL Certified before the start of training. For more information on the California ETPL, visit this site: [Eligible Training Provider List \(ca.gov\)](https://www.ca.gov/etpl/)
 - Experience managing federal workforce funds including Workforce Innovation and Opportunities Act (WIOA), Community Development Block Grant, and/or other funding streams that may require complex eligibility documentation.

Supplementary Questions and Attachments

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) Provide a summary of how the proposed occupational skills training(s) is connected to the local workforce economy. Analysis of the selected sector must demonstrate how the training will prepare clients for high-demand and/or high-growth or relief/recovery occupations and should detail the specific job-titles/occupations that the training targets. Provide an overview of the required skills and/or certificates necessary to be competitive in this industry, and how the proposed occupational skills training addresses these needs. Description should include specific employers/hiring opportunities associated with the training. If occupations targeted do not provide a living wage, please describe what services and opportunities provided through the proposed training, placement and retention services will be provided to enable an individual to advance in a career pathway.
- (b) Describe how your organization will provide, upon completion of training, job placement services to a wide array of unique participants who are experiencing the effects of a COVID economy, changes in the job market and other barriers to employment. Please also detail how the participant will be supported to ensure retention with new employer.

- (c) Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the City. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.
- (d) Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce monthly reports.

In addition to answering the above questions within the body of the proposal narrative, attach at least two and no more than four memoranda of understanding (MOU) and/or letters of support from an industry employer partner detailing their partnership and commitment, and describing how the IO OST provider will

- Collaborate with community workforce training providers.
- Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
- Partner with industry to create career pipelines, advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Partner with local community college(s) and other post-secondary institutions to ensure that Sector Workforce Program participants are able to build upon training and matriculate into higher education for lifelong learning and career advancement.
- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations. Establish referral networks with citywide service providers and resources, as well as with Organized Labor and Industry Associations.

Program Area W: TechSF Sector On-Ramps

Anticipated Number of Awards: Up to 3

Initial Grant Awards: Total amount of funding anticipated under this program area is \$1,800,000 over two years. Applicants may propose budgets of up to **\$600,000** to cover 24 months of services. Grant agreements are expected to be awarded for an initial term of two years. OEWD may elect to extend grant terms up to the maximum term allowed under this procurement (ending no later than June 30, 2029) and budgets will be adjusted commensurate with the extended service period, at a level commensurate to the cost-per-deliverable or cost-per-month detailed in the RFP and subsequently negotiated with selected grantees. Grant renewals are contingent on available funding, as well as the selected grantee's performance in the initial 2-year grant period.

In the event additional funding becomes available to OEWD following the issuance of this RFP, any grant awarded under this program area may be awarded or renewed at an amount as high as \$1 million per year, or \$6 million for up to a total duration of 6 years, such award to be commensurate with to the cost-per-deliverable or cost-per-client proposed by the selected applicant and subsequently negotiated with OEWD.

In the event that industry demands change within the term of the RFP, OEWD may also elect to revisit submitted proposals and extend funding offers in descending order to other highly-ranked applicants not selected for funding in the first round; provided, however, that if more than \$7.2 million in additional funding is identified to support the services in this program area, applicants to this program area shall be invited to submit an additional proposal competitively based on the initial criteria for a new grant or increase in the size of an existing grant award up to \$600k per year. Should any single grant award exceed \$10 million within the term of this RFP, the award will be subject to approval by the San Francisco Board of Supervisors.

Expected Start Date: July 1, 2023 or later

Eligible Neighborhood(s): Citywide

Target Population(s): Transitional Aged Youth (TAY), young people, and adults, with a focus on communities with limited access to technical education, digital skills, and professional training, who are interested in pursuing a technical career.

About Sector On-Ramp Programs

Sector On-Ramps deliver sector-contextualized foundational learning and career exploration within the Technology Sector. On-Ramp services equip participants with basic academic and technical skills so that they may participate fully and benefit from intermediate or advanced sector skills training. TechSF On-Ramps serve as feeders to the TechSF Sector Coordinator(s)

and to Occupational Skills Training (OST); provide an articulated path to postsecondary education/degree, further industry-recognized sector training (resulting in stacked certifications or credentials), or sector-related employment. Successful models will incorporate postsecondary education enrollment, financial incentives, and work-based learning models and opportunities, so that participants can build education credentials while learning skills and earning money.

TechSF On-Ramp Programs may be designed to target young adults (ages 17-24), in an effort to remove barriers and develop a pipeline of interested job seekers in a given sector. TechSF On-Ramp Programs are responsible for participants' program completion and outcomes; therefore, intensive support services through case management, barrier remediation, building job readiness and academic supports are essential to ensure program retention and overall participant program success. Upon completion of On-Ramp programming, transition services must be provided to ensure participants are successfully connected to sector-related additional training and enrolled in a Sector OST program, enrolled in postsecondary education or are job-ready.

TechSF On-Ramp Providers must address how the following services will support participants as part of a comprehensive Sector Workforce Program and as part of San Francisco's broader workforce system. On-Ramp Workforce Programs will be responsible for collaborating with the TechSF Sector Coordinator and Tech OST providers to ensure proper referrals, synced programming, and other essential requirements of OST Providers.

For more information on current TechSF programming, including a list of current TechSF grantees, please visit the following site: <https://sf.gov/apply-train-career-technology>

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to provide the following TechSF Sector On-Ramp services:

Planning and Design:

- Develop research-based occupational programming that is employer-driven, meets local and industry labor market needs, builds foundational technical skills, removes barriers to employment and advances participants along career pathways targeted by OEWD's Sector Workforce Programs.
- Ensure On-Ramp training provider can offer in-person, virtual and/or hybrid delivery service models to participants to maximize accessibility.
- Develop formal transition linkages, or articulated agreements, to advanced job training leading to a certificate or degree, including the City's Sector Workforce Programs, outside workforce providers and/or higher education institutions.

- Ensure program design incorporates strong sector-specific Job Readiness Training (JRT) models;
- Ensure that On-Ramp program participants increase their digital proficiency. Basic digital literacy gains can be captured through trainings using industry recognized applications, lessons in cloud computing, lessons on information security, etc.

Coordination and Implementation

- Develop an Individual Employment Plan (IEP) for each participant, including measurement of basic digital literacy (pre- and post-training).
- Deliver innovative, classroom-based On-Ramps Program instruction, including the following:
 - Innovative delivery methods such as accelerated learning, online learning and experiential learning.
 - Integrated instruction on soft skills, career exploration, career goals, pathways, and education planning.
 - Contextual work-based learning that integrates digital literacy, exposure to sector professional networks, exposure to career trajectory options and opportunities for skills-based practice through paid internships, apprenticeships, mentorships and/or on-the-job training.
 - Flexible programming to meet the needs of individual learning styles.
 - Provide sector-specific work-based learning models. Models might include pre-apprenticeship, paid internship or mentorship opportunities during or upon completion of training.
 - Using the IEP as a guide, provide each participant with transition services to help them navigate and succeed through next steps following completion of the On-Ramp Program.
 - Deploy a customer satisfaction survey to all participants to gauge customer success and overall satisfaction with programming.
 - Ensure access to services is provided to persons with Limited English Proficiency (LEP).

Performance Measures

| Performance Measures | OEWD Performance Goals |
|---|---|
| Enrollment in Technology Job Readiness Training | 100% of participants enrolled |
| Completion of Technology Job Readiness Training | 80% of participants enrolled |
| Placement in employment, advanced training or postsecondary education | 75% of participants enrolled will be placed in unsubsidized employment, work-based learning paid internship, specified subsidized employment during program enrollment, advanced training or postsecondary education. * |

| | |
|---|--|
| Retention in placement (2 nd and 4th quarter after exit) | 60% of all participants placed in unsubsidized employment, work-based learning paid internship, specified subsidized employment during program enrollment, advanced training or postsecondary education. * |
|---|--|

**Placement percentages per employment, advanced training or postsecondary education categories will be negotiated upon receipt of OEWD Sector On-Ramp funding. Contingent on competitive and alternative funding, OEWD and TechSF may negotiate changes to select measurable outcomes. OEWD may negotiate goals on specific performance outcome goals; for example, agreed upon goals for placed into OST, post-secondary, specific advanced training, specific types of employment, etc.*

4. Recommendations

| Program Area | Anticipated Number of Awards | Minimum Funding Expected (Per Grant, per year) | Maximum Budget Request (Per Grant, per year) | Number Served (Per Grant, per year) | Number Placed (Per Grant, per year) |
|----------------|------------------------------|--|--|-------------------------------------|-------------------------------------|
| TechSF On-Ramp | Up to 3 | \$100,000 (\$200,000 for 2 years) | \$300,000 (\$600,000 for 2 years) | 50-150 (100-300 for 2 years) | 40-120 (80-240 for 2 years) |

Funding for the Provider(s) will be contingent on multiple funding streams affecting OEWD's departmental budget. OEWD may adjust funding amounts and funding streams based on performance, grantee's ability to meet performance projections, changes in annual budgets, or other extenuating circumstances affecting the OEWD Workforce Programs. Funding for this category may go below the minimum or rise above the maximum funding amounts contingent on available funding.

Minimum Qualifications

TechSF On-Ramp applicants will demonstrate the following Minimum Qualifications:

- Applicant must understand the professional and technical needs of local trainees, students and job seekers pursuant of and/or interested in a career in a technical occupation and should have access to recruiting these participants.
- Applicant should have a focus on supporting digital literacy and technical education for communities in San Francisco, specifically communities with limited access to technical

education, digital skills, and professional training with an interest in pursuing a technical career.

- Must have experience working with neighborhoods, nonprofit organizations, and historically disinvested communities.
- Applicant must be able to provide a language access plan to ensure persons with Limited English Proficiency (LEP) have meaningful access to services.
- Applicant must demonstrate the ability to provide virtual service strategies that employ technology to serve customers, and have a plan to serve participants multi-modally (in-person, virtually and through a hybrid model) to maximize accessibility.
- Demonstrate that the proposed TechSF On-Ramp training is aligned with industry need and can be a feeder to existing TechSF Occupational Skills Training (OST) programming.

Preferred Qualifications

Highly competitive TechSF On-Ramps applicants will demonstrate the following Preferred Qualifications:

- OEWD will prioritize funding for proposals from new partners (or collaborations) that present new and innovative approaches to this service area, particularly those that address equity gaps articulated in this RFP. Any existing funded partners that elect to apply should present proposals that clearly articulate how their strategy differs from the one they are currently delivering.
- Applicants should understand the OEWD Workforce System and how their programming will fit into the Sector Workforce Programming. For more information about the OEWD Workforce System, visit this site: <https://sf.gov/departments/office-economic-and-workforce-development/workforce-development-division>
- Experience collaborating with, or have existing partnership(s) with, other City agencies, local community groups and/or grassroots organizations.
- Applicant should be agile in providing On-Ramp training and adjust training components if necessary, to ensure that there is labor market demand matching the curriculum and skills taught, as well as referral pipelines for additional training and education.
- Applicant should aim to provide wraparound services to support participants in training (e.g., stipends, GED, transportation, childcare, financial aid, and/or other supportive services).
- Demonstrated qualifications for supporting communities currently under-represented in tech sector occupation populations (including, but not limited to - LGBTQIA, Black, Indigenous and People of Color, low-income, women, public housing residents, justice system involved or at-risk individuals, people with disabilities, veterans, etc.).
- A Board of Directors that is diverse, engaged and representative of successful career pathways.
- Program models that incorporate work-based learning and/or pre-apprenticeship programming are strongly preferred.

Supplementary Questions and Attachments

The following must be addressed under Section II, “Approach, Activities and Outcomes” in your proposal narrative:

- (a) If you are currently funded by OEWD to provide these services, please share how this proposal will expand on or improve your current service model. If you are not currently funded to provide these services, please list "N/A"
 - (b) TechSF On-Ramp training programs act as the foundational training programs for any individual, regardless of skillset and knowledge of technology occupations, to learn and advance their technical skills. Explain how your organization will create referral pipelines to ensure completers of your program with interest in pursuing advanced training, careers, or additional education do have access to the OEWD Workforce System, postsecondary institutions, additional advanced training and/or employment opportunities. Be specific about your internal systems for referral, how you’ll work with the OEWD Workforce System and how your team(s) will support all On-Ramp participants with their post-On-Ramp career or education.
 - (c) TechSF measures success with explicit activities such as enrollments and outcomes. In order to tell the full story of the job seeker experience, TechSF wants to know more about how your organization measures success within On-Ramp programming, after On-Ramp programming and within your participant’s professional journey. What are ways your organization measures success, achievements and skills gain within training and programming for participants?
 - (d) Tell us about your current data tracking system and how you both capture and quantify success within your organizations programming. Additionally, how do you use your data systems and other measures of capturing participant outcomes to produce reports?
- **In addition to answering the above questions within the body of the proposal narrative, submit two and no more than four memoranda of understanding (MOUs) and/or letters of support (LOS) from an industry partner or employer detailing their partnership and commitment and describing how the On-Ramp Provider will:**
 - Collaborate with community workforce training providers, with special emphasis on connections and established MOUs with TechSF Occupational Skills Training (OST) providers and other advanced-skilling TechSF programs.
 - Target outreach to all communities within San Francisco, with a specific focus on supporting vulnerable populations.
 - Partner with industry employers to create career pipelines, earn-and-learn models, commitment to hire graduates, advisory councils and curriculum development support.
 - Partner with local community college(s) and other postsecondary institutions to ensure that Sector Workforce Program participants are able to build upon

training and matriculate into higher education for lifelong learning and career advancement.

- Collaborate or demonstrate partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- Collaborate and demonstrate partnership(s) with Registered Apprenticeship Program(s) (RAP). A Registered Pre-Apprenticeship Program Linkage Agreement is an example of a strong connection to RAP(s).

III. Application Process

A. How to Apply

Complete applications shall include all of the items listed in the Proposal Package Checklist, below. Instructions and tips on completing all Proposal Package documents are included following the Checklist and all templates noted can be downloaded from <https://sf.gov/information/bid-opportunities>.

Proposal Package Checklist - The following items must be completed and included in the application package.

Templates provided as Appendices to RFP 226:

- Appendix B, Proposed Budget** template – Please list your proposed project budget on this template and upload it where prompted before you submit your application. Please do not convert this file to a PDF document before you upload it; the application will only accept Excel (.xls) file format.

Additional required attachments:

- Organizational Budget** (no template) – Organizational Budget for the current or last completed Fiscal Year for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- Organizational Chart** (no template) – Organizational Chart for the Primary Applicant, the entity that will hold the contractual obligation if awarded (no template provided).
- Supplementary Questions and Requirements** – Reference whether **Supplementary Questions and Requirements** are requested for the particular Program Area(s) to which your organization is responding and include those items in the Proposal Package submission

Additional required attachments for **Program Area A Only**:

- Completed Capital for Communities Scorecard**. Click here to access the scorecard: <https://www.urban.org/C4CScorecard>
- Proof of good standing with the Internal Revenue Service (IRS)**. Search for your organization here: <https://apps.irs.gov/app/eos/> and provide an IRS Pub 78 screenshot
- Proof of good standing as a tax-exempt entity with the State of California**. Search for your organization here: <https://bizfileonline.sos.ca.gov/search/business>
- Most recent signed copy of your organization's **IRS 990 or 990EX** from the last two (2) completed fiscal years

- Proof of commercial deed** acquired after October 1, 2021
- Projected **three-year budget for the project site**. Please include and differentiate between general operating expenses and capital expenses such as planned construction costs.

Please see Appendices A and D of this RFP for more details on these requirements.

Only Proposal Packages submitted using the approved templates with all required attachments will be considered for funding.

Alternative formats of templates may also be provided to individuals with disabilities by contacting owd.procurement@sfgov.org before the submission deadline.

Additional Reference Materials, Requirements and Guidelines

The following documents are for reference only.

Appendix A, Application template – This template includes the question set that all applicants must respond to, for each application. The same questions are in the online application form, which can be accessed on the RFP website at <https://sf.gov/information/bid-opportunities>. Appendix A can be used to draft your narrative response, which can be copied and pasted into the online application. Please do not upload Appendix A with your application. Please note the additional question set that applies to Program Area A.

Appendix C, City Grant Terms (Form G-100), contains the standard requirements that apply to all nonprofit organizations doing business with the City.

Appendix D, Applicant Requirements and Guidelines

Appendix D is a reference document which outlines the standard administrative and compliance requirements, as well as providing additional details related to the following topics:

- Eligible Applicants
- Organizational Capacity
- Board of Directors/Leadership/Stability
- General City Grant Requirements
- Additional Local Requirements
- Collaborations
- Conditions of Proposal
- Additional details on all requirements that apply to Program Area A

Appendix E, Supplier Registration Instructions, provides registration instructions to Applicants who are not current City Suppliers (vendors).

B. Proposal Package Submission

When all items are complete, submit the entire Proposal Package through the online system by **5:00 p.m. on Thursday, May 18, 2023**. Complete proposal packages must be received in the online system by the deadline.

Upon successful submission, you will receive an e-mail response to confirm your submission was received by the deadline. Save this information for future reference.

If you discover an error in your submission and need to submit a revised proposal, compile all items on the Proposal Package Checklist, follow the same steps as outlined above, and ensure that the revised submission is submitted before the deadline. Please also contact owd.procurement@sfgov.org and confirm when that you are replacing your prior submission so that OEWD is able to identify the correct proposal that the Review Committee receives.

Again, all submissions, including all appendices, must be received by **5:00 p.m. on Thursday, May 18, 2023** to be considered as part of the Proposal Review Process. **Early submission is highly encouraged.**

If you have any challenges with the application templates, please contact the Contracts and Grants Division at owd.procurement@sfgov.org. The team will assist with technical issues until the submission deadline.

C. Best Practice Tips

- Use the Proposal Package Checklist to ensure your proposal is complete.
- Carefully review the minimum qualifications in the program area(s) you are interested in. Note that you may be eligible for some programs and not others.
- Write as clearly and succinctly as possible and respond directly to the questions as asked. Do not submit extra materials not requested.
- If you are submitting multiple proposals, please do not cross-reference content between proposals. For example, do not respond to questions with statements such as “Please see this answer in my proposal to Program Area B”.
- No links to outside materials should be included in proposals, as the Review Committee will not review any websites, articles, videos, or documents during the review process.
- Include all requested files as attachments with your proposal prior to submission; these attachments will not be accepted after the deadline.

IV. Proposal Review Process

First, OEWD will review all proposals to determine if they are complete and eligible. Incomplete, late or otherwise ineligible proposals will not be considered and applicants will be notified if their proposals have been disqualified.

Next, a Review Committee will read and score all complete and eligible proposals. The Review Committee may consist of City and non-City staff and other individuals who have experience in the Program Areas in this RFP. If applicants are current OEWD grantees or contractors, OEWD may consider prior performance in our review.

At the discretion of the City, the review process may require applicants to make an oral presentation before the panel and/or require the panel to conduct a site visit of the applicant's facility or proposed project area.

Selection Criteria

Applications will be reviewed and evaluated using the criteria described in this section. Please note that each OEWD Division has a distinct set of evaluation criteria. Point values indicate the relative importance placed on each section and points will be awarded based on the extent to which the application addresses the criteria listed. Applicants should prepare their proposals with these criteria in mind.

Business Development (Program Area A)

Business Development proposals will be evaluated on a **100-point scale**, broken down as follows:

Category: Who/Beneficiaries (15 points)

- The applicant is deeply rooted in Black, Indigenous, POC, LGBTQI+, Women, and/or Disabled San Francisco communities.

Category: You/Organization (15 points)

The applicant has a clear understanding of their core services and resources, and describes the impact of those activities for low-income San Francisco residents consistently since December 2020.

- The applicant has a clear understanding of their core services and resources, and the impact of those activities for Black, Indigenous, POC, LGBTQI+, Women, and/or Disabled San Francisco communities of focus as described in Question #1.

Category: What + How (70 points)

- The applicant describes their project and shows how it connects to an eligible project type.
- The applicant compellingly describes their project’s connection to economic mobility and opportunities.
- The applicant compellingly describes the current need for the funds.
- The applicant compellingly describes the impact of the funds – positive change for the organization that will result from this investment.
- Information in the Capital for Communities scorecard appears thorough, factual and consistent with applicant’s other answers. Project score is at least “moderate” (50 or above), and contains answers that could likely be strengthened with support from planning or pre-development funds.

Please review Appendix A for more details on the point value of each question in the application.

Community Economic Development (Program Areas B through S)

For Community Economic Development programs, the Review Committee consists of both “Tier 1” and “Tier 2” panels.

- Tier 1 Review - the primary review committee will review and score all responsive proposals on a 100-point scoring system as described below.
- Tier 2 Review – an additional review committee will review and score all proposals on a 50 point scale of how well each meets the district or neighborhood need, project feasibility, and fulfillment of key department priorities, as applicable.

Tier 1 review for Community Economic Development proposals will be evaluated on a **100-point scale**, broken down as follows:

Applicant Qualifications and Staff Assignments (30 points)

- The applicant’s professional qualifications and the experience of proposed partners, subcontractors/subgrantees, and staff
- Experience and track record implementing similar projects or proposed activities
- Clarity and feasibility of proposed staffing assignments, taking into consideration accessibility, availability and workload
- The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.

Approach, Activities, and Outcomes (50 points)

- The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- The application presents a plan of action with details on the specific scope of services applicant(s) propose and how the proposed work will be accomplished.
- The application presents a reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.
- The design of the project reflects current knowledge on effective practices supported by applicants' experience and/or research and literature.
- The proposed project would involve the collaboration of partner organizations, entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed, specific activities and the role, capacity, and contributions each partner will make to the proposed project is detailed.
- The proposed project reflects performance targets appropriate for the program.
- The proposal demonstrates the organization's capacity to carry out the proposed project by connecting current or previous experience with the proposed programming.
- The application demonstrates community support for the proposed project or program

Performance Measurement and Reporting (10 Points)

- Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.
- Applicant demonstrates they have or will develop the capacity to collect and manage data.
- The application provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.

Financial Management and Budget (10 Points)

- Applicant provides a detailed budget narrative presenting reasonable costs that relate to activities proposed.
- The proposed budget is submitted on the required template and applicant's overall budget is of a size to reasonably expect successful delivery of the program.
- Applicant maintains strong fiscal controls and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- Additional resources are available to ensure implementation and sustainability of programming (preferred)

Economic Recovery and Regeneration (Program Area T) and Workforce Development (Program Areas U, V and W)

Economic Recovery and Regeneration and Workforce Development proposals will be evaluated on a **100-point scale**, broken down as follows:

Applicant Qualifications and Staff Assignments (30 points)

- The applicant's professional qualifications and the experience of proposed partners, subcontractors/subgrantees, and staff
- Experience and track record implementing similar projects or proposed activities
- Clarity and feasibility of proposed staffing assignments, taking into consideration accessibility, availability and workload
- The application demonstrates a thorough understanding of the economic, social, financial, institutional or other issues that require a solution.

Approach, Activities, and Outcomes (50 points)

- The proposed project will contribute to achieving the goals and objectives stated in the RFP.
- The application presents a clear description of the proposed project, including a clear statement of goals and objectives
- The application presents a plan of action with details on the specific scope of services applicant(s) propose and how the proposed work will be accomplished.
- The application presents a reasonable timeline for implementing the proposed project including major milestones and target dates. It addresses factors that might speed or hinder implementation and explains how these factors would be managed.
- The design of the project reflects current knowledge on effective practices supported by applicants' experience and/or research and literature.
- The proposed project would involve the collaboration of partner organizations, entities, consultants or key individuals who would maximize the effectiveness and efficiency of service delivery. If a collaborative application is proposed, specific activities and the role, capacity, and contributions each partner will make to the proposed project is detailed.
- The proposed project reflects performance targets appropriate for the program.
- The proposal demonstrates the organization's capacity to carry out the proposed project by connecting current or previous experience with the proposed programming.
- The application demonstrates community support for the proposed project or program

Performance Measurement and Reporting (10 Points)

- Applicant addresses how data on project activities, outputs and outcomes will be collected and reported.

- Applicant demonstrates they have or will develop the capacity to collect and manage data.
- The application provides an appropriate and feasible plan describing how data will be used to determine whether the needs identified are being met and whether project results are being achieved.

Financial Management and Budget (10 Points)

- Applicant provides a detailed budget narrative presenting reasonable costs that relate to activities proposed.
- The proposed budget is submitted on the required template and applicant’s overall budget is of a size to reasonably expect successful delivery of the program.
- Applicant maintains strong fiscal controls and would ensure the prudent use, proper and timely disbursement and accurate accounting of funds awarded under this RFP.
- Additional resources are available to ensure implementation and sustainability of programming (preferred)

As a reminder, **Program Area U (Downtown Public Space Activations)** will be clustered first by target neighborhood(s), and then reviewed and ranked against other applicants that have applied to provide services to the same neighborhood(s). This is to ensure that funding in this Program Area is (a) allocated to prioritize the neighborhoods within the economic core displaying the slowest economic recovery and (b) distributed throughout the economic core rather than concentrated only in one neighborhood. OEWD will allocate funding according to the neighborhoods with the greatest recovery needs – even if an individual proposal for another neighborhood ranked higher than a competitive proposal in a neighborhood found to have a greater need.

Depending on the number and quality of proposals, applicants may be invited to be interviewed by the review committee to make a final selection. Each application will be considered individually and the organization’s overall capacity in relation to the number of projects proposed will also be considered when projects and proposals are recommended for funding.

Clarifications

The City may contact applicants to clarify any portion of the proposal. All questions to the applicants will be submitted in writing and the answers, in writing, will be submitted, along with the proposals, to the Review Committee for scoring. Any attempt by an applicant to contact a member of the Review Committee during the proposal review process (other than submitting clarification questions or responding to any City-initiated contact) may result in the elimination of that proposal from consideration.

Selection

After the Review Committees have concluded the evaluation and scoring of the proposals, the results will be submitted to the Director of OEWD, and the appropriate oversight bodies, if necessary, for review and determination of the award. The tentative awardees whose proposal(s) are determined to meet the needs of the City will be recommended to negotiate a grant. If an applicant submits multiple proposals, the organization's overall capacity in relation to the number of projects proposed will also be considered when proposals are recommended for funding. All applicants will be notified of the results of the evaluation.

Applicants acknowledge that OEWD reserves the right to reject all proposals or cancel this RFP in whole or in part at any time prior to entering into a grant agreement and may republish the RFP.

The tentative award may be conditioned on inclusion of changes/additional terms. Negotiations over the specific terms and language may be required before submission to the Civil Service Commission for approval, if applicable. If the City is unable to negotiate a satisfactory agreement with the winning applicant(s), the City may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the descending order of their ranking in the evaluation process. This process may be repeated until a satisfactory grant agreement has been reached. Final award of the grant may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

Applicants who do not receive an award may appeal the decision by filing a protest (described below). Applicants who receive a grant will be contacted to begin the grant negotiation process.

Negotiation Process

Following the conclusion of the protest process (described below), OEWD will contact all awardees to begin scope and budget negotiations. During the negotiation period, OEWD will provide additional details to include an offer of funding, the expected start date of the grant, a proposed scope of work and budget, and to disclose any fund source-specific criteria that the grantee will need to adhere to. OEWD will also request necessary compliance documentation that is required for all City grants.

V. Protest Process

A. Protest of Non-Responsiveness Determination

If your proposal is deemed non-responsive, you will receive notice from the City explaining the reason for removing it from consideration. Within five (5) calendar days of the City's issuance of a notice of non-responsiveness, any respondent that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. The protest must be received by the City on or before the fifth business day following the City's issuance of the notice of non-responsiveness.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the applicant, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Grant Award

Within five (5) business days of the City's issuance of a notice of intent to award the grant, any applicant that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. The notice of protest must be received by the City on or before the fifth business day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the applicant, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

All protests must be received by 5:00 p.m. on the due date. OEWD highly recommends submitting the protest via email. If a protest is mailed in hard copy, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) or fax will not be considered. Scanned signed protest letters may be submitted via email to oewd.procurement@sfgov.org. Letters transmitted electronically must be sent in PDF format and be signed by an individual authorized to negotiate or sign agreements on behalf of the protesting organization.

Protests must be addressed to:

Contracts and Grants Director
Office of Economic and Workforce Development
One South Van Ness Avenue, 5th Floor
San Francisco, CA 94103

Following the City's receipt of a timely protest, the City may decide to schedule a meeting to review and attempt to resolve the protest. The meeting will be scheduled within ten (10) calendar days of the receipt of the protest, in a format that follows public health and accessibility guidelines. If the City determines a meeting is not necessary to address the protest, the protestor can anticipate a written response from the City within 10 calendar days of submission of the letter of protest. **All protest determinations made by the Director of OEWD are final.**