

REQUEST FOR QUALIFICATIONS (RFQ) #87

Grantee Capacity Building for the Human Rights Commission

<p>Background The San Francisco Human Rights Commission (HRC) advocates for human rights issues and enforces nondiscrimination laws in the City and County of San Francisco. For nearly 50 years, HRC has grown in response to San Francisco’s mandate to address the causes of and problems resulting from prejudice, intolerance, bigotry and discrimination.</p> <p>Intent of this Request for Qualifications (RFQ) Through this RFQ, HRC intends to create a prequalified list of organizations from which it may choose to issue grant awards in two service areas. Service Area 1 is for organizations who have received one or more Dream Keeper Initiative grant and who will engage in capacity building to advance their infrastructure and abilities to meet one or more of the following goals: increase the organizations’ capability to compete for funding; report out on their work and the impact of programming; and enhance financial management and fiscal infrastructure. Service Area 2 is for a nonprofit organization to provide organizational assessments and capacity building cohort facilitation services.</p>	<p>Anticipated Grant Term The anticipated term for grants resulting from this RFQ may last up to three (3) years. Actual grant terms may vary, depending upon service and project needs at the City’s sole and absolute discretion. Applicants selected for resulting grants(s) must be available to commence work on or after February 20, 2024. Thus, the anticipated grant term for this RFQ is February 20, 2024 to February 19, 2027.</p> <p>Anticipated Grant Budget The maximum amount of funding for this Request for Qualifications (RFQ) is \$150,000 per year in Service Area 1 and \$200,000 per year in Service Area 2. Awards may be for less than or equal to the maximum amount. HRC anticipates awarding ten (10) awards in Service Area 1 and one (1) award in Service Area 2.</p> <p>Schedule RFQ issued: Monday, November 13, 2023 E-Question Period: Friday, December 1, 2023 Answers available online: Friday, December 8, 2023 Deadline for RFQ Proposals: Friday, December 22, 2023, by 5:00 pm PDT Prequalified List announced: Wednesday, January 31, 2024 Anticipated Grant Period Start Date: February 2024 <i>Each date is subject to change. For the latest schedule and complete information about this RFQ, check https://sf.gov/information/human-rights-commission-funding-opportunities</i></p> <p>RFQ Contact Information Contract Administrator for this RFQ: Terry Jones Email for Submission of RFQ Responses and Questions: hrc.grants@sfgov.org</p> <p>No Subcontracting Requirement The Local Business Enterprise (“LBE”) sub-consulting goal for this RFQ and resulting contract(s) does not apply. However, the City strongly encourages responses from qualified LBEs.</p>
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TABLE OF CONTENTS

1. Introduction, Overview and Schedule	3
1.1. Background of the City and County of San Francisco	3
1.2. Statement of Need and Intent	3
1.3. Available Funding	4
1.4. Service Period	5
1.5. Schedule	5
1.6. City-Proposer Communications	5
2. Program Areas and Scope of Work	6
2.1. Scope of Work	6
3. Application Process	9
3.1. Proposal Package and Checklist	9
3.2. Submission Deadline and Confirmation	10
4. Evaluation Process	11
4.1. Initial Screening	11
4.2. Minimum Qualifications	11
4.3. Selection Criteria	13
4.4. Prequalification Process	15
4.4.1. Reference Checks	15
4.4.2. Release and Waiver Agreement	16
4.4.3. Selection from Prequalified Lists	16
4.4.4. Other Terms and Conditions	16
5. Protest Process	17
5.1. Protest of RFQ Terms	17
5.2. Protest of Non-Responsiveness Determination	17
5.3. Protest of Establishment of Prequalified List	17
5.4. Protest of Grant Award	18
5.5. Delivery of Protests	18
6. Reservation of Right to Reject or Cancel	18

1. Introduction, Overview and Schedule

1.1. Background of the City and County of San Francisco

About the City

San Francisco is the fourth largest city in California and serves as a center for business, commerce and culture for the West Coast. The City and County of San Francisco, known as the “City”, was established by Charter in 1850. It is a legal subdivision of the State of California with the governmental powers of both a city and a county under California law. The City’s powers are exercised through a Board of Supervisors serving as the legislative authority, and a Mayor and other independent elected officials serving as the executive authority. The services provided by the City include public protection, public transportation, construction and maintenance of all public facilities, water, parks, public health systems, social services, planning, tax collection, and many others.

About the Human Rights Commission

The San Francisco Human Rights Commission (“Department” or “HRC”) provides leadership and advocacy in securing, protecting and promoting human rights for all people. For nearly 50 years, HRC has grown in response to San Francisco’s mandate to address the causes of and problems resulting from prejudice, intolerance, bigotry and discrimination. HRC has the good faith and commitment of San Francisco’s leaders to be an independent voice of human rights protection for all people and, again and again, leads the way on groundbreaking initiatives in the realm of human and civil rights. HRC performs its Charter mandated obligations and duties pursuant to the following City ordinances and laws:

- **San Francisco Charter**
Article IV, Section 4.107: HRC as a Charter agency
- **San Francisco Administrative Code**
Chapter 12A: Powers and Duties of HRC
Chapter 12B: Non-discrimination in CCSF Contracts
Chapter 12C: Non-discrimination in CCSF Property Contracts Chapter 12H: Sanctuary City Ordinance
Chapter 12N: LGBT Youth Sensitivity Training
- **San Francisco Police Code**
Article 33: Non-discrimination in Housing, Employment and Public Accommodations
Article 38: Non Discrimination based on HIV Status
Article 1.2: Non Discrimination in Housing against Families with Minor Children
- **Commission Bylaws**
Commission Bylaws

1.2. Statement of Need and Intent

Organizational capacity building enables nonprofit organizations and their leaders to improve their practices and infrastructure by creating new approaches, structures, or skills that can make them more effective and sustainable. Working to enrich community members’ lives and solve society’s challenges requires intentional investments of time and resources that go beyond program delivery and aim to address the operational structure of the nonprofit organization.

Through this RFQ, HRC intends to create a prequalified list of organizations from which it may choose to issue grant awards in two service areas, all with the goal of strengthening the capacity of organizations to continue providing effective services to the community. Service Area 1 is for organizations who have received one or more Dream Keeper Initiative grant and who will engage in capacity building to advance their infrastructure and abilities to meet one or more of the following goals: increase the organizations' capability to compete for funding; report out on their work and the impact of programming; and enhance financial management and fiscal infrastructure. Service Area 2 is for a nonprofit organization to provide organizational assessments and capacity building cohort facilitation services to an estimated 10 organizations.

The primary goal of this RFQ is to expand capacity building resources to Dream Keeper Initiative grantees to assist them with developing the fiscal and programmatic infrastructure to support their growth and sustainability.

HRC will oversee the implementation of the grants and programs within this RFQ. HRC is committed to advancing racial and economic justice by instituting programs and services that make San Francisco a better place to live, work, and do business. The funding in this RFQ touches on critical aspects of San Francisco's diverse economy, focusing on advancing equity and shared prosperity for all. More information about HRC can be found at: <http://sf-hrc.org>.

1.3. Available Funding

The anticipated not-to-exceed grant budget is \$150,000 per year in Service Area 1 and \$200,000 per year in Service Area 2 for each contract resulting from this RFQ. Actual contract budget may vary, depending upon the number of responsive proposals that meet HRC's strategies and objectives, and upon service and project needs at the City's sole and absolute discretion. **HRC anticipates awarding HRC anticipates awarding ten (10) awards in Service Area 1 and one (1) award in Service Area 2.**

Please submit budget requests according to the limits in this RFQ. However, HRC may negotiate different funding allocations and project goals before finalizing funding awards, should funding conditions change.

HRC may pursue additional resources to support the essential programs solicited through this RFQ and, if additional funding is secured, HRC may elect to negotiate larger funding awards beyond the originally anticipated amounts listed in this RFQ. In this case, funds may be allocated to enhance any of the programs described in this RFQ, at an amount proportional to the anticipated funding ranges noted in this RFQ. Similarly, should funding no longer be available, HRC may elect to not fund submissions at this time. Applicant submissions are kept on file and HRC may use them as a basis for future funding awards.

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

1.4. Service Period

Unless otherwise noted in the program descriptions, successful proposals will be funded for a term of three (3) years. Projects may begin as soon as **February 2024** and are anticipated to continue through **February 2027**. All decisions regarding the size, length, and scope of future funding awards are subject to HRC’s approval and budget availability. 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 HRC. Grantees will be asked at a minimum to submit a final report of their activities and, if HRC elects to renew the award, a revised scope of work and budget for the renewal period(s) for HRC’s review. HRC reserves the right, in its sole discretion, to not renew funding awards.

1.5. Schedule

The anticipated schedule for awarding initial funding is as follows:

Proposal Phase	Date
RFQ Issued by the City	Monday, November 13, 2023
Deadline for Questions	Friday, December 1, 2023
Answers available online	Friday, December 8, 2023
Proposals Due	Friday, December 22, 2023, by 5:00 pm PDT
Prequalified List Notification Date	Wednesday, January 31, 2024
Protest Period Ends	5 business days after award notification
Projects Begin	Projects anticipated to start February 2024 or later

Each date is subject to change. For the latest schedule, check <https://sf-hrc.org/grant-opportunities>.

1.6. City-Proposer Communications

There will be no Pre-Response Conference for this RFQ. From the date this Solicitation is issued until the date the competitive process of this Solicitation is completed (either by cancelation or final Award), Proposers and their subcontractors, vendors, representatives and/or other parties under Proposer’s control, shall communicate solely with the Contract Administrators whose names appear in this Solicitation. **Any attempt to communicate with any party other than the Contract Administrator(s) whose names appear in this Solicitation – including any City official, representative or employee – is strictly prohibited. The Contract Administrator for this Solicitation is: Terry Jones – hrc.grants@sfgov.org.**

Failure to comply with this communications protocol may, at the sole discretion of City, result in the disqualification of the Proposer or potential Proposer from the competitive process. This protocol does not apply to communications with the City regarding business not related to this Solicitation. Unauthorized contact may be cause for rejection of responses at the City’s sole and absolute discretion.

All documents under this solicitation 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 between the City and Proposers shall be open to inspection

immediately after a contract has been awarded. 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. If the City receives a public records request ("Request") pertaining to this solicitation, City will use its best efforts to notify the affected Proposer(s) of the Request and to provide the Proposer with a description of the material that the City deems responsive and the due date for disclosure ("Response Date"). If the Proposer asserts that some or all of the material requested contains or reveals valuable trade secret or other information belonging to the Proposer that is exempt from disclosure and directs the City in writing to withhold such material from production ("Withholding Directive"), then the City will comply with the Withholding Directive on the condition that the Proposer seeks judicial relief on or before the Response Date. Should Proposer fail to seek judicial relief on or before the Response Date, the City shall proceed with the disclosure of responsive documents.

1.7. Deadline for RFQ Questions (Questions Submitted Electronically)

All questions about the RFQ should be sent by email to hrc.grants@sfgov.org, attention Contract Administrator Terry Jones. This includes general administrative questions, program area questions, and technical questions about how to find or navigate the RFQ application.

1.8. Summary of Information Requested and Presented

A summary of all questions, answers, and addenda pertaining to this RFQ will be posted on HRC's website at <https://sf-hrc.org/grant-opportunities> on or about December 8, 2023. It is the Respondents' responsibility to check this website for any updates.

1.9. City Communication Following Receipt of Responses

The City may contact Respondents for clarification or correction of minor errors or deficiencies in their Responses prior to deeming a Response as non-responsive. Clarifications are "limited exchanges" between the City and a Respondent for the purpose of clarifying certain aspects of the Responses, and do not give a Respondent the opportunity to revise or modify its Response. Minor errors or deficiencies are defined as those that do not materially impact the City's evaluation of the Proposal; for example, failing to label the "original" Response as an "original". For information regarding the City's Evaluation Process, see RFQ Section IV - Evaluation Criteria.

2. Program Areas and Scope of Work

2.1. Scope of Work

This scope of work is a general guide to the work the City expects to be performed and is not a complete listing of all services that may be required or desired. General deliverables and timelines are requested. The City is soliciting qualifications to create a prequalified list of organizations that may be selected for the services described below.

To minimize duplication of effort and to allow the City to coordinate data requests and data available for the multiple projects solicited within this RFQ, as well as for previous and future projects, the selected organizations' findings and data may be shared by the City with other City Contractors, as deemed appropriate by the City.

HRC will create a list of prequalified organizations. Each Proposer should demonstrate its capabilities by providing concise, but comprehensive responses in **RFQ Attachment IV, Response Template**. Show HRC what your qualifications are to complete the scope of work.

If needed, the City will negotiate the specifics of your scope of work to include services, budget, deliverables, and timeline as part of contract negotiations. For example, for the contracts resulting from this RFQ, the organization(s) may work on a project basis, with an engagement agreement for each project/task specifying the maximum number of hours, due date, and hourly rate to be charged. There is no guarantee of a minimum amount of work or compensation for any Respondent(s) selected for contract negotiations. The City may select organizations from the prequalified list in its sole and absolute discretion. After the prequalified list has been established, the City may, in its discretion, issue Request(s) for Proposals or Request(s) for Quotes to the prequalified list to better assess qualifications for a specific scope of service, which may include staffing, scheduling, deliverable, and cost considerations.

2.1.1. Grant Deliverables

Possible Grant Deliverables include, but are not limited to:

- Showing of expertise in the enumerated Service Area;
- Deliverables outlined in the contract and scope of work;
- Monthly invoicing for expenses incurred in the performance of the contract;
- Quarterly or monthly performance reports detailing progress towards deliverables for the duration of the contract period;
- Financial and financial-related audit reports;
- Financial and internal control reviews, including routine auditing;
- Management letters indicating deficiencies or opportunities for accounting and reporting improvements, specifically identifying any reportable condition or material weakness;
- Disclosures of fraud, illegal acts, non-compliance, and abuse; and
- Additional data collection as required to assess performance of the contract.

2.1.1.1. Description of Proposed Work

HRC, on behalf of all City Departments, is seeking qualified suppliers (“Proposers”) to provide proposals (“Proposal”) for capacity building projects and programs as outlined below.

Multiple Service Areas: The Prequalified Pool will consist of the following 2 Service Areas. Proposers may apply to one service area only.

Service Area 1: Dream Keeper Initiative Grantee Capacity Building Grants.

Proposals for this program area are for Dream Keeper Initiative grantees to engage in capacity building that advances their infrastructure and abilities to meet one or more of the following goals:

Goal 1: Increasing the organization's ability to compete for funding.

Goal 2: Report out on their work and the impact of programming.

Goal 3: Enhance financial management and fiscal infrastructure.

Proposals may include capacity building efforts in one or more of the following areas:

1. **Board Development.** Strong board leadership is essential to the success of a nonprofit. It's important that Board members understand their duties and utilize effective good governance practices.
2. **Leadership Development.** Development of new and existing executive leadership and board members enables an organization's executive team to work together effectively in service of the organization's mission. Nonprofits depend on strong leaders to guide, inspire, and engage. To be successful, leaders must identify impending challenges and the leadership skills needed to overcome them — and invest in employees who provide the services to the community.
3. **Financial Systems and Management.** Sound financial systems, practices, and oversight are necessary for an organization to receive diverse funding investments, grow, and adapt. Assessments, tools, and technology all support the development of the financial capacity of an organization.
4. **Program Development & Operational Infrastructure.** Establishing cross-departmental teams, programmatic planning, evaluation, accountability, and goal setting all support the programmatic operations of an organization. Similarly, the operational infrastructure of an organization benefits from capacity building efforts, such as human resources, data management, and asset management.

Proposals may include new capacity building efforts or support an organization to implement an existing strategic plan. Examples of how funds may be used include, but are not limited to:

- Purchase and implementation of information technology equipment or technology systems (e.g., financial management, data management, etc.).
- To hire staff, external consultants, or external firms in the above areas, including those who will implement portions of the proposed capacity building efforts.
- To supplement salaries so that grantee staff receive competitive, market-rate, family-sustaining wages.
- To expand or enhance benefits that ensure grantee staff wellness, reduce burnout, or address mental health needs.

Use of funds for general staff training is discouraged; any training should be directly tied to leadership development or the implementation of new systems and infrastructure.

The HRC is committed to ensuring that grantees have the staffing resources necessary for capacity building efforts to be implemented and sustainable. With many capacity building programs, executive directors take on additional responsibilities and implementation efforts without having the resources to increase staffing or to build up the capacity of staff to take on new roles. This limits the impact and sustainability of investments; strong proposals will therefore include a realistic staffing plan that meets the time demands of the project and distributes responsibilities beyond the executive director. The staffing plan may include distributing additional job duties appropriately amongst staff, hiring interim support, hiring specialized staff, etc. For example, if the executive director will engage in 5-10 hours of coaching per week, how will the organization ensure that someone else is able to take on leadership and management activities to allow the director to step away?

Additionally, applicants must demonstrate that any staff or consultants hired in regard to the proposal will have the appropriate credentials, skills, or experience to conduct or implement the proposal. Organizations should aim to hire talent that will be able to support the program without requiring substantial amounts of training. For example, a staff or consultant hired for accounting or development tasks should have skills aligned with the respective role, rather than training a staff member to run complex development campaigns without prior experience.

Organizations that are awarded a grant under Service Area 1 will be expected to participate in capacity building activities with other grantees in the cohort. These activities will be facilitated through HRC at no cost to the grantee. Activities will include:

1. An organizational assessment process facilitated through the HRC.
2. Monthly or bi-monthly (1.5-2 hours) cohort peer learning and development sessions. Grantees may send 3 or more team members to participate and should expect that each leader will commit 3-4 hours of follow up per month.

Service Area 2: Organizational Assessment and Grantee Cohort Facilitation Services.

Proposals for this program area are for organizational assessment services and facilitation of monthly or bi-monthly (1.5-2 hours) peer learning and development sessions. Services will be provided to a cohort of 10 organizations. Proposals may include additional, related organizational development services including but not limited to coaching, strategy development and implementation, and support with screening grantee service providers (ex., accounting, human resources, technology, research and evaluation, strategic planning). Applicants must have the ability to provide culturally competent/humble services for the organizations being served, and a history of effectively supporting community-driven organizations that may be new, under resourced, and/or understaffed.

3. Application Process

3.1. Proposal Package and Checklist

A complete Proposal Package shall include all of the items listed in the Proposal Package Checklist, below. Instructions and tips on completing all Proposal Package documents are included following the Checklist and all templates noted can be downloaded from <https://sf-hrc.org/grant-opportunities>.

The following items must be completed and included in the application package:

- RFQ Attachment I: Proposal Coversheet and References
- Attachment II: City's Agreement Terms and Conditions
- RFQ Attachment III: City's Administrative Requirements
- RFQ Attachment IV: Written Proposal Template

Additional reference materials and guidelines:

Please complete the template(s) and verify that you meet all requirements. Only submissions with all required attachments will be considered for funding. Alternative formats of templates may also be provided to individuals with disabilities by contacting hrc.grants@sfgov.org before the submission

deadline. If using an alternative format for your responses, the information in Attachment IV must be included in the order specified to be scored appropriately.

3.2. Submission Deadline and Confirmation

3.2.1.Deadline: Proposal Packages and all related materials (“Complete Proposal Packages”) must be received by HRC by **5:00 p.m. PDT on Friday, December 22, 2023**. Complete Proposal Packages must be submitted electronically via email to hrc.grants@sfgov.org.

3.2.2.Confirmation: Upon successful submission, you will receive an automated response to confirm your submission was received by the deadline. Save this information for future reference.

3.2.3.Corrections: 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 outline above, and ensure that the revised submission is submitted by the deadline.

3.2.4.Late submissions: Any submissions and supplementary materials received after 5:00 p.m. PDT on Friday, December 22, 2023, will not be considered. **Early submission is highly encouraged.**

3.3. Redaction of Confidential or Proprietary Information

All documents under this solicitation process are subject to public disclosure per section 67.24 of the San Francisco Administrative Code, “The San Francisco Sunshine Ordinance of 1999.”

Responses to RFQs, contracts, and all other records of communications between the City and Respondents shall be open to inspection immediately after a contract has been awarded. Nothing in this Administrative Code provision requires the disclosure of a private person's or firm's net worth or other proprietary financial data submitted for qualification for a contract or other benefit until and unless that person or firm is awarded the contract.

Respondents should redact any confidential or proprietary information, as appropriate, prior to submitting a response to this RFQ.

Respondents should clearly indicate net worth or other proprietary financial data that the City should redact if the RFQ response becomes publicly disclosed, with the understanding that this information cannot be redacted or withheld should a contract be awarded to the Respondent.

3.4. Best Practice Tips

- Use the Submission Package Checklist to ensure your proposal is complete.
- 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 applications, please do not cross-reference content between submissions. For example, do not respond to questions with statements such as “Please see this answer in my submission to the other Program Area.”

4. Evaluation Process

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

It is the City's intent to prequalify Respondent(s) that provide the best overall qualifications to the City and will provide the best overall service package inclusive of fee considerations. Firms selected for prequalification are not guaranteed a contract. This RFQ does not in any way limit the City's right to solicit contracts for similar or identical services if, in the City's sole and absolute discretion, it determines the prequalified list is inadequate to satisfy its needs.

There are two phases to the evaluation process. HRC staff will first perform an Initial Screening, described below. Responses that pass the Initial Screening process (Section 4.1), including Minimum Qualifications (Section 4.2), will proceed to the Evaluation of Organizations (that met Minimum Qualifications), described in Section 4.3. City or community representatives may serve as the Evaluation Panel responsible for evaluating Respondents. Evaluation Panelists will evaluate and rate the responses for prequalification. Depending on the number and quality of proposals, Respondents may be invited to be interviewed by the Evaluation Panel to make a final selection, if desired by the City.

4.1. Initial Screening

The City will review each response for initial determination on responsiveness and acceptability in an Initial Screening process. Elements reviewed during the Initial Screening include, without limitation: compliance with submission requirements; compliance with Minimum Qualification requirements (Section IV(B)), compliance with format requirements, response completeness, and verifiable references.

Responses are not scored during the Initial Screening process. Initial Screening is a pass/fail determination as to whether a response meets the threshold requirements described above. **By December 22, 2023 at 5:00pm PTD, the RFQ Response Deadline, any response that does not demonstrate that Respondent meets requirements in Section 4.2 will not be eligible for consideration.**

The City reserves the right to request clarification from the Respondent prior to rejecting a response for failure to meet the Initial Screening requirements. Clarifications are "limited exchanges" between the City and a Respondent for the purpose of clarifying certain aspects of the Response and will not give a Respondent the opportunity to revise or modify its response.

4.2. Minimum Qualifications

An applicant is eligible if the following applies:

- Is (or have a fiscal sponsor that is) a nonprofit, public benefit corporation that is tax exempt under Internal Revenue Code 501(c)(3) as a public charity.
 - Certain exceptions may be made for 501(c)(4) and 501(c)(6) nonprofit organizations, as well as churches and religious organizations whose programming aligns with the charitable purposes designated for 501(c)(3) status.

- Is a Vendor of the City or be willing and able to become a Vendor of the City. Organizations who are not yet City Vendors are urged to begin the Vendor application process as soon as possible in order to ensure that they meet this requirement if awarded a grant. To learn more about becoming a City vendor, visit the City's Office of Contract Administration at <http://sfgsa.org/index.aspx?page=4762> which offers all of the necessary instructions and forms required to become a City Vendor. Note: subcontractors and consultants to the Respondent do not need to be City vendors.
- Are not debarred or suspended from participation in local, State or Federal programs.
- Can comply with all local, state or federal laws and regulations if funded.
- Be in good financial standing according to generally accepted accounting practices.
- Must commit to the following: funds received under this RFQ shall not be used to influence or seek to influence local, state, or federal governmental decisions. This includes but is not limited to: lobbying agencies of the City and County of San Francisco; funding political campaigns; or influencing or seeking to influence funding decisions made by the City and County of San Francisco regarding your agency or any subgrantees, other organizations, or other individuals funded under this RFQ.
- For Service Area 1:
 - Minimum Qualification 1A: Applicants must have received one or more Dream Keeper Initiative (DKI) grant (either as the grant lead or a subcontractor). For reference, the Departments that have issued DKI grants include: San Francisco Arts Commission; Adult Probation Department; Department of Children, Youth and Their Families; Department of Early Childhood; Department of Public Health; Human Rights Commission; and Office of Economic and Workforce Development.
 - Minimum Qualification 1B: Applicants must meet one or more of the following criteria:
 - Have 7 or fewer full time employees; or
 - Have received 5 or fewer grants in the organization's history; or
 - Have never received a grant above \$200,000 for 12 months of programming; or
 - Have been in operation for 7 years or less.
- For Service Area 2:
 - Minimum Qualification 2A: One or more members of the lead staff has a minimum of three (3) years of recent experience conducting organizational assessments, evaluation, and strategic planning; and
 - Minimum Qualification 2B: One or more members of the lead staff has a minimum of three (3) years of recent experience providing technical assistance (such as training or coaching) to community-driven organizations in the startup or early development phase; and

- Minimum Qualification 2C: One or more members of the lead staff has a minimum of three (3) years of recent experience providing technical assistance (such as training or coaching) to Black-led nonprofit organizations.

No City agencies or departments may apply for funding under this RFQ.

4.3. Selection Criteria

Creation and Duration of the Prequalified Pool

Proposers meeting the Minimum Qualifications and scoring a minimum of 70 points for each Service Area shall be added to the Prequalified Pool and eligible for potential contract negotiations (“Resulting Contract”) with the City, on an as-needed basis. A Prequalified Pool list is valid for 2 years, but may be extended for up to 2 additional years if re-opened by City in accordance with Section 21.4 of the San Francisco Administrative Code. Responsive Proposals will be evaluated by a panel (“Evaluation Panel”) consisting of parties with expertise related to goods and/or services being procured through this RFQ. The Evaluation Panel may include staff from various City departments. Proposals will be evaluated based on the criteria outlined herein. If applicable, a Contract Monitoring Division (CMD) Contract Compliance Officer will assess Proposal compliance with Local Business Enterprise (LBE) requirements and assign a rating bonus to Proposal scores. The CMD-adjusted scores (if applicable) will then be tabulated, and Proposers will be ranked starting with the Proposer receiving the highest score, then continuing with the Proposer receiving the second highest score, and so on. Applications will be reviewed and evaluated using the criteria described in this section. The following information should be filled out in Attachment IV, Written Proposal Template. 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 submission with these criteria in mind.

This section describes the guidelines used for analyzing and evaluating the responses and for Respondent prequalification.

1. Respondent/Applicant Information.

- a. Organization and/or Partner Name(s)
- b. Contact Information
- c. Eligibility based on minimum qualifications for the applicable Service Area.

2. Applicant Qualifications and Staff Assignments (40 points)

- a. Describe your organization, your services, and the population(s) you serve (15 points). Indicate how your organization aligns with and contributes to the Dream Keeper Initiative’s mission to ensure San Francisco’s diverse Black communities are experiencing joy, feelings of safety, advancing educationally and economically, are holistically health, and are thriving.
- b. Describe your staffing plan for the proposed project (25 points).
 - i. Service Area 1: If the executive director or other agency leadership will need to invest time in coaching, networking, etc., the staffing plan should address who

will support operations in the director’s absence. This may include: shifting certain responsibilities to other staff while ensuring staff have the bandwidth and skills to take on tasks; or hiring new staff or consultants to close operational gaps.

- ii. Service Area 2: Describe what makes your organization and your lead staff uniquely capable of implementing the services sought after by this Service Area. Include any past experience successfully implementing similar projects or activities, including with community-driven organizations in the startup or early development phase.
- iii. Both Service Areas: If staff or consultants will be hired, the staffing plan should outline how you will ensure that their skills and qualifications will be aligned with program needs.
- iv. Both Service Areas: Please include a chart listing your organization’s staff using the below template. Include any volunteers/unpaid staff who are integral to implementing your organization’s mission.

	Staff Name	Title	Paid or Volunteer	Years of Experience in this Type of Role	Ave # Hours Per Week
1					
2					
3					
4					
5					
6					

3. Scope of Work (45 points; Additional 5 points for current DKF funding)

Please provide concise, yet comprehensive answers to the following questions in Attachment IV (reprinted here for reference).

- a. Service Area 1: Describe your proposed capacity building effort, including:
 - i. Context (10 points): The specific area(s) you have selected to address and why.
 - ii. Goals (5 points): The goals of the proposal and how they align with this RFQ.
 - iii. Approach (10 points): The activities, steps, systems, and infrastructure to be conducted or implemented, including a timeline.
 - iv. Impact (10 points): What will this proposal achieve? What are the performance measures you will use to determine if the project was successful? How will data be collected, analyzed, and reported in order to measure impact?
 - v. Sustainability (10 points): Describe your strategies regarding how learnings and new programs will be a) implemented during the grant period, and b) sustained,

including what strategies you will aim to implement after the grant period.

- vi. Current DKI Funding (Either 0 points or 5 points): If your organization has a DKI grant that is current as of the issue date of this RFQ and will still be in effect on the estimated start date of the grant period (February 1, 2024), please provide the name of the funding Department and the dates of the grant. Organizations with a current DKI grant will receive an additional 5 points.

b. Service Area 2: Describe your proposed capacity building effort, including:

- i. Approach (15 points): Provide detailed goals and objectives. Include any evidence-based practices that inform your project design as well as how you will tailor your approach to meet the unique needs of Dream Keeper Initiative grantees.
- ii. Services (15 points): Describe the services to be provided, including the type and modality of organizational assessment that you will use, the design of your cohort facilitation model, any additional supportive services that you propose (other than those specifically requested in this RFQ) and how they will lead to successful outcomes.
- iii. Impact and Outcomes (15 points): What will this proposal achieve? What are the performance measures you will use to determine if the services are successful? How will data be collected, analyzed, and reported to measure impact?

4. Budget and Narrative (15 points)

- a. Provide a budget along with a budget narrative that describes your use of funds.

5. Completeness of Response Submission

Responses should conform to RFQ requirements and provide a straightforward, specific, and concise description of the Respondent's capabilities to satisfy the requirements of the RFQ. Responses should also be professionally presented and contain organized content and formatting.

4.4. Prequalification Process

Proposers scoring 70 points and above may be added to the prequalified list and eligible for potential contract negotiations with the City on an as-needed basis in the Service Area described in section II(A)(2), above. Due to the varied nature of the services to be performed, the City reserves the right to contract with any or all prequalified Respondents.

4.4.1. Reference Checks

Reference checks, including, but not limited to, those provided in Attachment I, may be used to determine the applicability of Respondent experience to the services the City is requesting and the quality of services and staffing provided to prior clients, as well as adherence to schedules/budgets and Respondent's problem-solving, project management and communication abilities, as well as performance on deliverables and outcomes, and effectiveness in meeting or exceeding project

objectives. If reference checks deem that information included the response is untruthful, then the City will reject the response.

4.4.2. Release and Waiver Agreement

To effectuate the candid completion of the reference check above, Respondent is required to sign the RFQ Attachment I, Section D, Release of Liability.

4.4.3. Selection from Prequalified Lists

Pursuant to Section 21.4 of the San Francisco Administrative Code, City shall select grantees from the Prequalified Pool for Resulting Grants pursuant to three options, as described below.

Selections must be made prior to Pool expiration.

- a. City may select the highest available ranked grantees from the Prequalified Pool; OR
- b. City may request quotes or proposals from Prequalified Pool from which to select. Where applicable, the Department shall apply Chapter 14B LBE Rating Bonuses or Bid Discounts when evaluating quotes and proposals received from the Prequalified Pool.
- c. For Resulting Contracts that are less than the Minimum Competitive Amount in effect when the selections are being made, City may select a contractor from the Prequalified Pool without any further solicitation. In choosing this option, City shall notify the Prequalified Pool of its selection. The Notice shall specify the commodities and/or services awarded; their cost; and the selected Grantee's unique qualifications for having been selected without a further solicitation.

The City may select Contractors from the prequalified list in its sole and absolute discretion. After the prequalified list has been established, the City may issue Request(s) for Quotes or Request(s) for Proposals, Oral Selection Interviews/Demonstrations, conduct Reference Checks to the prequalified consultant list to better assess qualifications for a specific scope of service, which may include staffing, scheduling, deliverable, and cost considerations. The City reserves the right to request proposals, quotes, oral interviews/demonstrations, and conduct reference checks from vendors simultaneously. Award of contracts will be made in a manner consistent with San Francisco Administrative Code Chapter 21 Section 21.4(c).

4.4.4. Other Terms and Conditions

The selection of any prequalified Respondent for contract negotiations shall not imply acceptance by the City of all terms of the response, which may be subject to further negotiation and approvals before the City may be legally bound thereby.

If a satisfactory contract cannot be negotiated in a reasonable time with any prequalified Respondent, then the City, in its sole discretion, may terminate negotiations and begin contract negotiations with any other remaining prequalified Respondents.

The City, in its sole discretion, has the right to approve or disapprove any staff person assigned to a firm's projects before and throughout the contract term. The City reserves the right at any time to approve, disapprove or modify proposed project plans, timelines and deliverables. Such approvals will not be unreasonably withheld.

5. Protest Process

5.1. Protest of RFQ Terms

Failure of a Respondent to comply with the protest procedures set forth in this section will render a protest inadequate and non-responsive, and will result in rejection of the protest.

Should a prospective Respondent object on any ground to any provision or legal requirement set forth in the RFQ (including all Appendices and all Addenda), including but not limited to Protests based on allegations that: (i) the RFQ is unlawful in whole or in part, (ii) one or more of the requirements of the RFQ is onerous, unfair, or unclear; (iii) the structure of the RFQ does not provide a correct or optimal process for the solicitation of the Services; (iv) the RFQ contains one or more ambiguity, conflict, discrepancy or other error; or (v) the RFQ unnecessarily precludes alternative solutions to the Services or project at issue, the prospective Respondent must provide timely written notice of Protest as set forth below.

By 5:00 p.m. PDT on the third (3rd) business day of the issuance of the RFQ, any Respondent may submit a written Notice of Protest of the RFQ Terms. The Notice Protest shall state the basis for the Protest, refer to the specific requirement or portion of the RFQ at issue, and shall describe the modification to the RFQ sought by the prospective Respondent. The Protest shall also include the name, address, telephone number, and email address of the person representing the prospective Respondent.

If required, the City may extend the response submittal deadline to allow sufficient time to review and investigate the Protest, and issue Addenda to incorporate any necessary changes to the RFQ.

5.2. 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. By 5:00 p.m. PDT on the fifth (5th) business days of the City's issuance of a Notice of Non-Responsiveness, a Proposer may submit a written Notice of Protest 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 Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

5.3. Protest of Establishment of Prequalified List

By 5:00 p.m. PDT on the fifth (5th) business day of the City's issuance of a Notice of Intent to Establish a Prequalified List, a Proposer who believes that the City has incorrectly selected another Proposer for prequalification may submit a written Notice of Protest of Prequalification. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

5.4. Protest of Grant Award

By 5:00 p.m. PDT on the fifth (5th) business day of the City's issuance of a Notice of Intent to Award, a Proposer believes that the City has incorrectly selected another proposer for award may submit a written Notice of Protest to Contract Award. The Notice of Protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The Notice of Protest must be signed by an individual authorized to represent the Proposer, and must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the Notice of Protest must specify facts and evidence sufficient for the City to determine the validity of the protest.

5.5. Delivery of Protests

A Notice of Protest must be written. Protests made orally (e.g., by telephone) will not be considered. A Notice of Protest must be delivered by mail or email and received by the due dates stated above. A Notice of Protest shall be transmitted by a means that will objectively establish the date the City received the Notice of Protest. If a Notice of Protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein.

- Protests by email must be sent to hrc.grants@sfgov.org. Letters transmitted electronically must be sent in PDF format.
- Protests by U.S. mail must be addressed to:

Human Rights Commission
Attn: HRC Grants
25 Van Ness, Room 800

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 agency can anticipate a written response from the City within 10 calendar days of submission of the letter of appeal. **All protest determinations made by the Director HRC are final.**

6. Reservation of Right to Reject or Cancel

HRC reserves the right to reject or cancel this RFQ in whole or in part at any time before a Grant Agreement is entered into.