

City and County of San Francisco



Request for Proposals (RFP) #228 *Economic Development Grants*

Issued by:	Office of Economic and Workforce Development (OEWD)
Date issued:	Monday, December 4, 2023
Proposals due:	Wednesday, January 17, 2024 by 5:00 P.M. Proposal submissions will be accepted online only. A link to the online application is published to the following website: sf.gov/resource/2023/request-proposals-rfp-228
<p>OEWD will host an <i>optional</i> virtual Technical Assistance (“TA”) Conference on:</p> <p style="text-align: center;">DATE: Monday, December 11, 2023 TIME: 3:00 P.M. - 5:00 P.M.</p> <p style="text-align: center;"><i>Please visit sf.gov/resource/2023/request-proposals-rfp-228 to access information about the virtual 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 RFP 228 website following the event.</p> <p style="text-align: center;"><i>Please visit the RFP 228 website for more information on technical assistance opportunities.</i></p>	
Questions about this RFP?	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) #228

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	10
III.	Application Process	99
IV.	Proposal Review Process	102
V.	Protest Process	108

Appendices:

- A. Application Questions – Request for Proposals 228 – 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
- F. Federal Grant Terms (Area T)

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 anticipated total amount of funding anticipated for initial grant awards is more than **\$7.9 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. The funding intends to deliver critical programs and initiatives citywide, with particular emphasis on economic corridors, communities and business sectors that have been most adversely impacted by the COVID-19 pandemic. These programs will be administered through OEWD's **Business Development, Community Economic Development, and Small Business 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 ("CED")

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 the Office of Small Business (“OSB”)

The Office of Small Business is the City's central point of information for small businesses located in the City and County of San Francisco.

Our mission is to equitably support, preserve and protect small businesses in San Francisco. We provide high quality direct services and programs, drive practical policy solutions, and serve as a champion for San Francisco’s diverse small business community.

For more information, visit: <https://sf.gov/departments/office-economic-and-workforce-development/office-small-business>

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 10 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.

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 an approved subgrantee or a new fiscal sponsor) can meet all of the initial award criteria, and can accept the terms of the remaining agreement. In the event that a new qualified fiscal

entity cannot be identified, OEWD reserves the right to cancel the award and terminate the agreement.

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

Unless otherwise noted, the initial round of funding for programs included in this RFP 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 to the chosen Grantee, and grantees will be required to demonstrate the ability to comply with any additional terms and conditions 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, or applicants to this RFP may be invited to submit an additional proposal in order to increase the size of a grant award.

Additional funding may become available through OEWD or other City departments, to be used for specific, targeted services. If there is an alignment between the targeted services and services provided in programs within the RFP, such additional funding may be used to fund the programs in this RFP. Another City department other than OEWD may decide to award funding based on alignment of services requested. 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, which has a separate application and selection process. 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 228 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 2030. Grants are expected to begin **April 2024 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 2029-2030.

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	Monday, December 4, 2023
Technical Assistance Conference <i>Note: Additional technical assistance offerings are listed on the RFP 228 website</i>	Monday, December 11, 2023, 3:00 P.M.- 5:00 P.M.
Deadline for submission of written questions*	Wednesday, January 3, 2024 at 11:59 P.M.
Answers to questions posted online	Initial Posting: Wednesday, December 13, 2023 by 11:59 P.M. Final Posting: Wednesday, January 5, 2024 by 11:59 P.M.
Proposals due	Wednesday, January 17, 2024 by 5:00 P.M.
Committee Proposal Review	Late January 2024 – early February 2024
Grantee Selection and award notification	February 14, 2024
Protest period ends	5 business days following award notification
Projects begin	April 1, 2024 or later (see program area descriptions for anticipated start dates)

Each date is subject to change. For the latest schedule, check the RFP 228 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 oewd.procurement@sfgov.org if you have substantive questions regarding the program areas, or have technical assistance needs. Applicants are responsible for reviewing all portions of this RFP, including the attached Addenda and to seek clarification of any ambiguity, discrepancy, omission, or error in the RFP, prior to submitting their proposal.

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 sf.gov/resource/2023/request-proposals-rfp-228 for more information on these drop-in sessions.

F. Miscellaneous

The issuance of this RFP does not constitute a guarantee by the City that a contract will be awarded or executed by the City. The City expressly reserves the right at any time to:

1. waive or correct any defect or informality in any response, proposal or proposal procedure;
2. reject any or all proposals;
3. reissue the RFP;
4. prior to the submission due date, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. procure any materials, equipment, or services specified in this RFP by any other means; or
6. determine that the subject goods or services are no longer necessary.

The City reserves the right to impose additional data collection and security requirements, insurance coverage, and/or audits of organizational policies related to the use of personally identifiable or otherwise protected information, if necessary. Such requirements will be disclosed during the grant negotiation process.

THE SUBMITTAL OF A RESPONSE TO THIS RFP SHALL EXPLICITLY STIPULATE ACCEPTANCE BY PROPOSERS OF THE TERMS FOUND IN THIS RFP, AND ANY AND ALL ADDENDA ISSUED TO THIS RFP.

II. Program Areas and Scope of Work

This RFP includes **21** distinct programs under 3 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	Union Square Market Hall	\$500,000	1	Union Square	Nonprofits, For Profits
B	Union Square Tenant Attraction	\$500,000	1	Union Square	Nonprofits, For Profits

[Community Economic Development Programs](#)

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhood(s)	Eligible Applicants
C	Castro cultural activation, targeting Queer and Transgender Asian American and Pacific Islander communities	\$30,000	1	Castro	Nonprofits
D	Excelsior Economic Vitality	\$350,000	1	Excelsior, Outer Mission	Nonprofits
E	Civic and Cultural Event Honoring Jerry Garcia	\$60,000	1	Excelsior (Jerry Garcia Ampitheater)	Nonprofits
F	Japantown Public Safety Interventions	\$300,000	1 or more	Japantown	Nonprofits
G	Capacity for Lower Fillmore Community Based Collaboration	\$40,000	1	Lower Fillmore	Nonprofits

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhood(s)	Eligible Applicants
H	<u>Lower Fillmore Young Adult Entrepreneur Leadership Program</u>	\$50,000	1	Lower Fillmore	Nonprofits
I	<u>Mission District Commercial Beautification Program for Storefronts</u>	\$300,000	1	Mission	Nonprofits
J	<u>Mission District Ambassador Program</u>	\$500,000	Up to 2	Mission	Nonprofits
K	<u>North Beach Street Beautification</u>	\$35,000	1	North Beach	Nonprofits
L	<u>South of Market Area (SOMA) Enhanced Sidewalk Cleaning</u>	\$200,000	1 or more	SoMA	Community Benefit Districts (CBDs), Nonprofits
M	<u>Sunset Outdoor Street Food Night Market Project</u>	\$150,000	Up to 3	Sunset	Nonprofits, For-profits
N	<u>Union Square BigBelly Maintenance</u>	\$50,000	1	Union Square	Community Benefit Districts (CBDs), Nonprofits,
O	<u>Geary Arts Venue Marketing and Activations</u>	\$150,000	1 or more	Union Square, Lower Nob Hill	Nonprofits, For-profits
P	<u>Capacity for Community-Based Organization Collaboration, targeting the Latino community</u>	\$105,000	1 or more	Citywide	Nonprofits
Q	<u>Outreach, Engagement and Marketing Services for the Small Business Construction Mitigation Program</u>	\$350,000	1 or more	Citywide	Nonprofits, For-profits
R	<u>Skateboarding Retail Activations</u>	\$150,000	1 or more	Citywide (emphasis on Mission, Tenderloin, Mid-Market, SoMA)	Nonprofits

S	Small Business Incubation Program Grants	\$500,000	1 or more	Citywide	Nonprofits
T	Small Business Relief Grant Administration	\$ 1,108,862	1 or more	Citywide	Nonprofits

[Small Business Programs](#)

#	Program Area Name	Maximum Budget Request per Proposal	Anticipated Number of Grant Awards	Target Neighborhoods	Eligible Applicants
U	Small Business Grant Program for Accessible Barrier Removal	\$500,000	1 or more	Citywide	Nonprofits, For-profits

Business Development Programs

Program Area A: Union Square Market Hall

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$500,000. Applicants may propose budgets of up to **\$500,000** to cover 12 months of services. This is one-time funding, and any 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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Union Square

Target Population(s): The program shall be made available to all ethnicities and populations in San Francisco but target small businesses, artists, nonprofits and entrepreneurs with limited resources and high barriers to capital, including but not limited to those with low-to moderate-incomes or representing communities of color or historically marginalized or disenfranchised communities based in San Francisco and the Bay Area.

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to establish and operate a multi-vendor market hall in the Union Square area featuring local retailers, artists, food and beverage providers or other vendors based in San Francisco and the Bay Area. The market hall should serve as a draw for area residents, workers, and visitors to increase foot traffic to the area, support activation of vacant storefronts in the area, and support local entrepreneurs and artists. Strong proposals will demonstrate a proven track record of leasing, building out, maintaining, and operating ground floor storefront multi-tenant spaces and of working collaboratively with small businesses, artists, and entrepreneurs with limited resources and high barriers to capital, such as communities of color and historically marginalized or disenfranchised communities.

Eligible Activities

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

- Lease negotiations to secure an appropriate space

- Architectural, design, legal and permitting costs associated with preparing the space for occupancy
- Selecting and negotiating leasing agreements with sub-tenant vendors
- Community outreach and engagement to identify and attract sub-tenant vendors
- Marketing and promotional activities for the market hall
- Covering ongoing operational costs for the space, including rent, utilities, and maintenance

While applicants are being asked to provide a detailed cost-reimbursement budget with the application, please note that OEWD may elect to negotiate a deliverable reimbursement model, which shall be negotiated based on the actual costs of meeting milestones that include, but are not limited to:

- A business plan including a marketing plan for tenanting the space
- A signed lease for the proposed space, covering at least 3 years
- Proof of issuance of operating permit(s)
- Opening of the market hall to the public
- Additional metrics outlined in the performance measures section below

Performance Measures:

The selected organization will be required to demonstrate their performance by providing work samples and documentation of measures including but not limited to the following:

- Copy of executed 3+ year lease agreement for the space
- Details describing each sub-tenant vendor, including whether they represent communities of color or historically marginalized or disenfranchised communities
- Copies of lease agreements with sub-tenant vendors
- Foot traffic and sales volumes to the market hall and to individual sub-tenant vendors
- Marketing and publicity materials
- Ongoing operations and maintenance budgets for the market hall

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant must provide a **Letter of Intent (LOI) signed by the applicant and the property owner** confirming that the parties are in active negotiations to lease a property in the Union Square area for a period of at least 3 years. Successful applicants

will be required to provide a fully executed lease for a term of at least 3 years before receiving funds.

- Applicant must have demonstrated experience in leasing, building out, maintaining, and operating ground floor storefront spaces.
- Applicant must have experience working collaboratively with small businesses, artists, and entrepreneurs with limited resources and high barriers to capital, such as communities of color and historically marginalized or disenfranchised communities.

Preferred Qualifications:

- Additional consideration will be given to proposals for properties that are located on Powell Street between Market Street and Post Street
- Additional consideration will be given to applicants with at least 3 years of demonstrated experience in leasing, building out, maintaining, and operating ground floor storefront spaces.

Supplementary Questions and Requirements:

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

- (a) Describe your experience in leasing, building out, maintaining, and operating ground floor storefront spaces.
- (b) Describe the process you will use to select vendors and measures you will put in place to ensure they comply with all City policies, permitting, and requirements.
- (c) Describe how your proposal will benefit the Union Square area, with specific examples of benefits to historically marginalized or disenfranchised communities in San Francisco.
- (d) What previous experience does your organization have in building community support and establishing platforms for local vendors to be successful?
- (e) How will your organization seek to make the ongoing operation of the market hall sustainable through fundraising efforts or key partnerships?

Supplementary Materials:

Applicants must provide a **Letter of Intent (LOI) signed by the applicant and the property owner** confirming that the parties are in active negotiations to lease a property in the Union Square area for a period of at least 3 years.

Applicants must also provide **at least 1 and up to 2 letters of support** from past small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area B: Union Square Tenant Attraction

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$500,000. Applicants may propose budgets of up to **\$500,000** to cover 12 months of services. This is one-time funding, and any 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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Union Square

Target Population(s): Residents, businesses, workers, and visitors to Union Square

Scope of Work:

OEWD is seeking proposals from **nonprofit and for profit** organizations to lead a targeted tenant attraction campaign to identify one to three (1-3) signature destination retail or food and beverage tenant(s) for a vacant ground floor retail space(s) in Union Square, specifically on Powell Street between Market and Post Streets for a lease term of at least 3 or more years. Organization shall lead tenant attraction with ultimate selection being done in consultation with a panel approved by the City and selected tenant will be provided with grant funds through the selected organization to support start-up and operation costs. Strong applicants will have a proven experience in leasing and tenanting in Union Square, downtown San Francisco, or other premiere retail markets globally and express a clear vision for Union Square's unique value to prospective marquee tenants.

Eligible Activities

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

- Tenant attraction, brokerage, and lease negotiation services
- Developing a panel for approval by the City and coordinating with the panel to select final tenant(s)
- Managing distribution of grant funds to selected tenant(s) to be used for startup and ongoing operational costs including rent and utilities.

- 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 grantee(s), and prior to the issuance of any grant funds, OEWD reserves the right to request documentation (e.g. proposals, scores and documentation of the selection 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.

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:

The selected organization will be required to demonstrate their performance by providing documentation of measures including but not limited to the following:

- Copy of executed lease agreement for the space for a term of at least 3 years
- Details describing each prospective tenant for consideration by the City panel and of the selected tenant
- A specific start-up plan from the selected tenant, including a marketing plan and budget indicating the operating costs to be covered by grant funds

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant (and/or their identified partners) must have a minimum of three (3) years of experience providing brokerage, leasing or related services to retail or food and beverage tenants in San Francisco or other major global markets.

Preferred Qualifications:

- Additional consideration will be given to proposals that can demonstrate experience with premier destination retail or food and beverage retailers.

Supplementary Questions and Requirements:

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

- (a) Describe your experience in attracting destination or marquee retail or food and beverage tenants in major markets like Union Square.
- (b) Describe your experience and familiarity with the commercial real estate market in San Francisco and in Union Square.
- (c) What do you believe is Union Square’s unique value to prospective marquee tenants?
- (d) What kind of destination tenants do you believe there is a demand for in this market?
- (e) Describe the process you will use to identify prospective tenants.
- (f) Describe the process you will use to develop a sub grant evaluation program and recommended panelists.

Supplementary Materials:

At least 1 and up to 3 letters of support from past clients, property owners, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

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 top-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, but such change is within the term and scope 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 C: Castro cultural activation, targeting Queer and Transgender Asian American and Pacific Islander communities

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$30,000. Applicants may propose budgets of up to **\$30,000** to cover 1 event. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Castro

Target Population(s): Castro merchant community. The program shall be made available to all ethnicities and populations in San Francisco but prioritize queer and transgender Asian American and Pacific Islander communities. Though targeting queer and transgender Asian American and Pacific Islander (AAPI) community members, grantee will not exclude those who may otherwise qualify and identify as heterosexual, non-AAPI or otherwise from the grants and support to be provided.

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to collaborate with OEWD to coordinate and implement a cultural event in the Castro commercial corridor to celebrate communities such as Asian American and Pacific Islander queer and transgender community members and encourage visitor engagement.

Strong proposals must clearly articulate the positive impact this program will have on the Castro commercial corridor, including economic impacts such as hiring local staff to support event production activities, and/or creating opportunities for entrepreneurs, artists and local storefront businesses.

Funding in this area may support a new or existing neighborhood event. Proposed budgets should be no more than \$30,000 for one event, with a minimum attendance of 100 individuals.

Eligible Activities:

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Event Permit Cost
- 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.

Performance Measures:

Event Participation

- 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 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, California Office of the Attorney General, 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 neighborhood outlined
- The proposed program will target outreach and recruitment efforts to service participants in the Castro neighborhood.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Event planning and production experience

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 requirements.
- (b) Describe how your proposed project/program will have a positive impact on the Castro commercial corridor, including queer and transgender Asian American and Pacific Islander communities, and local economic impacts (hiring for event production activities, opportunities for entrepreneurs, artists and local storefront businesses).
- (c) Describe how your proposal promotes and contributes to the celebration of queer and transgender Asian American and Pacific Islander 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’s (or collaboration’s) experience producing similar events help you successfully complete the goals of a grant, if awarded?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area D: Excelsior Economic Vitality

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$350,000. Applicants may propose budgets of up to **\$350,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Excelsior, Outer Mission

Target Population(s): Excelsior and Outer Mission small business owners. The program shall be made available to all ethnicities and populations in the target neighborhoods but prioritize community members with limited English proficiency, historically marginalized and/or underrepresented communities, women, and populations from low-income backgrounds. Though targeting these communities, grantee will not exclude those who may otherwise qualify but do not identify with one of these target populations from services and support to be provided.

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to partner with OEWD to support the Excelsior Outer Mission business community. Applicants for this program area must be capable of working with a diverse mix of businesses and cultural facilities to provide a range of economic development and revitalization activities in the Excelsior Outer Mission neighborhoods.

Activities should include, but will not be limited to, business outreach and engagement, marketing and producing cultural heritage events and activations, and coordinating cleaning and beautification services within the Mission Street commercial corridor between Silver Avenue to Geneva Avenue. Applicants must have experience providing services to this community as demonstrated by successful current and/or past projects.

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. Strong proposals will 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).

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

Partnerships, Coordination and Engagement

- Partner and work closely with the City team, and Excelsior and Outer Mission stakeholders and partners to implement projects
- Report, collaborate on and support activities that spur economic development, support existing businesses, improve physical conditions, increase quality of life, or build community capacity
- Collaborate to support coordination of activities between multiple parties, including, but not limited to: business owners, property owners, public agencies, nonprofit organizations, residents and community leaders
- Maintain relationships with City agencies and partners that support neighborhood efforts and can respond to needs
- Connect resources to Excelsior and Outer Mission partners and projects
- Conduct activities that leverage private resources, including financial commitments, in kind donations, volunteer time, etc.
- Partner with the Excelsior Community Benefit District, merchant organizations and other stakeholders
- OEWD reserves the right to add requirements for level of engagement with partners, for example, to set minimum standards for the cadence of business outreach activities

Business Outreach and Strengthening

Business Attraction and Retention: Support attraction and retention of neighborhood-serving businesses that promote the history and strengthen the character of the neighborhood, with particular emphasis on historically disenfranchised communities.

- Maintain an active and current database of storefronts, including vacancies and developments
- Manage business attraction and retention activities for the corridor
- Develop strategies and services to fill vacant storefronts
- Provide technical assistance to existing small businesses and entrepreneurs interested in establishing a business in the corridor

Outreach: Conduct regular door to door business owner outreach to assess needs, connect businesses to programs and projects and provide referrals and support. Develop relationships with business owners, property owners and nonprofit partners to:

- Follow up with businesses on progress of services and referrals

- Support troubleshooting issues between small businesses and city
- Promote and provide information of City services and programs to business owners

Referrals: Provide services and referrals that will strengthen small businesses and increase their longevity in the corridor. Programs to be promoted and delivered to businesses in corridor may include, but are not limited to:

- [Shared Spaces](#)
- ADA compliance and awareness
- Reopening support
- Workplace safety best public health practices for COVID
- Lease negotiations
- Marketing assistance
- Permitting resources
- Legacy Business Registry
- Small business grants

Mini-Grant Programs: Develop and implement mini-grant programs that support economic development goals and/or disburse funds to small businesses for activities described in this section.

The mini-grant program must include support to mini-grant recipients with planning, marketing, permitting, and reporting of event impact. The mini-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.

Cultural Heritage, Marketing and Activations

Collaborate to support the development and implementation of a district marketing campaign centering on unique history and culture of the Excelsior Outer Mission to promote neighborhood businesses and encourage customers to visit the business district. “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.

Activities may include, but are not limited to:

- Collaborate to support neighborhood marketing and branding
- Conduct activities and launch projects that complement and enhance existing efforts that support activities that celebrate and 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 and/or storefront improvement projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement, window film replacement, minor painting.
- 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.

Visual Appearance and Health of the Corridor

- Work with City agencies like the Department of Public Works (DPW) and the Homeless Outreach Team (HOT)
- Coordinate with the San Francisco Police Department (SFPD) for community needs and to maintain active foot beats.
- Collaborate with DPW and other city departments to target select areas of corridors for power washing and sidewalk repairs.
- Assist with and be knowledgeable of commercial Americans with Disabilities Act (ADA) and Storefront vacancy regulations
- Address visual appearance directly such as supporting public realm beautification efforts, making 311 reports for vandalism and trash, etc.

Eligible Activities

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Events and Activations
- Small Business Mini-Grants
- Indirect (not to exceed 15% of direct costs, excluding the mini-grant funds, if proposed)

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.

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Demonstrate success in dealing with diverse constituents, including a complex business and non-profit community and local government agencies
- Excelsior or Outer Mission-based community organization established for at least 5 years
- Experience providing resources for Excelsior and Outer Mission small businesses along the corridor, connecting them with available services, funding, programs and opportunities to engage in events and improvement activities.

Preferred Qualifications:

- Experience managing grant programs of similar scale.
- Proven track record implementing economic development, conducting merchant engagement, business attraction, and working together with neighborhood stakeholders.
- Experience working with underserved communities and advancing equity, by prioritizing service to those most acutely impacted by economic inequality.
- Experience implementing innovative ideas
- Knowledge of prevailing wages and competitive bidding processes.

Supplementary Questions and Requirements:

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

- (a) Please share examples of similar projects worked on and completed. Outline the process to complete the project, steps you took to address challenges, and how you used prior success to inform future programming.

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area E: Civic and Cultural Event Honoring Jerry Garcia

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$60,000. Applicants may propose budgets of up to **\$60,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Excelsior (event must occur at Jerry Garcia Amphitheater, located in John McLaren Park)

Target Population(s): San Francisco residents and visitors from throughout the region, who are interested in cultural and musical events primarily focused on the “Deadhead” subculture, which is the fan base of legendary rock group The Grateful Dead and lead band member Jerry Garcia.

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to collaborate with OEWD to coordinate and implement a single civic and cultural event that amplifies and celebrates San Francisco and Excelsior District native Jerry Garcia, encourages local merchant participation, and supports economic activity, deliberately or passively, along the Excelsior commercial corridors (Mission Street between Silver Avenue and Morse Street & Geneva Avenue between Athens Street and Gloria Court). The event must be held in the Jerry Garcia Amphitheater in San Francisco’s John McLaren Park.

Strong proposal will clearly articulate a history of successful similar events, economic impact of similar events and collaborations on nearby commercial corridors, opportunities for local merchants, entrepreneurs, and artists, and show strong tie-ins and connections to Jerry Garcia’s legacy, the “Deadhead” subculture, and San Francisco’s Excelsior District. The event should attract a minimum of 2,000 attendees.

Eligible Activities

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

- 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.

Eligible costs may include, but are not limited to:

- Staff (e.g., event staff, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs)
- **No less than 80% of funds must support event 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.

Performance Measures:

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant must have a minimum of five (5) years of experience producing a similar civic and cultural event with a specific and similar focus.

- Must demonstrate experience working in the neighborhoods outlined.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with the Excelsior neighborhood and its history, particularly related to Jerry Garcia.
- Additional consideration will be given to proposals that demonstrate long-standing (15+ years) experience producing a similar civic and cultural event with a specific and similar focus.
- Additional consideration will be given to proposals that demonstrate a consistent ability to produce a similar civic and cultural event.
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Additional consideration will be given to proposals that include strong tie-ins to the “Deadhead” subculture.

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 the Excelsior commercial corridors outlined above.
- (c) Describe how your proposal promotes and contributes to the celebration of Jerry Garcia and “Deadhead” culture.
- (d) What previous experience does your organization have in building community support and implementing similar events at the scale/attendance level proposed?
- (e) How will your organization’s experience producing similar events help you successfully complete the goals of a grant, if awarded?

Supplementary Materials:

At least 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal. At least 1 letter must be from a small business along the aforementioned defined commercial corridors in the Excelsior neighborhood.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area F: Japantown Public Safety Interventions

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$300,000. Applicants may propose budgets of up to **\$300,000** to cover 15 months of services. OEWD expects to offer an initial 15 month 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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Japantown

Target Population(s): Japantown residents and businesses, and tourists that visit Japantown

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to implement small business and commercial corridor-specific safety interventions involving community partners to create an environment that feels safe, welcoming, active and vibrant in Japantown.

Services proposed under this area should engage residents, small businesses and visitors and leverage existing resources by coordinating with economic development community organizations that work with small businesses within Japantown. Proposed activities should aim to improve the revenue of businesses. Some examples of those activities include, but are not limited to, area marketing, public safety, positive activations within public spaces, small business support including mini-grants, improved access of local residents to shopping. If multiple partners are involved, the proposal shall describe how multi-partner efforts will be tracked, reported upon and prepared for invoicing.

Eligible Activities

Projects and activities proposed under this program area should aim to spur economic development, support existing businesses, improve physical conditions, improve quality of life and build community capacity. Activities may include, but are not limited to the following:

Community Ambassadorship

- Build on community efforts to promote awareness of public safety tips and programs and improving the presence of ambassadors and volunteers to enhance the safety of visitors and seniors.

Partnerships, Coordination and Engagement

- Partner and work closely with the City team and Japantown stakeholders and partners to implement projects.
- Report, collaborate on and support activities that spur economic development, support existing businesses, improve physical conditions, increase quality of life, or build community capacity.
- Collaborate to support coordination of activities between multiple parties, including, but not limited to: business owners, property owners, public agencies, nonprofit organizations, residents and community leaders.
- Maintain relationships with City agencies and partners that support neighborhood efforts and can respond to needs
- Connect resources to Japantown partners and projects, with a focus on translation services for varying native languages of small business owners
- Conduct activities that leverage private resources, including financial commitments, in kind donations, volunteer time, etc.

Business Outreach and Strengthening

- Small Business Outreach
 - Conduct regular door to door business owner outreach to assess needs, connect businesses to programs and projects and provide referrals and support.
 - Develop relationships with business owners, property owners and nonprofit partners to:
 - Follow up with businesses on progress of services and referrals
 - Support troubleshooting issues between small businesses and city
 - Promote and provide information of City services and programs to business owners
- Small Business Referrals
 - Provide services and referrals that will strengthen small businesses and increase their longevity in the corridor Programs to be promoted and delivered to businesses in corridor may include, but are not limited to:
 - [Shared Spaces](#)
 - ADA compliance and awareness
 - Marketing assistance
 - Permitting resources
 - Legacy business registry
 - Small business grants

Mini-Grant Programs

Improve the revenue of businesses through mini-grants which may include, but are not limited to gift card distributions or mini-grants for activations that encourage shopping and eating at local small businesses. 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 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.

Economic Development Marketing and Activations

Collaborate to support the development and implementation of a district marketing campaign centering on unique history and culture of Japantown to promote neighborhood businesses and encourage customers to visit the business district. “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.

Activities may include, but are not limited to:

- Collaborate to support cultural district marketing and branding
- 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 and storefront improvement projects. e.g., awning/window sign improvements, sidewalk cleaning, graffiti and vandalism abatement, minor painting and window film replacement.
- 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.

Public Safety Interventions to Improve Visitor and Resident Experience

- Develop small business safety assessments
- Develop commercial corridor safety assessments
- Public safety awareness campaigns including public resources
- Implement safety measures.
 - Grantee will primarily provide a welcoming presence for visitors, tourists, and storefront businesses. Their role with respect to safety is to provide a physical presence in the neighborhood, engaging with people who may need support (for a variety of health and safety reasons), and, if necessary, providing situationally appropriate referrals to other entities, which may include the police via calls to 911, DPH's Street Response Team, or other appropriate City agencies or nonprofit organizations. Grantee's staff are to be facilitators of safety services, as opposed to the parties intervening in potentially dangerous situations, more appropriately handled by the police.
- Implement safety plans and coordinate the installation of safety equipment.
 - If the implementation of safety interventions includes cameras, guidance by the Committee on Information Technology (COIT) must be followed including, but not limited to submitting 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

Enhanced Cleaning of Sidewalks and Public Realm

- Work with city agencies such as the Department of Public Works (DPW) and the Homeless Outreach Team (HOT)
- Coordinate with SFPD for community needs and to maintain active foot beats.
- Collaborate with DPW and other city departments to target select areas of corridors for power washing and sidewalk repairs.
- Assist with and be knowledgeable of commercial Americans with Disabilities Act (ADA) and Storefront vacancy regulations

Budget and 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)
- If proposed projects are not completely covered by the funding requested, please provide leverage information to reflect true costs of 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.

Prevailing Wage: 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 and Reporting:

- **MOU's and Sub-Contracts:** if work is to be performed by other organizations or sub-contractors, or providers; any agreements or contracts related to work performed for the program must be submitted to and approved by OEWD prior to work starting.
- **Routine reports** (monthly, quarterly and/or annual) that describe metrics related to the following activities:
 - Narrative description of project as well as any quantifiable outcomes
 - Outreach and partner coordination
 - Successes of project, project processes and lessons learned
 - Documentation of expenses
 - Digital copies of promotional materials and advertisements with OEWD logo
 - Profile impact stories
- **Direct Small Business Technical Assistance:** Services including provision of direct business technical assistance will be required to enter monthly individual client information and services rendered into our Small Business Central Database.
 - Information to be collected from small business or entrepreneur clients can be found here: [OEWD Application for Small Business Services](#)
 - Services provided generally include: one-on-one counseling, entrepreneur or small business cohort training, service referrals and/or administration of grant and loans.
 - Services provided and outcomes required to be entered per client based on service type can be found here: [Business Technical Assistance Service Types](#)

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and entrepreneurs

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.

Supplementary Questions and Requirements:

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

- (a) If your proposal will include implementation by multiple partners, describe how efforts will be tracked, reported upon, and prepared for invoicing. Please describe any systems and ongoing communication to submit timely monthly or quarterly invoicing and reports.
- (b) Describe how implementation of activities will track improved business revenue, increased foot traffic and/or sense of increased public safety.

Supplementary Materials:

At least 1 and up to 3 letters of support from a Japantown stakeholder may be a small business, merchant group or nonprofit organization that can speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area G: Capacity for Lower Fillmore Community Based Collaboration

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$40,000. Applicants may propose budgets of up to **\$40,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Lower Fillmore

Target Population(s): Organizations, businesses and residents in the Lower Fillmore neighborhood

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to collaborate with OEWD to support capacity building, coordination, and collaboration amongst community-based organizations, merchants and residents within Lower Fillmore to promote strategic partnerships and coordination to further and inform economic development strategies.

The intent of this program area is to support the facilitation of convenings, research, community engagement, administration, and strategic planning across multiple agencies to highlight community challenges, opportunities and progress made as a collective to further the well-being of the Lower Fillmore community. Collaborative efforts should aim to leverage expertise across organizations to develop large-scale, long-term solutions to these challenges.

Strong proposals will outline organizational framework and efforts to support collaborative efforts amongst nonprofit partners and support production of reports. Reports should summarize outcomes of the collective based on strategic goals and structural needs.

Proposed projects should result in the development of a one-year work plan for the collaborative that outlines specific tasks, goals, and timelines. Tasks included in the report may include, but are not limited to:

- Board Strengthening: board recruitment, meeting structure, communication, review, and update of board by laws, communication protocols, accountability standards for board member participation etc.
- Understanding organizational financial affairs and ensuring fiduciary responsibilities are met.
- Ensuring the organization complies with legal requirements.
- Maintaining confidentiality on all internal organizational affairs.
- Preparing for meetings by reviewing the agenda and supporting documentation.

Eligible Activities

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

Documentation and Reporting:

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)

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.

Partnerships, Coordination and Engagement

- Facilitate and support coordination and logistics of meetings, collection of data, writing and drafting of reports, coordinating with City departments and officials to inform the work of the collaborative body.
- Maintain updated public facing information including collaborative documents, structure, membership, mission goals etc.
- Strengthening governing and finance team
- Updating technology and data systems
- Program implementation, monitoring, and assessment,
- Fundraising and donor relationships,
- Coordination and facilitation of community meetings
- Member management: volunteer, staff, and board, and building collaborative partnerships.

Performance Measures:

- Collaborative one-year workplan
- Framework to collect data driven information from organizations.

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Proposed collaboratives must have a strong focus on furthering economic development in the Lower Fillmore
- Proposed collaboratives must be established for a minimum of 3 years and have a current strategic plan.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhood and existing population
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.

Supplementary Questions and Requirements:

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

- (a) Describe how the proposed program will support organizational framework, workplans and efforts to support collaborative efforts amongst nonprofit partners and support production of reports and a one-year workplan?
- (b) What previous experience does your organization have in supporting collaborative efforts amongst multiple agencies? What are some common pitfalls of supporting collective efforts across multiple agencies and what structure or methods do you propose to optimize your outcomes?
- (c) How will your organization’s (or collaboration’s) experience help you successfully complete the goals of a grant, if awarded?

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area H: Lower Fillmore Young Adult Entrepreneur Leadership Program

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$50,000. Applicants may propose budgets of up to **\$50,000** to cover 12 months of services. OEWD expects to offer an initial 2-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Lower Fillmore

Target Population(s): Young Adults aged 16-30 in the Lower Fillmore neighborhood

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations with an established program based in Lower Fillmore that engages young adults in leadership development activities that promote health and wellness and promote economic empowerment in learning the basics about entrepreneurship.

Strong proposals will clearly articulate the proposed program's positive impact on young adults in the Lower Fillmore community and how it will contribute to an environment that feels safe, welcoming, active, and vibrant. Proposed programs should include an emphasis on young adult leadership development by building entrepreneurship skills in the industries of interest such as fashion design, interior design, graphic design and culinary arts. Program components should include, but are not limited to: opportunities for mentorship, activities that support basic life skills and academic achievement, early career development and promotion of health and wellness in dealing with impacts violence and trauma. If proposals include the possibility of serving people under the age of 18, the organization will be required to carry additional insurance as well as secure parental or guardian consent for participants under the age of 18.

Program enrollment criteria and qualification must be shared and approved by OEWD. 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.

Eligible Activities

Grantee will work with OEWD Project Manager to develop a comprehensive leadership development and intervention strategy and oversee its implementation. Eligible activities under this program area may include, but are not limited to, the following:

- Development of enrollment criteria
- Developing a curriculum of classes, training and or activities.
- Grantee will regularly report to OEWD Project Manager on outcomes and challenges related to program progress.
- Grantee will develop hands-on art activities that will focus on exploring entrepreneur opportunities in the fields of, but not limited to: Fashion Design, Interior Design, Graphic Design and Culinary arts.
- Grantee will create a safe space for youth
- Grantee will work with other agencies that provide mental health support focusing on trauma, domestic violence, and healing.

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)
- If proposed program is not completely funded by these funds, please provide leverage information to reflect true costs of program
- Young Adult training stipends

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:

The Grantee will implement the S.M.A.R.T model (Specific, Measurable, Attainable, Realistic, and Time-specific) to ensure that programs meet the young adult needs. The model will give specific criterion with which to evaluate the effectiveness of each program, and has proven to be an excellent guide to refining programs to be more efficient, more effective, and more age-appropriate. For more information, visit this site: <https://www.mindtools.com/a4wo118/smart-goals>

Examples of deliverables:

Routine (monthly, quarterly and/or annual) reports that describe metrics related to the following activities:

- Applications
- Number of young adult participants
- Number of activities
- Number of surveys
- Number of attendees at program-related events
- Feedback from event participants:
- Surveys or other methods including social media feedback, comments, etc.
- Reports detailing violence prevention and implementation strategies for the Fillmore/Western Addition Community
- A final report will include the challenges and barriers, success stories, photos, 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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Proposed programs must have been established for a minimum of 3 years

Preferred Qualifications:

- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Highly competitive applicants will have experience developing and implementing youth programs in the Western Addition community.

Supplementary Questions and Requirements:

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

- (a) What previous experience does your organization have working with young adults in this capacity? Include partnerships with organizations that will support the health and well-being element of the program focusing on trauma, violence, and healing.
- (b) Please describe current program, activities, enrollment, successes and opportunities you look forward to improving upon with this funding.
- (c) Please describe your outreach methods for the program.

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

MOU: If you are proposing as a collaboration, please also include 1 Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area I: Mission District Commercial Beautification Program for Storefronts

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$300,000. Applicants may propose budgets of up to **\$300,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Mission District, with emphasis on the Mission Street commercial corridor

Target Population(s): Property owners, merchants, local muralists, vacant ground floor commercial buildings

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to partner with city departments, community stakeholders, muralists and property owners to manage a Mission District commercial beautification program for storefronts. The primary goal of this program is to beautify storefronts highly impacted by graffiti and vandalism, including, but not limited to vacant ground floor commercial store fronts that may be boarded up. Beautification interventions may include, minor cleaning, temporary murals and/or lighting. This program is in alignment with the City's Recovery Plan goals of catalyzing neighborhood recovery and supporting health and safety along commercial corridors and public spaces within the Mission District.

Applicants must demonstrate the ability to partner with property owners and local Mission District artists, understand the Art Commission's process for installing murals, and have at least 5 years of experience, or partner with an organization that has at least 5 years of experience, providing services in the Mission District.

The initial targeted area of focus is anticipated to be Mission Street between 14th Street and Cesar Chavez Street. Geographic areas may be expanded or adjusted based on the availability of vacant properties, the conditions of partnerships within the neighborhood, and other available resources.

Eligible Activities

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Materials and supplies to create the murals (cost not to exceed \$10K per mural)
- Indirect (not to exceed 15% of direct costs, excluding the funds for artists)

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:

Applicant will be expected to report monthly on progress, including at minimum the following metrics:

- Engagement with property owners
- Having a pool of potential local SF Mission District artist to choose from for each mural
- Highlighting the process in choosing a potential mural location
- Number of mural projects submitted to Arts Commission for approval process
- Number of mural, lighting or other beautification projects implemented

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Demonstrate success in dealing with diverse constituents, including a property owners and non-profit community and local government agencies.
- Experience working in the Mission District for at least 5 years.
- Ability to contract with local artist(s) to implement project.

Preferred Qualifications:

- Applicant, or implementing partners, have experience producing murals and/or public facing artwork.
- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces.
- Comprehensive understanding of Arts Commission process for mural installations, which is described at the following link: <https://www.sfartscommission.org/our-role-impact/about-commission/policies-guidelines/mural-design-approval-guidelines>
- Knowledge of prevailing wages and competitive bidding processes.

Supplementary Questions and Requirements:

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

- (a) Describe how your organization plans to implement a robust arts program that partners with local artists and community stakeholders for public art projects to address ground floor commercial vacancies.
- (b) Please describe your organization’s experience working with the target populations in the Mission.

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area J: Mission District Ambassador Program

Anticipated Number of Awards: up to 2

Initial Funding Awards: Total amount of funding available under this program area is \$500,000. Applicants may propose budgets of up to **\$500,000** 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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Mission

Target Population(s): Residents, businesses and visitors in the Mission District

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to partner with government agencies and community stakeholders to manage a Mission District Community Ambassador Program, in alignment with the City's Recovery Plan goals of catalyzing neighborhood recovery and supporting health and safety along commercial corridors and public spaces within the Mission District. This program area will be coordinated in partnership with multiple city agencies.

Nonprofit applicants must demonstrate a longstanding presence in the neighborhood or partner with an organization that has been providing similar services with a focus on mental health, community-informed restorative violence interventions, and trauma-informed practices. The grantee will manage a new program to expand the presence of existing Community Ambassadors within commercial corridors and public spaces within the Mission District.

The initial targeted area of focus on, but may not be limited to: Mission Street between 14th and Cesar Chavez, including alleys such as Lilac, Capp, Osage, and Clarion. Geographic cover may be expanded or adjusted based on neighborhood needs and available resources. Community Ambassadors shall provide a consistently welcoming atmosphere for workers, residents, and visitors to support the reopening of storefront businesses and spur economic activity. Ambassadors will engage with residents, small businesses and visitors to provide a welcoming environment and engage with people who may be in distress to address safety

issues and access appropriate City services, and will monitor the conditions of sidewalks and public spaces, calling in issues to City departments as needed.

Strong proposals will provide a robust training program and support system within the organization for ambassadors that may include, but is not limited to, violence prevention, Trauma-informed de-escalation, homelessness and mental illness sensitivity training, CPR and First Aid, NARCAN administration and/or distribution, harm reduction and culturally responsive engagement. Their role with respect to safety is to provide a physical presence in the neighborhood, engaging with people who may need support (for a variety of health and safety reasons), and, if necessary, providing situationally appropriate referrals to other entities, which may include the police via calls to 911, DPH's Street Response Team, or other appropriate City agencies or nonprofit organizations. Ambassadors will engage with compassion and respect to support people in need. Ambassadors are to be facilitators of safety services, as opposed to the parties intervening in potentially dangerous situations, more appropriately handled by the police.

The Community Ambassador Program shall augment the resources within Mission District commercial areas, and will coordinate with economic development community organizations that work with small businesses within the corridor.

Specific tasks shall include, but are not limited to:

- Developing a detailed scope of work that describes the desired locations, numbers and schedules for community ambassadors stationed at locations, to be approved by OEWD.
- Establishing mechanisms for regular coordination with City agencies with frontline workers; community benefit districts, if applicable; businesses, property owners, and other community stakeholders.
- In the case that applicant proposes a partnership with a subcontractor or other organization that oversees ambassador staff, they are responsible for identifying, securing and overseeing the contract with the subcontractor and ensuring compliance with all relevant labor laws, insurance and other compliance considerations
- Developing training with community ambassador vendor, ensuring adequate training in de-escalation and referrals to City outreach teams
- Overseeing daily deployment of community ambassadors, providing direction to vendors, facilitating reporting and communicating to stakeholders
- Light cleaning, such as sweeping and trash pick up
- Engaging and building relationships with the public and people on the street
- Working with and building relationships across the entire city continuum of street response from other non-profit outreach workers, as coordinated by the Department of Emergency Management
- Communicating about the Ambassador program to the general public

- Collecting feedback by surveying key community and City stakeholders, at minimum quarterly
- Managing City grant requirements, including programmatic and financial reporting
- 311 reports and documentation of key issues on the corridor

Eligible Activities

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)

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 and Reporting:

- MOU's and Sub-Contracts: if work is to be performed by other organizations or sub-contractors, or providers any agreements or contracts related to work performed for the program must be submitted to and approved by OEWD prior to work starting.
- Applicant will be expected to report monthly on progress, including at minimum the following metrics:
 - Number of blocks covered by community ambassadors
 - Number of community ambassador posts per block
 - Hours per week of community ambassador coverage
 - Community stakeholder and City agency feedback
 - Detailed breakdown of 311 reports made
 - Number of positive engagements
 - Number of de-escalations
 - Number of trash pick up

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Demonstrate success in dealing with diverse constituents, including a complex business and non-profit community and local government agencies
- Mission District-based community organization established for at least 5 years, or partner with a Mission District based community organization established for at least 5 years.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Additional consideration will be given to proposals from organizations or collaborations with more extensive (10+ years) experience serving the district

Supplementary Questions and Requirements:

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

- (a) Describe how your organization plans to implement a robust training program and support system within the organization for ambassadors that may include, but is not limited to, violence prevention, Trauma-informed de-escalation, homelessness and mental illness sensitivity training, CPR and First Aid, NARCAN administration and/or distribution, harm reduction and culturally responsive engagement.
- (b) Please describe your organization’s experience in implementing mental health services, community- informed restorative violence interventions and trauma-informed practices.
- (c) Please describe your organization’s experience with Mission based coalitions.

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area K: North Beach Street Beautification

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$35,000. Applicants may propose budgets of up to **\$35,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Applicants must be based in North Beach

Target Population(s): Residents, businesses, tourists, visitors, and small businesses and entrepreneurs in the North Beach neighborhood.

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to collaborate with OEWD to coordinate and implement programming and projects that address street cleanliness safety, to create an environment that feels safe, welcoming, active and vibrant in the North Beach community. Strong proposals clearly articulate how the proposal will contribute to neighborhood vitality by strengthening small businesses, improving physical conditions such as clearing litter from sidewalks and gutters, increasing quality of life, and building community capacity.

Eligible Activities

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

- Neighborhood beautification and street trash pick-up in high pedestrian traffic commercial areas.
- Coordination and logistics of meetings, collection of data, writing and drafting of reports.
- Maintain updated public facing information including regarding program outcomes.
- Engaging non-English speaking stakeholders.

Performance Measures:

Routine (monthly, quarterly and/or annual) reports that describe metrics related to the following activities:

- Neighborhood beautification and street cleaning reports
 - Total number volunteers engaged, to date
 - Total volunteer shifts taken, to date
 - Total volunteer hours logged, to date;
 - Number of bags of trash collected, to date
 - Number of 311 requests, to date
- Engagement Reports
 - Number and names of businesses supported.
 - Total number volunteers engaged.
 - Total volunteer shifts taken.
 - Total volunteer hours logged.
 - Communications accomplishments, press and photos
 - Copies of any and all outreach and marketing materials

Eligible costs may include, but are not limited to:

- Staff (e.g., staff, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs like equipment and supplies)
- Indirect (not to exceed 15% of direct costs)
- Volunteer incentives, such as small stipends, gift cards, or food

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.

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Applicant must have a minimum of two (2) years of experience providing consistent services in North Beach, as proposed.
- Have a presence in and connection to the North Beach community.
- Applicant must be physically located in North Beach.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with the neighborhood.

- Additional consideration will be given to proposals that demonstrate a history of collaboration with existing neighborhood and residential organizations.

Supplementary Questions and Requirements:

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

- (a) Describe your experience implementing programs that contribute to neighborhood vitality and support equity goals.
- (b) How will your organization’s (or collaboration’s) experience doing similar work help you successfully complete the goals of a grant, if awarded?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area L: South of Market Area (SOMA) Enhanced Sidewalk Cleaning Implementation Plan

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$200,000. Applicants may propose budgets of up to **\$200,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): South of Market Area (SOMA), with emphasis on the blocks described herein.

Target Population(s): Residents, businesses, and visitors in the SOMA neighborhood

Scope of Work:

OEWD is seeking proposals from **Community Benefit Districts (CBDs) and nonprofit organizations** that directly provide sidewalk cleaning services and/or have experience addressing health and safety-related quality of life issues. Services must be offered multiple days per week. For this initial round of funding, services will be prioritized within the area bound by 5th Street and 6th Street on the east, Minna Street and Folsom Street on the north, South Van Ness Avenue and the U.S. Highway Freeway on the west, and Townsend Street on the south. This project area is defined in the [2018 SOMA West CBD Management District Plan](#). Should additional funding become available, the scope may be expanded to other areas in SOMA.

Proposals can include any activities related to the development of a cleaning implementation plan to address persistent issues related to sidewalk cleanliness, sanitation concerns, and related quality of life issues.

This program is in alignment with the City's Recovery Plan goals of spurring neighborhood recovery and supporting cleanliness, health, and safety along commercial corridors and public spaces.

Successful proposals will demonstrate organizational capacity to perform these tasks, highlight the use of current and historic data in formulating the project, have a clear timeline for project completion, and provide a realistic plan of action based on real-world realities.

Eligible Activities

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

- Assessment report of sidewalk conditions within project area, with an emphasis on cleanliness and quality of life concerns
- Development of a plan to realistically address issues highlighted from the assessment

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 an assessment report of sidewalk conditions within project area. The assessment should include, but is not limited to:

- Metrics related to sidewalk cleanliness and quality of life issues
- Resources allocated in area to address issues, including, but not limited to the following sources:
 - Community Benefit District
 - City and County of San Francisco
 - State of California
 - Federal government
 - Area and citywide non-profits
- Effectiveness of interventions from aforementioned sources

Grantee shall provide an implementation report based on information and data compiled from the assessment report. The report shall include, but is not limited to, the following information:

- A summary of the assessment report
- Highlights of what is determined to be currently working in addressing specific issues
- Determine what current systems and solutions are not working or not working as intended
- Actionable fixes to address systems and solutions not working or not working as intended
- Additional fixes to address issues highlighted in the assessment report, including:
 - Cost to implement

- Potential funding sources
- Anticipated implementation timeline
- Ownership of the fix

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Applicant must have relevant experience related to addressing sidewalk cleanliness, sanitation, and quality of life issues.

Preferred Qualifications:

- Additional consideration will be given to applicants who clearly demonstrate the ability to report on metrics.
- Additional consideration will be given to applicants who work on addressing sidewalk cleanliness, sanitation, and quality of issues for at least 3 days per week.

Supplementary Questions and Requirements:

- (a) Please describe your organization’s systems for collecting and reporting metrics including, but not limited to, the following:
1. The name of the system or program utilized.
 2. What metrics are collected, which at minimum must include:
 - i. Litter removal
 - ii. Feces cleaned
 - iii. Needles disposed
 - iv. Graffiti addressed
 3. Screenshots of data is presented in system or program
 4. How often data is collected and reviewed.
 5. How data is currently utilized to improve systems
- (b) Does your organization address sidewalk cleanliness, sanitation, and quality of life issues for at least 3 days per week? If yes, please provide additional details describing the typical schedule for performing these services, and the scale of your interventions. If no, please explain how you plan to scale up your capacity to meet these criteria.

Applicant must submit **at least 1 and up to 3 letters** of support from community groups or organizations.

Program Area M: Sunset Outdoor Street Food Night Market Project

Anticipated Number of Awards: Up to 3

Initial Funding Awards: Total amount of funding available under this program area is \$150,000. Applicants may propose budgets of up to **\$150,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Sunset

Target Population(s): District 4 Commercial Corridors, Sunset residents, businesses, and visitors.

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to collaborate with OEWD to organize and facilitate a new outdoor food night market to celebrate Asian American and Pacific Islander (AAPI) cultural identity and connect visitors and residents to an unforgettable food experience. Events should be open to the public.

Proposals should include the production of a minimum of 2 events that may occur in different locations within District 4. Strong proposals will leverage funding from other sources (e.g. private donations or philanthropic funders). Strong proposals should also speak to the positive impact the proposed program will have on Sunset neighborhood, including economic impacts such as hiring of San Francisco staff and vendors to support event production activities, and/or creating opportunities for San Francisco entrepreneurs, artists and local storefront businesses.

The selected grantee(s) 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. Grantee shall develop targeted interventions, incentives, materials and guides on how local storefront businesses may participate.

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

- Develop, coordinate, promote and facilitate a series of outdoor nighttime street food night market events highlighting a diverse array of local cultural experiences that engage the public including, but not limited to musical acts, children’s games, and dance performances. Informational only booths should be kept to a minimum.
- Develop culturally-appropriate strategies that attract and encourage participants and visitors to better appreciate cultural and historical assets within Sunset communities.
- Develop colorful and attractive promotional materials in multiple languages, media and 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-efforts to promote events, decorate storefronts, and provide discounts and contributions.
- A mini-grant program may be proposed to fund several events.
 - 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 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.
- Planning, marketing, volunteer management, contractors, entertainment, licensing, permitting, supplies, and documentation of events. Events shall include robust marketing to a local and regional audience.

Proposals must focus on a food-based experience highlighting diverse Asian American and Pacific Islander (AAPI) culinary offerings and describe how the event will attract and be composed of a majority of food vendors. Proposals should include a proposed plan for managing wait times and lines for food. Proposals should reflect recruitment strategies for businesses that offer the following kinds of foods: stinky tofu, dragon bread candy, chicken skewers and other foods-on-a-stick, steamed buns, spring rolls, fish balls, cuttlefish, egg waffle, green onion pancakes, oyster omelets, Taiwan sausages, popcorn chicken, shaved ice, and boba tea. These food items are examples, and not an exhaustive list of the food offerings that can be included in the events.

Eligible Activities

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 events and related schedules
- Event coordination and implementation, including costs associated with city permits, insurance and navigating processes to comply with city rules and regulations.

Marketing and outreach activities

- Marketing and outreach should aim to increase visitors and community participation and ensure overall success of the proposed events. Additionally, marketing and outreach activities should aim to create positive impacts on the local community and the City of San Francisco.
- Marketing, honorariums, equipment, entertainment, supplies and documentation of events.

Business Engagement in Activations

- Conduct outreach to businesses inviting them to participate in the events
- Provide opportunities for businesses to be incorporated in events to attract visitors to their businesses and generate revenue through marketing of their products and services.

Eligible costs may include, but are not limited to:

- Staff (e.g., event staff, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs, excluding the mini-grant funds)
- While proposed budgets should be no more than \$150,000 for 12 months, and should include a minimum of 2 events, the funding under this area is not expected to cover 100% of event costs. Please indicate in your budget the funding to be leveraged to support this activity including vendor fees, sponsorships and organizational budget.

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 three (3) reports over the course of a program year, describing progress on each objective, as follows:

- Logistics/details for each event (date, location, partners, activities, program rundown, permits, required equipment).
- List of engagement (partners, sponsors, businesses, media, community, promotional materials).
- Merchant survey, participant guidelines, action taken, stakeholder/community involvement, business guidelines/flyer.
- Evaluation (Descriptions, highlights, images, of the event; summary of estimated participants and businesses; satisfaction survey or event feedback; economic impact or other positive impacts/outcomes).
- Must enumerate number of San Francisco based artists and businesses participating in the market

Documentation and Reporting:

- MOU's and Sub-Contracts: if work is to be performed by other organizations or sub-contractors, or provides any agreements or contracts related to work performed for the program must be submitted to and approved by OEWD prior to work starting.
- Routine (monthly, quarterly and/or annual) reports that describe metrics related to the following activities:
 - Event Participation, describing key features of the events 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.

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Applicant must have a minimum of three (3) years of experience providing similar services\
- Demonstrate funding leverage
- 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.

Preferred Qualifications:

- Applicant should have previous experience building community support and implementing neighborhood projects.
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Proposals should include a strong focus and demonstrated experience uplifting Asian American and Pacific Islander (AAPI) food, culture and community.

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 Sunset neighborhood, including economic impacts (hiring for event production activities, opportunities for entrepreneurs, artists and local storefront businesses)
- (c) What previous experience does your organization have in working with AAPI food entrepreneurs and/or implementing a similar event? How will your organization’s experience help you successfully complete the goals of the grant, if awarded?
- (d) Describe your plan to incorporate San Francisco small businesses and Sunset storefront businesses into the night market?

Supplementary Materials:

At least 1 and up to 3 letters of support from a stakeholder that serves the Sunset may be a small business, merchant group or nonprofit organization that can speak to your organization’s

ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area N: Union Square BigBelly Maintenance

Anticipated Number of Awards: 1

Initial Funding Awards: Total amount of funding available under this program area is \$50,000. Applicants may propose budgets of up to **\$50,000** to cover 12 months of services. OEWD expects to offer an initial 2-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Union Square

Target Population(s): Residents, businesses, and visitors in the Union Square area.

Scope of Work:

OEWD is seeking proposals from **Community Benefit Districts (CBDs)** and **nonprofit** organizations that currently utilize BigBelly trash receptacle units within the Union Square area.

The purpose of this program is to continue operating the BigBelly units in the Union Square area until the Department of Public Works deploys their new trash cans. Once Public Works rolls out new trash cans to the area then a potential grantee must work in collaboration and coordination with Public Works on their roll out, and wind down operations of the BigBelly units.

Eligible Activities

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

- Replacement of existing BigBelly units as needed due to malfunction and/or inability to maintain. In order to execute this portion of the scope, selected grantee must enter into a contract with BigBelly.
- Reimbursement for purchase of BigBelly units placed within the Union Square area due to malfunction (for units purchased within 18 months of the due date of this application and given that appropriate receipts/documentation are provided and were not already reimbursed by another program)

- Providing necessary cleaning and topping-off as-needed to existing BigBelly receptacles in the district. Specifically, the grantee will be responsible for reporting maintenance issues to BigBelly and ensuring the units are functioning correctly.
- No new BigBelly units may be purchased for new service locations with funding awarded from this area, however, existing units within Union Square may be replaced due to malfunction.

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:

Reporting, which may include, but is not limited to the following

- Numbers of BigBelly units
- List of physical location of units
- Pictures of units
- Data from BigBelly, grantee, and/or Public Works
- Testimonials

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 the Union Square neighborhood of San Francisco.

Preferred Qualifications:

- Additional consideration will be given to applicants that already deliver these services, and maintain a contract with BigBelly

Supplementary Questions and Requirements:

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

- (a) What experience do you have in implementing BigBelly maintenance such as cleaning and topping-off?
- (b) How will your organization’s (or collaboration’s) experience doing similar work help you successfully complete the goals of a grant, if awarded?

Supplementary Materials

Applicant must submit 1 letter of support from a community group or organization.

Program Area O: Geary Arts Venue Marketing and Activations

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$150,000. Applicants may propose budgets of up to **\$150,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Union Square, Lower Nob Hill

Target Population(s): Residents, businesses, visitors and tourists

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to collaborate with OEWD to coordinate and implement activations and marketing efforts that amplify and center the cultural contributions of San Francisco's arts and entertainment venues on the Geary Street commercial corridor between Van Ness and Powell Streets, as well as other Lower Nob Hill commercial areas. This boundary is flexible and may include adjacent areas based on coordination efforts connecting to the area listed.

The selected grantee must coordinate across multiple venues and small businesses for a curated experience that will encourage visitors and support economic activity within San Francisco commercial corridors. Activations and programming should contribute to neighborhood vitality by integrating local small businesses and venues between the hours of 5-10pm. "Activations" means implementing programming in public and quasi-public spaces (i.e. storefront businesses) so as to create a critical mass of activity and foot traffic.

Collaborating with and strengthening existing events to enhance the experience is encouraged. Strong proposals will clearly articulate the positive impact that the proposed program(s) will have on performing arts theaters, arts and nighttime venues through events, activations, and marketing.

Proposals should include how the program will work with and coordinate with local venues to implement activities and marketing interventions that will increase customers. Activities

proposed may provide technical support as well may set aside funds for a mini-grant program that will financially support events and activations with strategic planning, marketing, honorariums, volunteer management, fundraising, permitting, supplies, and documentation of events.

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 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.

Eligible Activities

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

- 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.

Eligible costs may include, but are not limited to:

- Staff (e.g., event staff, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Indirect (not to exceed 15% of direct costs, excluding the mini-grant funds)

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.

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 three (3) reports over the course of program delivery, describing progress on each objective, as follows:
- Logistics/details for each event (date, location, partners, activities, program rundown, permits, required equipment).
- List of engagement (partners, sponsors, businesses, media, community, promotional materials).
- Merchant survey, participant guidelines, action taken, stakeholder/community involvement, business guidelines/flyer.
- Evaluation (Descriptions, highlights, images, of the event; summary of estimated participants and businesses; satisfaction survey or event feedback; economic impact or other positive impacts/outcomes).
- Must enumerate number of San Francisco based artists and businesses participating in the market

Documentation and Reporting:

- MOU's and Sub-Contracts: if work is to be performed by other organizations or sub-contractors, or providers any agreements or contracts related to work performed for the program must be submitted to and approved by OEWD prior to work starting.
- Routine (monthly, quarterly and/or annual) reports that describe metrics related to the following activities:
- 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 or for-profit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office

of the Attorney General, and eligible to do business with the City and County of San Francisco

- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and entrepreneurs

Preferred Qualifications:

- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to meet intended goals.

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) What previous experience does your organization have in building community support and implementing neighborhood events at the scale/attendance level proposed?
- (c) Describe the positive impact that the proposed program(s) will have on performing arts theaters, arts and nighttime venues through events, activations, and marketing.
- (d) How will your organization’s (or collaboration’s) experience producing similar events help you successfully complete the goals of a grant, if awarded? How will you define success?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

MOU If you are proposing as a collaboration, please also include 1 Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area P: Capacity for Community-Based Organization Collaboration, targeting the Latino Community

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$105,000. Applicants may propose budgets of up to **\$105,000** to cover the services described. This funding is one-time, 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, additional grantees may be selected to provide services, or grant agreements may be negotiated for longer terms up to the maximum amount allowed under this procurement (ending no later than June 30, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Citywide

Target Population(s): The program shall be made available to nonprofit partners that serve all ethnicities and populations in San Francisco but target Latino-serving community-based organizations with limited resources and high barriers to economic opportunities including, but not limited to, low- to- moderate income families or those from historically marginalized or disenfranchised communities. Though services may be targeting Latino-serving organizations, grantee will not exclude those who may otherwise qualify and identify serve other ethnicities and populations from the support to be provided.

Scope of Work:

OEWD is seeking proposals from **nonprofit organizations** to collaborate with OEWD to support capacity building, coordination and collaboration amongst community-based organizations across service areas that serve San Francisco residents and small businesses with limited resources and high barriers to economic opportunities.

The intent of this program area is to support the facilitation of convenings, research, community engagement, administration and strategic planning across multiple agencies to highlight community challenges, opportunities and progress made as a collective to further the well-being of the communities in San Francisco, such as the Latino communities. Collaborative efforts should aim to leverage expertise across organizations to develop large-scale, long-term solutions to these challenges.

Strong proposals will outline organizational framework, work plans and efforts to support collaboration amongst nonprofit partners and support production of reports that summarize outcomes based on outlined goals, in addition to assessing and updating past strategic plans.

Proposed projects should result in the development of a short-term (no more than one year) work plan for the collaborative that outlines specific tasks, goals, and timelines. Tasks included in the report may include, but are not limited to:

- Board Strengthening: board recruitment, meeting structure, communication, review, and update of board by laws, communication protocols, accountability standards for board member participation etc.
- Understanding the organization's financial affairs and ensuring fiduciary responsibilities are met.
- Ensuring the organization complies with legal requirements.
- Maintaining confidentiality on all internal organizational affairs.
- Preparing for meetings by reviewing the agenda and supporting documentation.

Eligible Activities

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

- Staff (e.g., event reviewers, fiscal support, supervision)
- 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.

Partnerships, Coordination and Engagement

- Facilitate and support coordination and logistics of meetings, collection of data, writing and drafting of reports, coordinating with City departments and officials to inform the work of the collaborative body.
- Maintain updated public facing information including collaborative documents, structure, membership, mission goals etc.
- Strengthening governing and finance team
- Updating technology and data systems
- Program implementation, monitoring, and assessment,
- Fundraising and donor relationships,
- Coordination and facilitation of community meetings
- Member management: volunteer, staff, and board, and building collaborative partnerships.

Performance Measures:

- Collaborative work plan
- Framework to collect data-driven information from organizations

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Proposed collaboratives must be established for a minimum of 3 years
- Applicant must have a minimum of one (1) year of experience providing similar services

Preferred Qualifications:

- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Additional consideration will be given to proposals from collaboratives that have a current strategic plan.

Supplementary Questions and Requirements:

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

- (a) Describe how the proposed program will support organizational framework, workplans and efforts to support collaborative efforts amongst nonprofit partners and support production of reports that summarize outcomes of collective based on outline goals in addition to assessing and updating past strategic plans.
- (b) What previous experience does your organization have in supporting collaborative efforts amongst multiple agencies? What are some common pitfalls of supporting collective efforts across multiple agencies and what structure or methods do you propose to optimize your outcomes?
- (c) How will your organization’s experience help you successfully complete the goals of a grant, if awarded?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area Q: Outreach, Engagement and Marketing Services for the Small Business Construction Mitigation Program

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$350,000. Applicants may propose budgets of up to **\$350,000** to cover 12 months of services. OEWD expects to offer an initial 2-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Citywide, with emphasis on neighborhoods impacted by moderate to major public construction projects

Target Population(s): Small businesses and merchant associations in construction impact zones with a planned or active moderate to major-impact construction projects.

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to partner with OEWD to administer public outreach and engagement and marketing services for the Small Business Construction Mitigation Program. The Small Business Construction Mitigation Program will help to strengthen small businesses, improve business operations and encourage customer traffic while elevating the profile of neighborhood business and commercial districts while undergoing moderate to major-impact City-led construction projects. Marketing support will be provided by crafting marketing and commercial corridor promotions; developing campaigns and branding efforts; providing additional services, as needed; and working closely with neighborhood merchant associations and related economic development entities. The scope of work for the selected organization(s) in this program area may include, but is not limited to the following:

- Developing marketing and branding campaigns related to construction mitigation
- Providing branding, logo, and collateral creation services
- Implementing Open for Business corridor-specific marketing campaigns, social media promotions, event support and other related activities

- Increasing outreach and engagement with neighborhood business groups and small businesses to develop marketing and branding campaigns
- Helping to increase viability and the profile of the neighborhood to increase foot traffic and patrons to the commercial corridor while undergoing improvements
- Executing and implementing commercial district and small business marketing and related efforts
- Leading neighborhood branding and promotions

Eligible Activities

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

- Ongoing administration of marketing campaigns from conceptual phase to implementation including facilitation of Small Business Working Group meetings and interagency communications.
- Implementing innovative efforts to engage businesses within areas identified as part of construction through the Open for Business Neighborhood Marketing Program.
- Connecting merchants with OEWD for business support and education.

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:

- How data on project activities and outcomes will be collected and reported.
- Measures that will be developed and/or used to determine the extent to which the project has achieved its stated objectives
- How data will be used to determine whether the needs identified are being met and whether project results are being achieved
- Any processes and procedures that are or will be in place to determine whether the project is being conducted in a manner consistent with the work plan and how effectiveness and efficiency will be improved
- Feedback from small businesses and Small Business Working Group members and/or Merchant Association leadership

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, California Office of the Attorney General (if applicable), and eligible to do business with the City and County of San Francisco

- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and merchant associations.
- Applicant must have a minimum of three (3) years of experience working with public sector clients
- Applicant must have experience with conducting broad outreach to multiple small business communities within San Francisco.
- Experience in:
 - Neighborhood Marketing
 - Stakeholder engagement, brand creation, survey and brand development
 - Communications and public relations

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.
- Highly competitive applicants will 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.

Supplementary Questions and Requirements:

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

- (a) What experience does your organization have in designing, coordinating, and implementing small business marketing campaigns in the areas below? In addition to any other details about experience, include a list of relevant campaigns providing an overview, neighborhood served; the names of any merchant groups, small businesses, etc. you worked with.
1. Neighborhood Marketing
 2. Stakeholder engagement, brand creation, survey and brand development
 3. Communications and public relations
- (b) How will your organization ensure the work produced incorporates the character and culture of the surrounding neighborhoods impacted by city-led construction projects?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities discussed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include 1 Memorandum of Understanding (MOU) or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area R: Skateboarding Retail Activations

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$150,000. Applicants may propose budgets of up to **\$150,000** to cover 12 months of services. OEWD expects to offer an initial 1-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Citywide, with emphasis on the Mission, Tenderloin, Mid-Market, South of Market Area (SOMA)

Target Population(s): Small businesses, residents, visitors, and entrepreneurs

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to develop partnerships and collaborate with retailers that sell skateboards and related goods to activate spaces in a way that contributes to neighborhood vitality by strengthening small businesses, improving physical conditions, increasing quality of life, and building local community capacity. "Activations" means implementing programming in public and quasi-public spaces (i.e. storefront businesses) so as to create a critical mass of activity and foot traffic.

Through this funding, OEWD aims to highlight skate culture as an economic development intervention within targeted commercial areas which may include, the Mission, Tenderloin, Mid-Market and SOMA. Activations should focus on existing hubs for skate culture where there is an opportunity to link grant-funded activities with existing or ongoing small business activities. A successful implementation of this program should result in increased foot traffic and patronage of all small businesses and artists' venues, and remain in alignment with events and experiences within the target neighborhoods.

Eligible Activities:

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

Event Coordination and Compliance:

- Event coordination and implementation of a series of events including costs associated with city permits, insurance and navigating processes to comply with city rules and regulations

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 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.
- Marketing, honorariums, equipment, entertainment, supplies and documentation of events.
- Event Branding, Marketing, and Public Relations
- Arts and Culture Programming

Business Engagement in Activations:

- Conduct outreach to businesses inviting them to participate in the event(s)/activation(s)
- Ensure there is general support from businesses for proposed activations(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.

Eligible costs may include, but are not limited to:

- Staff (e.g., event reviewers, fiscal support, supervision)
- Program Delivery (i.e., shared, direct costs)
- Supplies for events
- Give away items
- Indirect (not to exceed 15% of direct costs, excluding the mini-grant funds)

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:

Routine (monthly, quarterly and/or annual) reports that describe metrics related to the following activities:

- 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
- 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** or **for-profit** entity, duly formed, validly existing and in good standing with the IRS, California Secretary of State, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Applicant must have experience with conducting community outreach within San Francisco, and must demonstrate the ability to provide targeted outreach to the named target industry.
- Applicant must be prepared to coordinate across city and county departments.

Preferred Qualifications:

- Additional consideration will be given to proposals that demonstrate strong familiarity with neighborhoods and existing populations that use public spaces
- Additional consideration will be given to proposals that include a collaboration of qualified partners with relevant expertise to reach the intended populations.

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 has in place to ensure that proposed activations comply with all City policies, permitting, and requirements.

- (b) Describe how your proposed project/program will have a positive impact on the targeted geographies, including economic impacts (hiring for event production activities, opportunities for entrepreneurs, artists and local storefront businesses).
- (c) What previous experience does your organization have in building community support and implementing neighborhood events at the scale/attendance level proposed?
- (d) Please describe your organizations knowledge or experience with skateboarding retailers, the significance to San Francisco and how the activations will contribute to the commercial and neighborhood vitality within the proposed areas.
- (e) How will your organization's (or collaboration's) experience producing similar events help you successfully complete the goals of a grant, if awarded?

Supplementary Materials:

At least 1 and up to 3 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization's ability to implement the activities proposed, to demonstrate community support for the proposal.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area S: Small Business Incubation Program Grants

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$500,000. Applicants may propose budgets of up to **\$500,000** to cover 24 months of services. OEWD expects to offer an initial 2-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Citywide

Target Population(s): San Francisco small businesses that successfully complete a San Francisco business incubation program and intend to open a new storefront

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to collaborate with OEWD to establish and coordinate a mini-grant program to support small business incubation activities, including providing resources to program graduates to assist them with costs associated with opening a new storefront. Incubator programs must assess businesses and demonstrate that revenue projections will support opening a new storefront. The intent of this program is to support graduates of incubator programs that are ready to move beyond incubation to their own storefront. Eligible programs must support businesses for a continuous period from training to initial incubation through the opening of a new storefront.

Nonprofit organizations eligible to apply must have a minimum of 3 years remaining on their existing lease or own a physical facility for purposes of incubating entrepreneurs and small businesses.

Eligible incubation programs must incorporate the following components:

- Individualized one on one technical assistance, marketing, business operations, budgeting and actual incubation between 6-12 months.
- Program clients must have recently 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 proposed mini-grant program criteria and requirements should incorporate, but not be limited to the following:

- Businesses must be registered and have operated in San Francisco for a minimum of 12 months.
- Small business grant amounts may take into account business viability and build out needs within identified proposed storefront.
- Assessment of viability of proposed storefront
- Small Businesses must have at least a Letter of Intent (LOI) in order to be eligible, if a lease is signed, it must have been vetted by the nonprofit provider.
- Use of grant funds should be tracked and reported to nonprofit partner or may be directly paid.

The mini-grant program should include support to mini-grant recipients with planning, marketing, permitting, and reporting of impact. The mini-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.

Eligible Activities

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 small businesses 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.

Performance Measures:

Documentation and Reporting:

Routine (monthly, quarterly and/or annual) reports that describe metrics related to the following activities:

- Mini-Grant process, results, updates related to identifying storefronts for graduates
- Anticipated graduates and support being provided in moving into their own storefront
- Itemized expenses of grant funds to small businesses
- Individual Action Plan (IAP) or Individual Development Plan (IDP) for grant applicants
- Photos documenting transition into new storefront and opening

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco
- Applicant must have a minimum of three (3) years of experience providing similar services to small businesses and entrepreneurs
- Applicants must have a minimum of 3 years remaining on existing lease or own a physical facility for purposes of incubating entrepreneurs and small businesses.

Preferred Qualifications:

- Highly competitive applicants will have more than five-year experience implementing small business incubation programs.

Supplementary Questions and Requirements:

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

- (a) Describe your small business incubation program model and support system in place for clients.
- (b) Describe specific tools or measures you use to ensure improvement of business revenue for small businesses.
- (c) Describe how your proposal intends to implement grant qualification criteria for graduates including potential grant amounts.

Supplementary Materials:

At least 1 and up to 2 letters of support from past small business clients, community leaders or other stakeholders that speak to your organization’s ability to implement the activities proposed, to demonstrate community support for the proposal.

Lease/Proof of Ownership for Small Business Incubation Space submit proof of an existing lease (minimum 3 years remaining) or ownership proof of a physical facility used for purposes of incubating entrepreneurs and small businesses.

If you are proposing as a collaboration, please also include **1 Memorandum of Understanding (MOU)** or signed letter confirming that all named program partners are prepared to assume the roles described in the proposal.

Program Area T: Small Business Relief Grant Administration

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$1,108,862. Applicants may propose budgets of up to **\$1,108,862** to cover 12 months of services. OEWD expects to offer an initial 1-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. The initial funding award is anticipated to include federal funds from the Department of Housing and Urban Development (HUD). Additional terms and conditions related to those funds can be found in Appendix F, Federal Grant Terms (Area U).

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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Citywide

Target Population(s): The program shall be made available to all ethnicities and populations in San Francisco but target low-to-moderate income small business owners who have been unable to access other COVID-19 recovery programs barriers such as limited proficiency in the English language, and lack of access to technical tools and training. Though partially targeting those with language barriers, grantee will not exclude those who may otherwise qualify and identify as not having language barriers from the grants and support to be provided.

Scope of Work:

OEWD is seeking proposals from **nonprofit** organizations to administer small business grant funds that support independently-owned and operated small businesses. The goal of the funding is to provide immediate financial assistance and resources to small business owners that have been identified by OEWD for stabilization support, who meet an established criteria identified by OEWD. The program shall provide financial management and administrative support to increase access to grant funding. Programs will make a conscious effort to reach business owners from historically marginalized or underrepresented communities. Funds administered under this program may reach more than \$10 million in fund disbursements.

As noted above, applicants may propose budgets up to \$1,108,862 for 12 months. This amount is not guaranteed, and actual funding may be less or more. The amount of funding that the awardee can draw down for program operations is contingent on of the number and amount of

small business grant funds administered. The proposed budget shall include compensation for staff and operational costs associated with administration of the funds, and 90% of the grant funds (a minimum of \$997,975, if requesting full funding) must go toward the small business grants. The funding request shall specify the amount of funds that can be administered. Grant amounts to be disbursed are expected to be \$10,000 per business, but may be lower or higher based on the program criteria.

Applicants are encouraged to review the economic development content within the Draft 2020-2024 Consolidated Plan, found at this website: <https://sf.gov/information/draft-2020-2024-consolidated-plan-and-2020-2021-action-plan> While this Plan was drafted prior to the COVID-19 pandemic, it does describe many of the economic development goals and opportunities that the City aims to address through this funding, including target neighborhoods, corridors and communities that require targeted interventions.

Eligible Activities

Proposals for this program area may include, but are not limited to, the following services:

- Financial management and administrative support, including check writing and fund distribution (budget shall include costs associated with printing and disbursing checks)
- Keeping detailed records of invoices and disbursements
- Providing the appropriate tax documentation to the business owners
- Providing regular reports to OEWD and other partners on the status of disbursements
- Following up with small businesses for distribution
- Manage communication and correspondence regarding OEWD's grant programs and status, including managing emails and having a phone number (hotline) that is supported by staff to answer questions and provide technical support to interested applicants
- Provide technical support to small businesses in multiple languages (Spanish, Cantonese, Mandarin, Vietnamese, Korean, and Arabic) to support completion of applications over the phone
- Provide status updates and correspondence to the public and applicants regarding grant programs and applications
- Develop and manage a public-facing grant application portal
- Keep detailed demographic data on all program applicants and awardees
- Coordinate the disbursement of federal grant funds to participating small business owners
- Work collaboratively with OEWD to assist business owners in navigating other municipal resources that are available for business stabilization

Eligible costs may include, but are not limited to:

- Staff (e.g., staff, fiscal support, supervision)

- Program Delivery (i.e., shared, direct costs)
- **90% of funding must go to support direct grants to small businesses**

Performance Measures:

- Number of small businesses supported
- Demographic information of business owners
- Businesses within Low to Moderate Income areas
- Number of employees supported
- Award amounts per business

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, California Office of the Attorney General, System of Award Management (SAM), and eligible to do business with the City and County of San Francisco
- Previous experience working with small business owners especially those with limited English proficiency, minorities, women, and other populations from low-income backgrounds.
- At least three years of experience conducting similar programs
- Financial capacity to cover fund disbursements totaling up to \$500,000 per month.

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.
- Additional consideration will be given to applicants that demonstrate expertise in distributing federal funds.
- A strong proposal shall demonstrate proper resources and a competitive fee structure to perform the services.
- Language capacity in Spanish, Cantonese, Mandarin, Vietnamese, Korean, and Arabic.

Supplementary Questions and Requirements:

There are no supplementary requirements for this program area

Small Business Programs

Program Area U: Small Business Grant Program for Accessible Barrier Removal

Anticipated Number of Awards: 1 or more

Initial Funding Awards: Total amount of funding available under this program area is \$2,500,000. Applicants may propose budgets of up to **\$500,000** to cover 12 months of services. OEWD expects to offer an initial 5-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, 2030) 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: April 1, 2024 or later

Eligible Neighborhood(s): Citywide

Physical Location: None specified

Target Population(s): Small Businesses improving the physical accessibility of their place of public accommodation.

Scope of Work:

OEWD is seeking proposals from **nonprofit and for-profit** organizations to administer small business grant funds that support independently-owned and operated small businesses. The goal of the fund is to provide reimbursement to 50 or more businesses per year, for expenses incurred while improving the accessibility of a business's place of public accommodation.

The Office of Small Business (OSB) will determine program eligibility for the small businesses, and provide the selected grantee(s) with a list of approved grant recipients on a biweekly basis.

The selected grantee(s) shall:

- Provide procurement and tax-related expertise to small business grant recipients,
- Keep detailed records of fund disbursements,
- Ensure that small business grant recipients are provided with grant funds within five (5) business days of approval, and
- Provide the City with routine reports summarizing the number and value of grants distributed, and providing trends and recommendations to inform potential changes to the program.

Grants to small businesses may cover the purchase and installation of certain accessible equipment, fixtures, or furniture; construction and labor costs to remove ADA barriers; Certified Access Specialist (CASP) inspections and reports; design services for ADA barrier removal; and, relevant permit fees.

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. Budget requests should reserve a minimum of 85% for the small business grants.

Performance Measures

- Number of grant payments to small businesses
- Award amounts per business
- Ability to execute grant payments within 3-5 business days of receipt from OEWD

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, California Office of the Attorney General, and eligible to do business with the City and County of San Francisco.
- Previous experience working with small business owners, especially those with limited English proficiency, minorities, women, and other populations from low-income backgrounds.
- At least three years of experience conducting similar programs
- As this is a cost-reimbursement grant, qualified applicants must have the financial capacity to cover fund disbursements totaling on average \$50,000 per month.
- Ability to disperse payments with either a physical check or digitally, through an Electronic Funds Transfer or similar.

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. Please review Page 106 of the RFP for more information on how applicants will be evaluated regarding financial capacity for performing these services.

Supplementary Questions and Requirements:

There are no supplementary requirements for this Program Area.

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 sf.gov/resource/2023/request-proposals-rfp-228.

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

Templates provided as Appendices to RFP 228:

- 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

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 appendices contain important additional information for applicants to review:

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 sf.gov/resource/2023/request-proposals-rfp-228 as **Appendix A**. Appendix A can be used to draft your narrative response, which can be copied and pasted into the online application, but please do not upload Appendix A with your application.

Appendix C, City Grant Terms (Form G-100), contains the standard requirements that apply to all nonprofit organizations doing business with the City. The successful proposer will be required to enter into an agreement substantially similar to this Appendix C. The actual grant agreement and specific language will be determined by the City during the negotiation process.

Appendix D, Applicant Requirements and Guidelines

Appendix D 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

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

Appendix F, Federal Grant Terms (Area S), contains the additional federal requirements that apply to Program Area S.

B. Proposal Package Submission

When all items are complete, submit the entire Proposal Package through the online system by **5:00 p.m. PST on Wednesday, January 17, 2024**. 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 through the online system before the deadline. Please also contact owd.procurement@sfgov.org and confirm that you are replacing your prior submission so that OEWD is able to identify the correct proposal that the Review Committee receives. In no case will an intent to revise a proposal extend the due date for any applicant.

Again, all submissions, including all required attachments, must be received by 5:00 p.m. PST on Wednesday, January 17, 2024 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 oe wd.procurement@sfgov.org. The team will assist with technical issues until the submission deadline.

An applicant's proposal is an irrevocable offer valid for 180 days following the proposal due date. At applicant's election, the proposal may remain valid beyond the 180-day period in the circumstance of extended negotiations. The acceptance and/or selection of any proposal shall not imply acceptance by the City of all terms of the Proposal, which may be subject to further approvals or negotiation.

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.

D. Public Disclosure of Proposals and Records of Communication

All documents under this RFP process are subject to public disclosure per the California Public Records Act (California Government Code Section §6250 et. Seq) and the San Francisco Sunshine Ordinance (San Francisco Administrative Code Chapter 67). Contracts, Proposals, responses, and all other records of communications ("RFP Materials") between the City and Proposers shall be open to inspection immediately after a contract has been awarded. Public disclosure may be made regardless of whether the RFP Materials are marked "confidential," "proprietary," "Copyright ©" or otherwise, and regardless of any statement purporting to limit the City's right to disclose information, or requiring the City to inform or obtain the consent of the applicant prior to the disclosure of the RFP Materials. Nothing in this Administrative Code provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or organization is awarded the contract or benefit.

Submission of any proposal or communication pursuant to the RFP constitutes acknowledgment and consent by the applicant to the potential public disclosure of its RFP Materials.

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. Disqualified proposals may not be resubmitted for further consideration.

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. The City will not reimburse applicants for any costs incurred in traveling to or from the interview location or site visit, or other costs associated with preparing for and submitting the proposal.

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 as stated below. 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.

Community Economic Development (Program Areas C through T)

For Community Economic Development programs, the Review Committee consists of both "Tier 1" and "Tier 2" Reviews.

- 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)

Tier 2 review for Community Economic Development proposals will be evaluated on a **50-point scale**, broken down as follows:

Applicant Qualifications and Neighborhood Connection (15 points)

- Demonstrates capacity to implement projects related to the proposed activities
- Demonstrates an understanding of community and economic development principles
- Demonstrates an understanding of the neighborhood and connection to the needs and goals of the neighborhood

Program Goals and Objectives (35 points)

- The proposed project will contribute to achieving Community Economic Development goals and objectives
- The proposed project demonstrates clear community support
- The proposal demonstrates an understanding of community stakeholders and community organizations, and possible considerations for project implementation
- The design of the project reflects deep knowledge and understanding of the neighborhood and/or City
- The proposed project is innovative and creative in implementing a solution to meet neighborhood needs

Business Development (Program Areas A and B) and Small Business Programs (Program Area U)

Business Development and Small Business 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)

Additional Considerations

Depending on the number and quality of proposals, applicants may be invited to be interviewed by the review committee to make a final selection in case of a tie. 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 City official, representative, or employee, including a member of the Review Committee, from the time the RFP is issued until the date the RFP is completed (either by cancellation or final award), other than submitting clarification questions to the OEWD team in charge of this RFP or responding to any City-initiated contact regarding the RFP) 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 Executive Director of OEWD, and the appropriate oversight bodies. The tentative awardee(s) whose proposal(s) are determined to meet the needs of the City will be authorized to negotiate a grant agreement, and an intent to award notice will be sent to the top-ranked applicant(s). 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 their individual 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 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 applicant may request the scores and comments related to their proposal, as well as the scores, comments, and final rankings related to all other proposals submitted under the same program area.

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. PST 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 owd.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 ten (10) calendar days of receipt of the letter of protest. **All protest determinations made by the Executive Director of OEWD are final.**